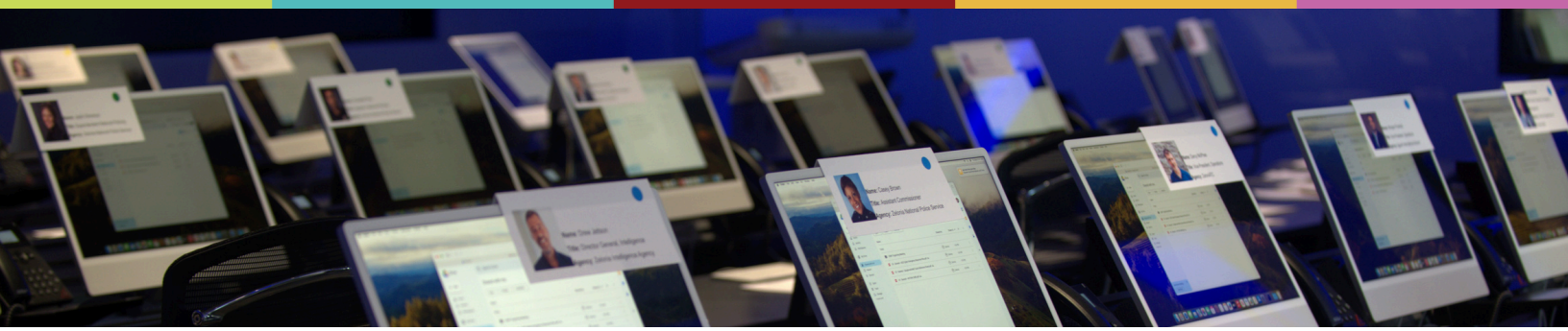
TELFER EXECUTIVE PROGRAMS UNIVERSITY OF OTTAWA

EXECUTIVE SECURITY & INTELLIGENCE LEADERSHIP CERTIFICATE (ESILC)



Leading through complex geopolitical trends and threats demands critical thinking, purposeful briefing, effective collaboration, and agility in crises and enterprises leadership. Designed in consultation with the Security & Intelligence (S&I) community for the S&I community, the **Executive Security & Intelligence Leadership Certificate (ESILC)** equips participants with strategic and practical leadership approaches and tools to enhance executive and advisory skills. Grounded in exploration and dialogue, ESILC fosters a learning environment that encourages S&I leaders to expand their networks and connections beyond their current organization to include diverse sectors, experts from academia, and private industry partners.

"ESILC has been one of the best leadership programs I've had the privilege to take - from the theoretical lessons, to the shadowing, expert interviews, and visits at various security organizations. I have learned a great deal and looking forward to applying these concepts into my day-to-day. Great program and I highly recommend it to anyone looking to expand their leadership skills and knowledge."

- Josée Lafleur, Assistant Director, Centre for Resiliency & Continuity Management, Public Safety Canada

WHO SHOULD ATTEND?

• Directors and aspiring directors general (EX01/02 and equivalents) who have some S&I roles and responsibilities and who will be providing leadership to the federal S&I community

• High-performing middle managers (EX-M1) who are transitioning into executive roles and/or have been acting or performing at the executive level

• ESILC is also suitable for directors general (EX-03) re-entering the S&I community and who wish to re-establish an S&I network and refresh their knowledge.

PROGRAM LENGTH
11 days over 5 months

PROGRAM FORMAT
In-person

INDEPENDENT RESEARCH
3 days of site visits, mentoring, & job shadowing

WHY CHOOSE ESILC?

One-of-a-Kind Design: Guided by a senior leader advisory group, ESILC incorporates a cross-disciplinary approach, integrating Telfer's leadership development expertise with an advanced and applied exploration of domestic and global security and intelligence issues.

Exceptional Access: Participants will have frequent opportunities to engage with relevant leaders and stakeholders. Guest sessions, interviews, and site visits will give participants new perspectives on trends and threats as well as opportunities and challenges facing today's S&I leaders.

Topical Threats: Participants explore leadership challenges associated with topical threats, including foreign interference, ideologically-motivated violent extremism, climate change, illicit finance, disinformation, and cybersecurity.

Real World Issues: Each year, issues critical to Canada's security are integrated into the program. Exploring leadership challenges through the lens of current issues enables participants to develop and transfer learning relevant to them into their team action plans.

The Telfer School of Management at the University of Ottawa, located in the heart of Canada's capital, brings together over 4,300 students, 200 professors and over 32,000 alumni. Our teaching, research and policy advice firmly align with our vision for a greener, healthier, happier, wealthier and more prosperous future for all. We empower our purpose-driven students through an experience that turns them into influential leaders and responsible managers. In the heart of Ottawa, we know that better business practice means a better Canada, and a better Canada means a better world.

PROGRAM OVERVIEW

ESILC is offered in an in-person format of five modules over the course of five months. Each session has a specific focus within a holistic and integrated program, where each session builds on the next.

The program begins with a half day orientation, followed by five modules of 2 to 3 days each, for a total of 11 days of in-person classroom time. Participants can also expect approximately 3 days over the 5-month period for senior leader mentoring/job shadowing, readings, and short assignments, at their own pace and place. Participants will receive a certificate of graduation when all requirements are met at the end of the program. The program features:

Classroom sessions that offer an opportunity for participants to engage each other, subject matter experts, and guest resources.

Senior leader mentoring and job-shadowing within or outside of the participant's organization helps participants learn about S&I and leadership in action through job-shadowing and discussions.

An **alumni network** which offers participants the ability to learn and collaborate in and outside of the classroom with other leaders within the S&I community.

Interviews and site visits that offer the opportunity for in-person contact with various stakeholders, subject-matter experts, and organizational leaders to expand their understanding of S&I thematic and functional issues.

Learning accountability in which the cohort will share their leadership learning and thoughts for the future with senior leaders from the S&I community. Participants are also required to submit a short personal reflection paper that consolidates their learning, making it meaningful and relevant to them so they can apply lessons back in the workplace.

LEARNING OUTCOMES

Vision and Critical Thinking

- Understand the evolving processes of national S&I priority-setting
- Communicate a vision aligned with priorities
- Assess national and international threats and geopolitical trends

Enterprises, People, and Diverse and Inclusive Workplaces

- Develop strategies for building and sustaining effective teams
- Implement strategies that utilize diversity and inclusion in engagement, problem-solving, and policy development
- Lead and support enterprise security and risk evaluation and management

Effective Leading and Partnering with Stakeholders

- Develop and maintain effective partnerships with Canada's close domestic and international partners

Collaboration Within Canada's S&I Community

- Cultivate a greater appreciation for the context in which the S&I community is governed and how it operates as a team sport
- Understand the S&I community players, their roles, mandates, and functions
- Deepen the ability to advance S&I community development and cohesion

Complexity and Crises

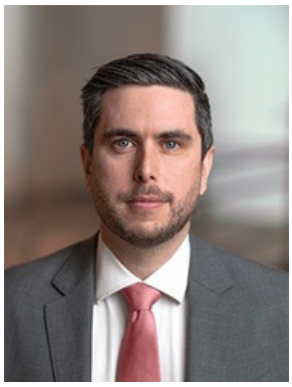
- Facilitate planning and decision-making through complex issues
- Demonstrate agility and adaptability to new situations and information

Innovation, Change, and Organizational transformation

- Develop an innovative and future-focused "possibilities" mindset and strategies to address S&I opportunities and challenges

PROGRAM CHAMPION

ESILC is championed by **Daniel Rogers**, Director of Canadian Security Intelligence Service (CSIS).



Daniel Rogers was appointed as the Director of CSIS, effective October 28, 2024.

Mr. Rogers most recently served as Deputy National Security and Intelligence Advisor to the Prime Minister since May 2023, where he supported the NSIA in coordinating and providing advice to the Prime Minister and Government on national security issues. Concurrently, he also served as Deputy Secretary to the Cabinet (Emergency Preparedness), in support of the Minister of Emergency Preparedness and Cabinet on issues relating to federal emergency preparedness and response.

Prior to these appointments, Mr. Rogers served as Associate Chief of the Communications Security Establishment (CSE) since January 2022. He spent the majority of his career with CSE, starting his career in 2002 as a software developer before moving on to various leadership roles including leadership of classified intelligence programs, the Director of Signals Intelligence (SIGINT) Requirements, and the Deputy Chief of Signals Intelligence. From 2016 to 2018, he was seconded to the Privy Council Office (PCO) as the Director of Operations within the Security and Intelligence Secretariat, where he held responsibilities for coordinating cabinet business and operational issues relating to national security and intelligence, counter-terrorism, and emergency management.

"ESILC exceeded my expectations. I gained a better understanding of the S&I community and challenges it faces, coming at issues from a leadership perspective. I am leaving with tools that will help me in my role and supporting my Agency's contributions to the community and the emerging issues we face."

- Sophie Amberg, Director at Canada Revenue Agency

LEADERSHIP CRISIS SIMULATION AT THE UOTTAWA-IBM CYBER RANGE

Participants in the Executive Security & Intelligence Leadership Certificate will take part in a state-of-the-art Leadership Crisis Simulation at the uOttawa-IBM Cyber Range as part of their learning journey.

Cyber security events related to public sector information systems can have a significant impact on the delivery of government programs and services to citizens and, consequently, confidence in government. The ability to respond to cyber security events in a consistent, coordinated, and timely manner across the government is essential to ensure the security and resilience of government programs and service delivery as well as confidence in government. The Leadership Crisis Simulation at the uOttawa-IBM Cyber Range is designed to prepare leaders for future crisis situations using a carefully designed, realistic cyberattack crisis scenario.

Located in the University of Ottawa's Cyber Hub, the uOttawa-IBM Cyber Range is globally unique in its structure. Operating in partnership with the international team of IBM's X-Force Cyber Range, it offers a full, immersive, and interactive training setting where students, businesses, and government organizations can experience real cyber response scenarios. Its role is also to raise public awareness and foster multidisciplinary research and collaboration between different stakeholders on how to anticipate, respond to, manage, contain, and remediate cyber-attacks.

"Excellent - overall [the simulation] created a real world experience. To me, that was essential for us to actually get a real feel for an incident or crisis situation. That was the most important thing along with the news reels, the videos, that whole engagement piece was really the difference."

- James Larkin, Director, Client-Executive for the RCMP at Shared Services Canada

PROGRAM ARCHITECTURE

Cohort & Sub-Group Learning | **Independent Study & Workplace Learning**

Month One

Program Launch
Welcome calls

Orientation & Reception
½-day in person

Module 1 Preparation
Readings and videos

Module 1: 3 days
Leading and Partnership in the Evolving S&I Context

Workplace Learning & Reflection
Job-shadowing/mentoring, two-minute briefing, & personal reflection

Module 2 Preparation
Readings, videos & polarity mapping assignment

Module 2: 2 days
S&I Collaboration & Communication; Enterprise Security

Module 3 Preparation
Readings and videos

Module 2.5: Up to 1½ days over 4 weeks in Groups
Organizational Site Visits. Research Interviews, & Threat Research

Module 3: 1 day
Leading People and Teams

Module 4 Preparation
Readings and videos

Module 4: 2 days
Leadership Challenges: Innovation, Misinformation, Cyber and AI

Workplace Learning Ends
Feedback and insights ready to share

Module 5 Preparation
Readings and videos

Module 5: 2 days
Leading the S&I Community Into the Future

Month Five

ABOUT THE PROGRAM DIRECTOR

Jennifer Irish has extensive leadership experience in foreign affairs, national and international security, and geostrategic analysis, built on a 35-year career in the foreign service and federal government including five diplomatic postings abroad with Global Affairs Canada. She was a Director General at Immigration, Refugees and Citizenship Canada, as well as in Canada's Security and Intelligence Community at the Integrated Terrorism Assessment Centre, which assesses threats to Canada related to terrorism and extremism. She also served as Director of Operations at the Intelligence Assessment Secretariat of Canada's Privy Council Office, which provides strategic global intelligence assessments for high-level government decision-makers, and included roles with respect to S&I community development and professionalization.

Ms. Irish serves currently at the University of Ottawa as Director of the Information Integrity Lab. She is an experienced professional facilitator with focus on leadership development, effective briefing and communications, strategic policy, risk-based decision-making, collaborative alliance building and stakeholder relations.

YOUR CREDENTIAL

Upon completion of this program, participants will receive a **certificate** and **digital badge** via Credly to mark their achievement and celebrate their newly acquired skills. Digital badges are blockchain-encrypted credentials that are easy to share and verify.

For more information about the **Executive Security & Intelligence Leadership Certificate**, please contact:

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