

EXECUTIVE SECURITY & INTELLIGENCE LEADERSHIP CERTIFICATE (ESILC)

The complexity of geopolitical trends and threats affecting Canada is changing rapidly. Multidimensional existential threats are increasingly crosscutting jurisdictions, accountabilities and organisations and blur distinctions between domestic and global issues. Within this complex operating environment, leaders must demonstrate the ability to think critically, brief for purpose, collaborate effectively and demonstrate agility and well-honed executive leadership of teams, partnerships, people, and issues.

A key requirement of the modern Security & Intelligence (S&I) leader is the development of a whole of community, government, and society mindset. Grounded in exploration and dialogue, the ESILC provides a learning environment that encourages S&I leaders to expand their networks and connections beyond their current organisation to include diverse sectors, experts from academia, and private sector partners. Graduates will be part of a stronger network of S&I leaders that will be better positioned to collaborate to address the complex issues facing the S&I community, Canada, and Canadians.

This program is co-championed by Deputy Minister **Jody Thomas**, National Security and Intelligence Advisor to the Prime Minister, and **John Hannaford**, Clerk of the Privy Council and Secretary to the Cabinet.

Designed for and by the S&I community 40+ leaders within the S&I federal community across 15 organizations were consulted in the redesign of this program.



WHO SHOULD ATTEND?

- Directors and aspiring directors general (EX-01/02 and equivalent) 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

Leadership challenges will be explored through the lens of the following current issues:

- Hostile Activities by State Actors/ Foreign Interference
- Extremism and Terrorism
- Economic, Security, Money laundering and Sanctions
- Climate Change and Pandemics

PROGRAM OVERVIEW

The 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 kicks off with a half day orientation, followed by five modules of 2 to 3 days each, for a total of 10.5 days of in-person classroom time.

Participants can also expect approximately 3 days over the 9-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.

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 organisation helps participants learn about S&I and leadership in action through job-shadowing and discussions.

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

Accountability for learning

At the end of the program, the cohort will share its leadership learning and thoughts for the future with senior leaders from the S&I Community.

Each participant is 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.

Interviews and bright spot site visits

Participants will have the opportunity for in-person contact with various stakeholders, subject-matter experts, and organisational leaders to expand their understanding of S&I thematic and functional issues. Interviews and site visits vary in length from an hour to a half-day.

LEARNING OUTCOMES

Lead with vision and critical thinking. Participants will deepen their:

- understanding of the evolving processes of national S&I priority-setting.
- ability to leverage the intersection of the intelligence and policy cycles in decision-making.
- ability to communicate a vision aligned with priorities.
- awareness and assessment of national and international threats and geopolitical trends impacting Canada and Canadians.

Communicate strategically and provide trusted advice to clients. Participants will learn:

- effective communication and briefing strategies for providing strategic analysis and advice to decision-makers.
- how to communicate meaning and messaging through different styles and methods to align with different client and stakeholder needs and preferences.

Exercise accountability and advance public trust. Participants will:

- develop a greater appreciation of the role of parliament and the need for transparent public discourse on security and intelligence issues.
- understand and mitigate the risk and threat of misinformation and disinformation.

Collaborate within Canada's S&I community. Participants will develop:

- a greater appreciation for the context in which the S&I community is governed and how it operates as a "team sport".
- a deeper understanding of S&I community players, their roles, mandates, and functions; including as related to intelligence assessment, policy, enforcement, and investigations.
- a community mindset; and deepen their ability to advance S&I community development and cohesion.

LEARNING OUTCOMES

Lead enterprises, people, and diverse and inclusive workplaces. Participants will:

- develop strategies for building and sustaining effective teams.
- implement strategies that reflect the importance and implications of diversity and inclusion in engagement, problem-solving, and policy development.
- develop tools and practices to lead and support enterprise security and risk evaluation and management.

Lead through effective partnership with stakeholders. Participants will develop:

- strategies for developing and maintaining effective partnerships with Canada's close domestic and international partners, including from other levels of government, private industry, and academia.

Lead through complexity and crises. Participants will learn to:

- apply techniques and strategies for managing responses to crises.
- facilitate planning and decision-making through complex issues.
- demonstrate agility and adaptability to new situations and information.

Lead innovation, change, and organizational transformation. Participants will learn how to develop:

- an innovative and future-focused "possibilities" mindset and strategies to address S&I opportunities and challenges.
- effective change leadership strategies that recognize the interrelationship amongst people, culture, and organizational change.
- an appreciation of the leadership challenges of the changing cyber world and Artificial Intelligence.

PROGRAM HIGHLIGHTS

One-of-a-kind design: Guided by a senior leader advisory group, the program 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.

Real world issues: Each year, issues critical to Canada's security become 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.

Community mindset: The ESILC aims to actively develop the next generation of leaders attuned to Canada's S&I community needs, and with a deep understanding of the wide scope of players and issues.

Exceptional access: Participants will have frequent opportunities to engage with leaders and stakeholders in the public and private sectors. Direct access in the classroom and through interviews and site-visit discussions will give participants new perspectives on trends and threats as well as the opportunities and challenges facing today's S&I leaders.

Networking: A cohort environment offers participants the opportunity to build a network of their own that they can draw on throughout their career.

Accountability for learning: Participants will engage with senior S&I leaders to share what they have learned and make leadership recommendations for Canada's S&I community going forward. Participants are encouraged to develop action plans for application back in their organisations.

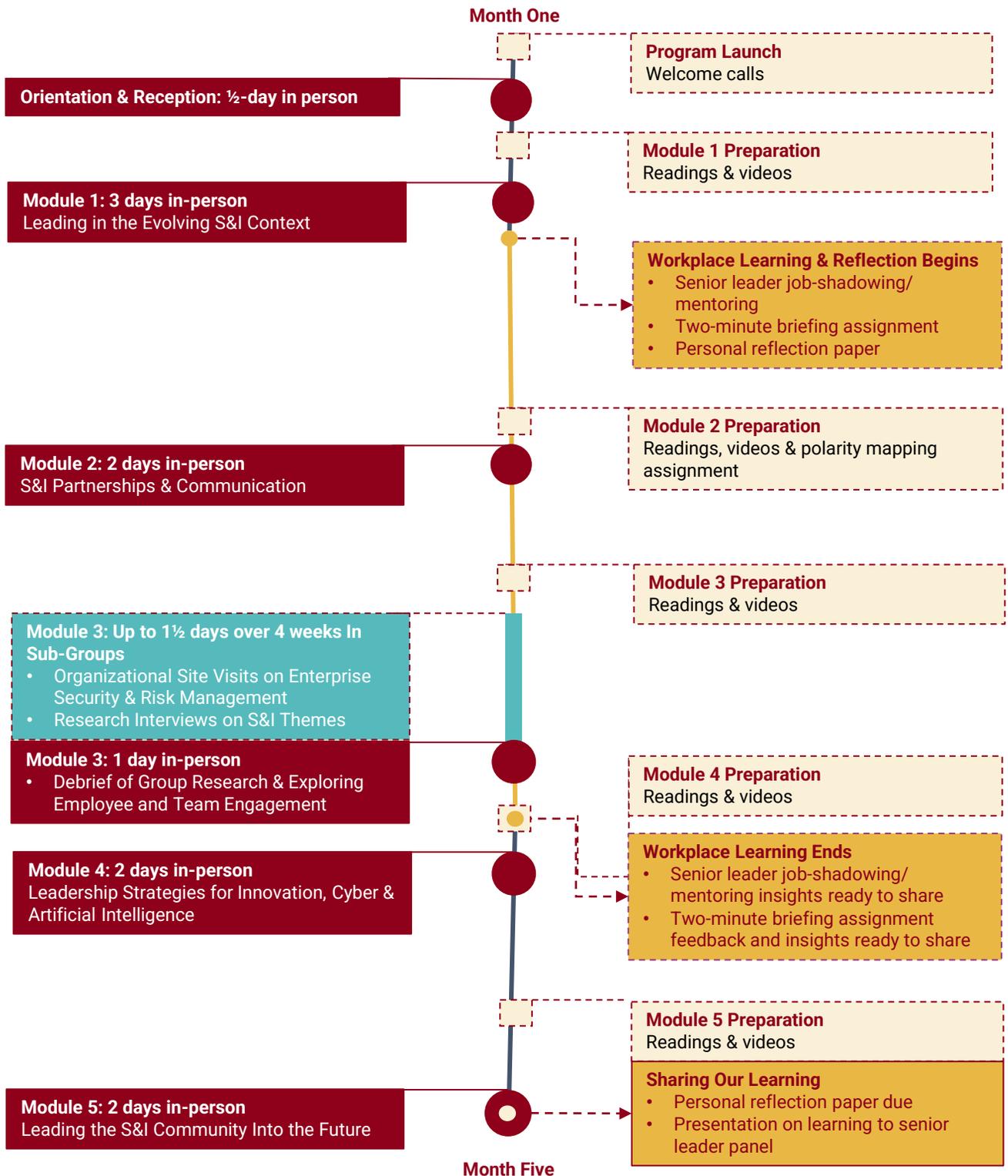
PROGRAM REQUIREMENTS

To receive a **certificate of graduation** that will facilitate their career development within and across organisations, a participant must have:

- Participated in 10.5 classroom days, including 10 hours of research interviews and organizational site visits.
- Engaged with and shadowed their senior leader mentor for a minimum of 2 days (cumulatively).
- Submitted a short personal reflection paper.

PROGRAM ARCHITECTURE

Cohort & Sub-Group Learning 10½ days, in-person, 5 modules, over 5 months, with 3 to 4 weeks between modules	Independent Study & Workplace Learning 3 days, over 5 months @ learner's place & pace
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PROGRAM CHAMPIONS

This program is co-championed by **Jody Thomas**, National Security and Intelligence Advisor to the Prime Minister, and **John Hannaford**, Clerk of the Privy Council.



Jody Thomas was appointed as National Security and Intelligence Advisor (NSIA) to the Prime Minister of Canada, effective January 11, 2022. Ms. Thomas has broad and varied experience working at senior levels in the Public Service and in a series of increasingly demanding security operations roles. Prior to being appointed NSIA, she was the Deputy Minister of National Defence.

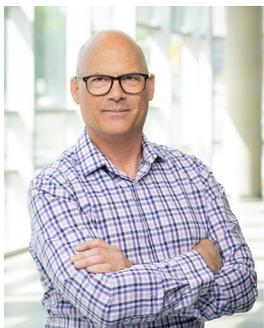


John Hannaford was appointed Clerk of the Privy Council and Secretary to the Cabinet, effective June 24, 2023. Prior to this, Mr. Hannaford served as Deputy Minister of Natural Resources Canada as well as Deputy Minister of International Trade at Global Affairs Canada.

PROGRAM DIRECTORS



Jennifer Irish has extensive leadership experience in foreign affairs, refugee issues, and national and international security - built during a career spanning more than 35 years, including in Canada's foreign service. She has served as Director of Operations of Canada's Intelligence Assessment Secretariat at the Privy Council Office and as Director General at Canada's Integrated Terrorism Assessment Centre.



James Clemens is an accomplished leadership coach and project consultant specializing in organisational culture change. He has over two decades of professional experience in executive leadership development and organisational effectiveness. He has contributed his expertise in the United Kingdom, United States, Kenya, India, Jamaica and throughout the Caribbean.

