



**Redefining
Tech Leadership**

CIO

SELECT PROGRAM

CIO&LEADER
TRACK TECHNOLOGY • BUILD BUSINESS • SHAPE SELF



@CIOandLeader



This CIO Select Program has been created with insights and collaboration from senior CIOs and practitioners who are at the leading edge of business and technology strategy. The curriculum focuses on distinct areas of leadership — IT, technology, and business — that are crucial for success as a CIO.

Successfully completing the program will equip participants with the knowledge, insights and frameworks required to advance their careers into leadership roles, and excel as a strategic business partner to the CEO. The program comprises of six modules:



MODULE 1
Strategic Leadership



MODULE 2
IT Governance & Risk Management



MODULE 3
Aligning IT with Business Strategy



MODULE 4
Innovation & Digital Transformation



MODULE 5
Cybersecurity & Data Protection



MODULE 6
Communication & People Management

Methodology

The instructor-led training is delivered online using a blended learning approach that comprises presentations, guided sessions, project and/or group work. The course facilitators will be seasoned CIOs with years of experience. There will be an assessment at the end of each module using an integrated case, or a practical problem-based exercise.

Certification

Upon successful completion of all modules of this program, and an interaction with the Academic Board Members, participants will be issued a "CIO Select Certificate" by the CIO&Leader Institute.

Program Rules & Regulations

- Admission to the program will be limited to NEXT100 winners only
- Participants will be selected on the basis of personal application, and an entrance test
- The entrance test will be a timed, MCQ type test, that will be conducted on a specific date and time. A ranked list of eligible candidates will be produced, based on marks scored in the test.
- Eligible candidates will need to confirm their participation in the CIO Select Program by the announced date. The cohort of participants in the CIO Select Program will be limited to 15..20 participants.
- The CIO Select Program will be offered free of cost to the initial cohort of selected participants
- The total duration of the CIO Select Program is six (6) months
- Online classes will be conducted on weekends and/or holidays, based on the institute calendar
- Each class will be of 60..90 minute duration
- All lectures will be made available to selected participants either as live sessions, or as recordings. Attending live class by course participants is encouraged, but not mandatory.
- Access to recorded sessions will be made available after the scheduled live class.
- The course assignment or quiz will be made available to participants after they attend the live class, or after viewing the recorded session(s).
- It is mandatory to attend either the live or recorded session, and to complete and submit the assignments/quizzes.
- Securing pass marks in every module is necessary for obtaining the CIO Select Certificate
- During the program, upto three in-person CIO Gurukul sessions will be organized and coordinated by the Institute.
- The CIO Gurukul sessions may be held in any major city (eg Mumbai, Delhi NCR, Bangalore)
- Participation in the CIO Gurukul sessions is recommended for all participants, but not mandatory. Participants will have to make their own arrangements to travel and attend the CIO Gurukul sessions
- Program participants will visit a senior CIO's office on a specific date for CIO Gurukul session. At the session the host CIO and his/her senior team will discuss and illustrate best practices on specific topics of contemporary interest from a practitioner perspective.
- No live streaming or recording of the CIO Gurukul sessions will be done, due to corporate policies and logistics issues.
- The CIO Select Certificate will be given on successful completion of all modules, securing pass marks in each module, and clearing the final interaction with the Academic Board



MODULE 1

Strategic Leadership

This module will prepare participants for the evolving role of the CIO, focusing on strategic decision-making, organizational leadership, and business value creation. Participants will develop the critical competencies needed to drive digital transformation while effectively managing resources and stakeholder relationships. Attendees will learn how the CIO integrates in organizational governance and operations, as well as best leadership and management practices that enhance the ability of today's CIO to succeed in any organization.

Key Learning Outcomes

- Master the transition from technical expert to strategic business leader
- Develop and communicate compelling technology vision and strategy
- Build high-performing IT organizations aligned with business goals
- Create and defend technology investment proposals

Lecture 1: The Role of a Modern CIO

- Evolution from technology manager to business strategist
- Balancing innovation and operational excellence
- Building influence across the C-suite
- Managing up, down, and across the organization

Lecture 2: Leadership Excellence

- Situational leadership in technology organizations

- Executive presence and communication
- Building and leading high-performance IT teams
- Change leadership and cultural transformation

Lecture 3: Strategic Planning & Execution

- Common failure points in IT initiatives
- Risk identification and mitigation strategies
- Success metrics and measurement
- Stakeholder alignment and buy-in

Lecture 4: Financial Leadership

- Technology investment portfolio management
- Building compelling business cases
- Budget optimization techniques
- ROI measurement and communication



MODULE 2

IT Governance & Risk Management

This module will equip participants with knowledge about strategic frameworks and practical approaches for effective IT governance and risk management. Participants will develop competencies in aligning IT operations with business objectives while ensuring robust risk controls and compliance measures.

Key Learning Outcomes

- Evaluate and implement IT governance frameworks (e.g. COBIT, ITIL) aligned with organizational goals
- Design comprehensive risk assessment methodologies and mitigation strategies
- Establish effective compliance monitoring and audit management processes
- Lead organizational change while maintaining risk controls

Lecture 1: IT Governance Frameworks

- Strategic alignment of IT and business objectives
- Framework selection and adaptation
- Performance measurement and value delivery

Lecture 2: Risk Management

- Enterprise risk assessment frameworks

- Performing risk assessment, and determining risk appetite
- Implementation of control mechanisms
- Business continuity planning

Lecture 3: Compliance & Audit

- Navigating the regulatory landscape
- IT audit preparation and management
- Evidence collection and documentation
- Compliance monitoring and remediation

Lecture 4: Change Management

- Risk-aware change implementation
- Stakeholder management
- Communication strategies
- Measuring change effectiveness



MODULE 3

Aligning IT with Business Strategy

In this module, attendees will learn how to bridge the gap between technology initiatives and business outcomes. They will gain a better understanding of how organizations use a well-defined IT strategy for business transformation. Key elements include improving business performance, managing toward performance, value creation, cost reduction, and how to align technology to business strategy to gain a market competitive advantage. Participants will develop the skills to translate business strategy into actionable IT initiatives while creating measurable value for their organizations.

Key Learning Outcomes

- Create IT strategies that directly support business objectives
- Build and manage a balanced technology portfolio
- Develop meaningful performance metrics that demonstrate IT value
- Drive strategic benefits realization from technology investments

Lecture 1: Strategic Alignment Framework

- Translating business strategy to IT initiatives
- Value chain mapping and analysis
- Stakeholder engagement models
- Creating the digital agenda

Lecture 2: Portfolio Management

- Application portfolio creation, assessment & rationalization
- Investment prioritization techniques

- Managing technical debt
- Balancing innovation vs maintenance

Lecture 3: Performance Measurement

- Designing and developing effective IT metrics
- Building balanced scorecards
- Business value KPIs
- Analytics for strategic decision-making

Lecture 4: Benefits Realization

- Strategic benefits identification, benefits mapping
- Value tracking methodologies
- Course correction techniques
- Success measurement frameworks



MODULE 4

Innovation & Digital Transformation

This module will equip participants with the mindset, tools, and techniques needed to drive digital innovation and lead transformative change. Participants will learn to identify, evaluate, and implement emerging technologies while fostering a culture of innovation within their organizations. They will gain an understanding of new technologies that are reshaping industries, driving innovation, and creating business opportunities.

Key Learning Outcomes:

- Design and execute digital transformation strategies
- Foster sustainable innovation practices
- Evaluate and implement emerging technologies
- Lead organizational change in the digital era
- Change management strategies
- Stakeholder alignment techniques
- Risk mitigation approaches

Lecture 1: Innovation Leadership

- Innovation frameworks and methodologies
- Design thinking for IT leaders
- Building innovation capabilities
- Creating a culture of experimentation
- Managing innovation portfolios

Lecture 2: Digital Transformation Strategy

- Digital maturity assessment
- Transformation roadmap development

Lecture 3: Emerging Technologies

- Technology horizon scanning
- Impact assessment frameworks
- Implementation strategies
- AI, ML, automation, IoT use cases
- Digital platform economics

Lecture 4: Execution Excellence

- Innovation governance models
- Rapid prototyping and MVPs
- Scaling successful innovations
- Measuring transformation success
- Managing resistance to change



MODULE 5

Cybersecurity & Data Protection

This module covers cybersecurity from the CIO's perspective, including cyber risk management, controls and cyber hygiene, threats and vulnerabilities, patch management, identity and access management, and supply chain risk management. It will prepare participants to effectively manage cybersecurity risks and data protection challenges in today's threat landscape, while ensuring organizational resilience and regulatory compliance.

Key Learning Outcomes

- Design and implement enterprise security strategies
- Lead effective incident response and crisis management
- Establish robust business continuity frameworks
- Navigate complex privacy regulations and compliance requirements
- Stakeholder communication strategies
- Post-incident analysis
- Response team organization

Lecture 1: Security Strategy & Governance

- Cybersecurity framework implementation (NIST, ISO 27001)
- Risk assessment methodologies
- Security investment prioritization
- Building security-aware culture
- Board-level security communications

Lecture 2: Incident Management

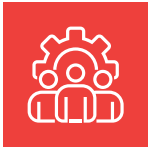
- Incident response planning
- Crisis scenarios & management techniques

Lecture 3: Business Continuity

- DR strategy and plan development
- Business impact analysis
- Recovery time objectives (RTO/ RPO)
- Testing and validation approaches
- Supply chain resilience

Lecture 4: Data Protection & Privacy

- Global privacy regulations (GDPR, CCPA)
- Privacy by design principles
- Data classification frameworks
- Compliance assessment & monitoring
- Privacy impact assessments



MODULE 6

Communication & People Management

This module will develop participants' skills and knowledge to influence, lead, and build high-performing technology organizations. Participants will understand how to enhance their leadership presence while mastering techniques for effective communication across all organizational levels and fostering an innovative culture.

Key Learning Outcomes:

- Understand executive communication and influencing
- Design and lead effective IT organizations
- Build and retain high-performing teams
- Create an entrepreneurial technology culture
- Drive organizational change and innovation

Lecture 1: Executive Communication

- C-suite engagement strategies
- Business value articulation
- Storytelling for technology leaders
- Cross-functional collaboration
- Managing up and across

Lecture 2: Organizational Leadership

- IT organizational models
- Talent management strategies

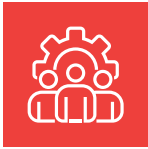
- Performance management frameworks
- Succession planning
- Remote/hybrid team leadership

Lecture 3: Team Excellence

- High-performance team building
- Psychological safety creation
- Conflict resolution techniques
- Cultural assessment and intelligence
- Employee engagement strategies

Lecture 4: Innovation Culture

- Intrapreneurship frameworks
- Innovation incentive systems
- Failure tolerance building
- Idea generation processes
- Cross-functional collaboration



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About the CIO&Leader Institute

CIO&Leader Institute aims to bridge the knowledge gap between aspiring CIOs and industry leaders through relevant, periodic and structured interactions and activities. The mission of the institute is to equip aspiring and future CIOs with the knowledge and skills required to fulfill the role of the CIO, by facilitating regular transfer of information and expertise from senior and experienced industry leaders through relevant, periodic and structured interactions, courses and programs in a way that is convenient, effective and impactful.

The institute draws upon the support, knowledge and expertise of India's top CIOs and industry experts to guide and govern its mission and activities.

Academic Board

The Academic Board of the CIO&Leader Institute combines industry expertise with educational excellence to shape the next generation of technology leaders through structured learning and practical wisdom. The board serves as the cornerstone of academic excellence and guides the development and delivery of the CIO Select Program and CIO Gurukul sessions. The core responsibilities of the Academic Board include:

- Charting the educational roadmap for aspiring CIOs by identifying and prioritizing essential knowledge areas
- Ensuring curriculum alignment with evolving industry demands and technological advancements
- Guiding the design and structure of various modules for the CIO Select Program
- Validating the curriculum content for each module, the learning objectives and outcomes.
- Ensuring robust evaluation methodologies for various modules, and the program
- Providing mentorship and guidance to the teaching faculty
- Promoting knowledge exchange between seasoned CIOs and aspirants

Academic Board Members



Ajay Vernekar
Chief Information
Officer, SBI Life Insurance
Company



Chitti Babu
Group Chief Information
Officer, Aurobindo
Pharma



**Dr. Pramath
Raj Sinha**
Founder & Trustee,
Ashoka University |
Founding Dean, ISB |
Founder & MD, 9.9 Group



Deepak Agarwal
former Executive Director
– IS, IOCL



Dheeraj Sinha
Executive VP & Global
CIO, Sun Pharmaceuticals
Industries



Hemant Verma
Chief General Manager
(IT), CIO & CTO,
Punjab National Bank



Jayant Gupta
Executive Director – IS,
HPCL



Kirti Patil
Chief Technology Officer
& Joint President – IT,
Kotak Mahindra Life
Insurance Company



**Prosenjit
Sengupta**
Group Chief Digital and
Information Officer, ITC
Limited



Rameev Jorapur
Senior Vice President – IT,
Bajaj Auto



Sanjay Mishra
Group Chief Digital &
Information Officer,
Jindal Stainless



Seema Gaur
Executive Director – IT
Services, Indian Farmers
Fertiliser Co-Operative



**Sendil Kumar
Venkatesan**
Chief Technology Officer,
Shriram Capital



**Vinod
Gopinathan**
Chief Information Officer,
Ashok Leyland

Key Program Dates (Tentative)

Monday, December 2, 2024	Registration starts for Cohort 1
Sunday, January 5, 2025	Selection test
Friday, January 10, 2025	Test results declared
Saturday, January 25, 2025	Program enrolment ends
Saturday, February 1, 2025	Module 1 starts
Friday, February 28, 2025	Module 1 ends
Saturday, March 1, 2025	Module 2 starts
Saturday, March 29, 2025	Module 2 ends
Saturday, April 5, 2025	Module 3 starts
Wednesday, April 23, 2025	CIO Gurukul 1
Saturday, April 26, 2025	Module 3 ends
Saturday, May 3, 2025	Module 4 starts
Saturday, May 24, 2025	Module 4 ends
Wednesday, May 28, 2025	CIO Gurukul 2
Saturday, May 31, 2025	Module 5 starts
Saturday, June 21, 2025	Module 5 ends
Saturday, June 28, 2025	Module 6 starts
Wednesday, July 9, 2025	CIO Gurukul 3
Saturday, July 19, 2025	Module 6 ends
Saturday, August 2, 2025	Graduation