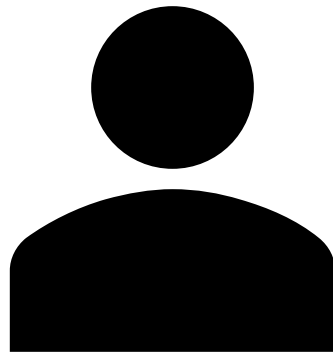


Leadership Paradoxes: Security and Intelligence Challenges

A Discussion with APEX

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Executive Security and Intelligence Leadership Certificate (ESILC)
uOttawa, Telfer Executive Programs
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Does your role have an S&I dimension?



Scene Setter

Regardless of your current role, you are EXs already guided by GoC leadership competencies. Fear not – this will not be about tried and true competencies. Nor a security and intelligence primer. But rather discussing the skills and abilities needed to navigate the complex security and intelligence environment.

What is the difference between intelligence and information?



Introduction / Learning Objectives

- Focus for today = skills and abilities required in evolving domain of S&I, in the context of a rapidly changing global threatscape
- Observations informed by consultations with 40+ interviews with senior S&I to inform a re-vamp of Telfer's Executive Security and Intelligence Leadership Certificate (ESILC) program.
- As well as reviewing their conclusions, we will make you aware of this ESILC offering – now open for registration for the January – May 2024 cohort.



Starting Point: Intelligence Versus Information

Let's review how you did with multi-tasking
and looking at intelligence vs information!

And the envelope please...



About Intelligence

This is the definition used for the ESILC (adapted from the Canadian Academy of Intelligence Analysts):

Intelligence is information that is processed and disseminated to a client for the purpose of informing decision-making.

There are different types of intelligence for different purposes.

Intended to provide strategic advantage, it is very much a team sport.

Disaggregating Essential Elements

1. Intelligence is Information ✓
2. Intelligence is Information that is processed ✓
3. Intelligence is disseminated to a client ✓
4. Intelligence informs decision-making! ✓✓✓
 - Ends with a judgement. Intelligence assessment is equivalent to evidence-based policy in national security decision-making.
 - If it does not inform decision making, it is just information.
 - Recent experiences show how often the essential common elements can go array and impede sound decisions.

Back-to Basics: The Intelligence Cycle

Disaggregating the Intelligence Cycle

(Source of diagram: CSIS)



Essential ingredients: timing and knowledge of client needs.

Objective: To ensure credible, quality intelligence is disseminated on a timely basis to inform decision-making.

Impact: To provide strategic advantage to security decision-makers – whether it relates to international, national or enterprise security.

Ties that Bind: Collaborative Leadership

Essential to the effective functioning of the intelligence cycle is collaboration amongst organizations, functions and especially the leaders overseeing them.

Effective S&I Leaders need to collaborate effectively also with review bodies, private sector, academics, Parliament and the public.

Collaborative Leadership in S&I

Essential Ingredients:

- “Community Mindset”
- “Big Tent” thinking about community players and BEYOND!
- Working through artificial organizational divides:
 - Collectors vs producers
 - Policy vs ops
- Cultural barriers:
 - “Need to Know” vs “Need to Share” (false dichotomy – polarity)
 - Diversity and Inclusion
 - Transparency / trust building
- Leading in distributed governance
- Private-public partnerships
- Transparency / public confidence

Making Sense: Critical Thinking and Strategic Comms

Within this complex operating environment, leaders must demonstrate good judgement, the ability to think critically, and brief and communicate for purpose.

Strategic Thinking and Communications

Essential Skills and Abilities:

- Understanding the complexities of geopolitical trends and threats facing Canada and the world, and the implications for Canadian interests.
- Differentiating what is **important and urgent** in a crowded threatscape.
- Discerning the «**so what**» and «**now what**» in leading assessments and their application to policy and operational decision-making
- **Brief for purpose** to inform decision-making.
- Be a “**trusted advisor**” within their organizations and across the S&I ecosystem.
- **Communicate clearly** to diverse audiences

Moving Forward: Leading Innovation, Change & Cultural Transformation

S&I executives face challenges which are complex, multidimensional and urgent.

Leaders need to set the conditions for creativity and experimentation through to innovation.

Emerging technologies, including AI are having a profound impact on S&I.

Leading Change and Innovation

Essential Requirements:

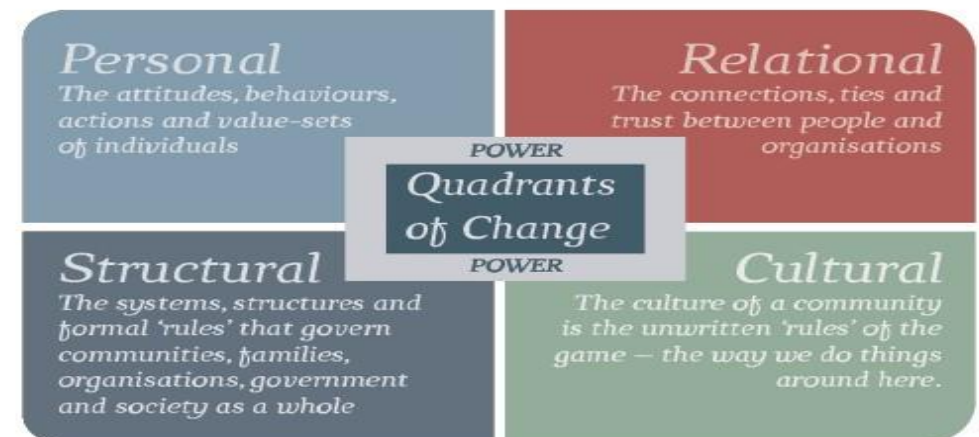
Understand and lead the various types of change

Develop strategies that address the opportunities and challenges of rapid advances in cyber, AI, and emerging technology

Leverage risk and mitigation analysis in decision-making

Lead effectively through and within crises situations.

TRANSFORMATION WITHIN COMMUNITIES — DIMENSIONS OF CHANGE —



Putting People First and Self-Aware Leadership

People-centred approach is essential to all forms of leadership, including in S&I contexts.

This includes attracting, developing and motivating high-performing teams.



People and Self Leadership

Prioritized skills and abilities:

- Understand effective leadership styles / the impact of one's own style on others (avoid traditional "command and control" reflexes)
- Ability to trust / create psychological safety
- Emotional intelligence and empathy
- Resiliency
- Managing emotions and stress
 - Including unique stressors from dealing with "dark issues" endemic in S&I work
- Leading and sustaining diverse and inclusive workplaces

Continuous Improvement /Adaptability

Operating in changing organizational and operational environments, effective S&I demonstrate agility and adaptability.

Recognized need to professionalize Security and Intelligence – Community of Practice for Intelligence Analysis recently established.

Growing number of Learning and Development options available – addressing intelligence analysis, national security issues and leadership issues.

Telfer Executive Security & Intelligence Leadership Certificate



Program Start Date: January 10, 2024

- ✓ Certificate program, informed by consultations with over 40 leaders within the S&I federal community across 15 organizations and alumni.
- ✓ Conducted as an in-person cohort over 5 months, building community mindset and networking.
- ✓ Program includes crises simulations, organizational site visits, mentoring, application of leadership insights and engagement with senior leaders in government, academia, civil society and the private sector.
- ✓ Opportunity to investigate key S&I trends and threats.
- ✓ Essential leadership skills and abilities are explored in an experimental learning environment.
- ✓ <https://tlfr.ca/esilc>



Program Champions

The Executive Security & Intelligence Leadership Certificate is co-championed by:



Jody Thomas, National Security and Intelligence Advisor to the Prime Minister



John Hannaford, Clerk of the Privy Council

Reflections

- What are your reactions to the view from the top?
- Do these challenges apply to other areas than S&I?
- How do you believe these apply to current events (convoy, Gaza, Russia-Ukraine, foreign interference)?





Telfer Executive Programs

Telfer Executive Programs is the premiere provider of executive & leadership development programs across the National Capital Region, with a reach across Canada and internationally.

We offer highly experiential leadership development programs in which executives and senior leaders develop their skills and abilities to contribute to their organization's success and to expand their leadership capacity to get to the next step in their own careers.

Learn from our instructors and facilitators including experts from the faculty at the Telfer School of Management, leading practitioners from our industry partners, and global thought leaders from partner educational institutions from across North America.



Thank you!

