

2020

CPAABC

Executive Programs

Moving You Forward

Discover how you can move yourself
and your organization forward



CPA

CHARTERED
PROFESSIONAL
ACCOUNTANTS
BRITISH COLUMBIA

Moving You Forward

Executive programs are multi-day, interactive, in-depth, and in-residence programs. The format is designed to increase the scope of your learning.

Experienced facilitators will guide you through the learning curriculum, and you will reflect on learning outcomes to develop actionable plans for yourself and your organization.

You will also benefit from peer sharing, and building your professional network.

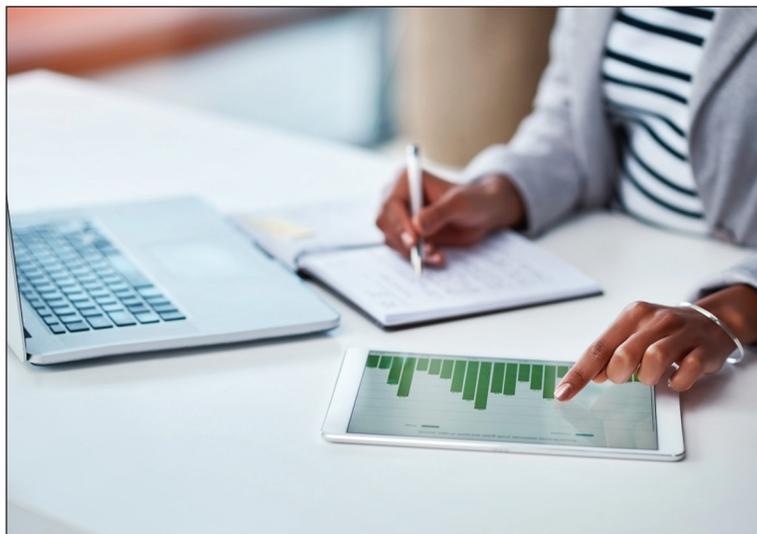
Our inventory includes programs tailored specifically for current or aspiring controllers, CFOs, and CEOs, as well as members seeking more specific training in areas such as governance, negotiating and enterprise risk management.

Learn more at pd.bccpa.ca/pd-in-depth



CPABC
Executive Programs

CPABC EXECUTIVE PROGRAM
Table of Contents



- Executive Program 4
- Overview of Current Programs.....6
- Faculty8
- Special Program Features 11
- Becoming the “Modern” CFO 22

PROGRAMS

- **CONTROLLERSHIP PROGRAM**
 Created with the aspiring and new Controller in mind.
 The Controller’s Operational Skills Program 12
 The Controller’s Management Program14
- **ENTERPRISE RISK MANAGEMENT FUNDAMENTALS**
 Geared towards financial professionals seeking knowledge in risk management.
 The Enterprise Risk Management Program16
- **THE OPTIMAL NEGOTIATOR**
 Geared towards professionals seeking negotiation mastery.
 The Optimal Negotiator Program18
- **GOVERNING WITH INTENTION™**
 Geared towards directors and professionals who play a role in their organization’s governance.
 Governing with Intention 20
- **CFO’S PROGRAM**
 Geared towards aspiring and new CFOs.
 The CFO’s Operational Skills Program24
 The CFO’s Leadership Program26
- **CFO AS NAVIGATOR PROGRAM**
 Geared towards seasoned financial executives.
 The CFO as Navigator Program28
- **THE CEO PROGRAM**
 Geared towards current and aspiring leaders.
 The CEO Program 30

The CPABC Executive Program Experience

Navigating the complex environment in which you conduct business can be challenging; we're here to help you rise to that challenge.

Our Executive Programs often sell out quickly. Spaces are allocated on a first-come, first-served basis, and registering by the early-bird deadline does not necessarily guarantee a seat in the program of your choice. We endeavour to schedule additional offerings to meet demand when possible, but encourage you to register early to avoid disappointment.

Fast-track your leadership growth—and your career—through a transformative learning experience.



1,471

participants have attended CPABC's Executive Programs.



80% of our alumni gave

4.7 /5

average rating for our **Faculty Members.**



4.4 /5

Average rating for our Executive Programs.



In 2019,

89%*

of participants found CPABC's Executive Programs to be **valuable.**

*Percentage derived from the number of participants who responded to our survey

Current Programs

CONTROLLER'S PROGRAM

Created with the aspiring and new Controller in mind.

The Controller's Operational Skills Program focuses on the core technical processes and procedures of the financial role.

The Controller's Management Program focuses on honing your personal and interpersonal effectiveness.

Pages 12-15

ENTERPRISE RISK MANAGEMENT FUNDAMENTALS

Geared towards financial professionals seeking knowledge in risk management.

The Enterprise Risk Management Program is a stand-alone program for financial professionals of any level who are seeking to learn fundamentals and best practices in enterprise risk management.

Pages 16-17

THE OPTIMAL NEGOTIATOR

Geared towards professionals seeking negotiation mastery.

The Optimal Negotiator Program is a stand-alone program for professionals of any level who are seeking to obtain greater comfort and confidence in their resolve to get others to agree with them, or who aspire to master the art of negotiation.

Pages 18-19

GOVERNING WITH INTENTION™

Geared towards directors and professionals who play a role in their organization's governance.

Governing with Intention™ is a stand-alone program for current or incoming directors and professionals seeking leading governance best practices, to elevate their personal and their board's contribution at the board table, and the skills to navigate the modern boardroom.

Pages 20-21

CFO'S PROGRAM

Geared towards aspiring and new CFOs.

The CFO's Operational Skills Program focuses on the strategic technical competencies of the role.

The CFO's Leadership Program focuses on developing the skills needed to be an influential leader in your organization.

Pages 24-27

CFO AS NAVIGATOR PROGRAM

Geared towards seasoned financial executives.

The CFO as Navigator Program is a stand-alone advanced program for more seasoned financial executives; it builds upon the foundational skills and concepts that add value and enhance the role within the organization.

Pages 28-29

THE CEO PROGRAM

Geared towards current and aspiring leaders.

The CEO Program is a practical and provocative stand-alone advanced program for current and aspiring leaders seeking to excel in the executive suite.

Pages 30-31

CPABC EXECUTIVE PROGRAM

Faculty



TERESA BUDD, BA, LLB, collaborates with WATSON as a governance consultant with 20 years' experience in governance and law in both Vancouver and Toronto. She has worked with private and public companies, Crown agencies, municipal corporations, member-based organizations, regulatory bodies, and not-for-profit organizations. Teresa conducts governance reviews, board evaluations, corporate secretarial practice assessments, and supports multiple boards as an outsourced corporate secretary. She is a facilitator in WATSON's Governance Academy delivering governance education programs to both individual directors and boards.

TERESA FACILITATES
Governing with Intention™



DR. VIJAY JOG is the Founder-President of Corporate Renaissance Group, a firm dedicated to driving better business management and performance. He has led CRGroup's growth in areas of strategic finance, corporate performance and dashboards, FP&A and analytics, strategy design and execution, helping clients bridge the gap between technology, HR and finance, designing incentive systems and conceptualizing and creating innovative software applications that are used by thousands of organizations around the world.

VIJAY FACILITATES
The CFO as Navigator Program



LINDA LUCAS, CPA, CMA provides CEO, COO and CFO services to small- and medium-sized companies throughout the Lower Mainland in BC. Drawing on over 20 years' experience in strategic, operational and financial management, Linda specializes in helping business owners identify and execute their strategic objectives, build strong teams, and achieve operational excellence.

LINDA CO-FACILITATES
The Controller's Management Program



MIA MAKI, BA, MBA, FCPA, FCMA, is a Principal of a consulting firm and a Professor with the University of Victoria Gustavson School of Business, with over 20 years of teaching experience. She has worked in finance and accounting since 1986 and has experience in a wide variety of industries, including audio technology, airlines and aviation, not-for-profit, public accounting, marine transportation, fisheries monitoring, gaming, and other technology arenas.

MIA FACILITATES

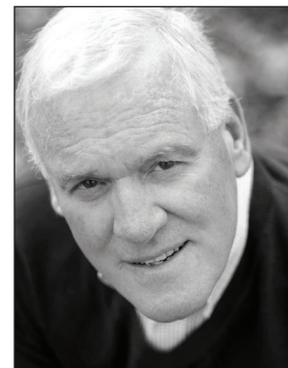
The Controller's Operational Skills Program



LESLEY-ANN MARRIOTT, CEC, PCC, is a Certified Executive Coach who holds the advanced credential of Professional Certified Coach. A former executive in the food industry, Lesley-Ann has over 25 years of leadership and management experience. She has facilitated hundreds of corporate partnerships at the most senior levels of the world's largest food companies - Coca-Cola, Procter & Gamble, and she negotiated contracts in excess of \$50 million and managed sales of over \$2.5 billion based on dynamic, collaborative partnerships.

**LESLEY-ANN
CO-FACILITATES**

The Controller's Management Program
The CFO's Leadership Program



DR. JIM MURRAY is CEO of *optimal solutions international*, a firm dedicated to helping people achieve their full potential.

Jim has taught courses for CPABC since 1982. He is the architect of several advanced residential programs for five provincial CPA bodies, has published four best-selling books, and provided his strategic counsel to well over 600 organizations. He has been nationally honoured by the university community and formally recognized for "excellence in the design and delivery of life-long learning". His full bio is on SmartLeaders.ca.

JIM FACILITATES

The Optimal Negotiator
The CEO Program

CPABC EXECUTIVE PROGRAM

Faculty



JEFFREY D. SHERMAN, MBA, CIM, FCPA, FCA (Ontario), has over 25 years experience as an executive and corporate director in high tech, biotechnology/medical, financial services, and business services. He is a popular presenter, a frequent course director and course author for many organizations, and has created and presents executive development programs and one-day seminars for most provincial Chartered Professional Accountants organizations across Canada. He has written over twenty books including *Strategy and Planning Toolkit for Small and Medium Businesses* (published by CPA Canada).

JEFFREY FACILITATES
The CFO's Operational Skills Program



TAMMY TOWILL, MBA, FCPA, FCMA is a partner in the Cordura Group and faculty with Capilano University, providing business advisory services and related education and training programs to organizations and communities seeking growth or change. For over 25 years, Tammy has worked with private and public sector companies throughout North America and Europe, providing education, training and facilitating in the areas of leadership, strategy, business planning, and curriculum development and implementation. She has served on and worked with several boards in Canada and the US.

TAMMY CO-FACILITATES
The CFO's Leadership Program



WILLIAM (BILL) WESIOLY, CPA, CMA (Ontario), is a Risk Management consultant. His background is in the financial services industry, first with BMO and then with RBC. The last 15 years of his banking career was in successfully building and leading risk management programs.

He currently teaches with CPA Ontario and CPAs in other provinces including CPABC. His recent consulting assignments included Buduchnist Credit Union, Hillfield Strathallan College, Canadian Stewardship Services Alliance, Ministry of Environment Canada - Great Lakes Region, and the Ktunaxa First Nations.

BILL FACILITATES
Enterprise Risk Management Fundamentals

CPABC PROFESSIONAL DEVELOPMENT

Special Program Features

In a unique executive learning environment, you will have the opportunity to build relationships, collaborate, and share insights with peer executives. Participants are encouraged to stay on-site for in-residence programs.

CPABC offers stand-alone and two-part Executive Programs. Participants will receive a certificate of completion from the Chartered Professional Accountants of British Columbia.

Note that two-part programs can be completed in any order as they focus on separate and distinct skills. Participants can choose to complete only one component, but if you complete both components you will receive a certificate of completion.

Stand-alone programs designed to prepare you for the challenges ahead:

- CFO as Navigator
- The CEO Program
- Enterprise Risk Management Fundamentals
- The Optimal Negotiator
- Governing with Intention™

Two-part programs designed to provide you with the foundation for success:

- Controllership:
- Controllers' Operational Skills Program
 - Controller's Management Program
- CFO:
- CFO's Operational Skills Program
 - CFO's Leadership Program

WHAT IS INCLUDED

The registration fee includes seminar supplies, a comprehensive workbook, and some meal service. The accommodation costs are separate, and will be paid directly to the hotel.

ACCOMMODATION

For offerings held outside Vancouver, CPABC has negotiated special conference rates with the program facilities. We will contact you to confirm your arrival and departure dates closer to the program dates, and will book those dates for you. Attendees will pay for their accommodation fees directly to the hotel upon checkout.

CPABC will not be holding any accommodation blocks at the hotel for offerings held in Vancouver. We have negotiated corporate rates at some of the hotels in downtown Vancouver - those who require accommodation will need to make their own arrangements.

DID YOU KNOW?

The **BC Employer Training Grant** program is designed to assist employers in providing skills training to new or current employees that will develop skills and certification, upgrade skills needed due to automation, and enhance productivity.

The maximum an employer can receive per fiscal year (April 1st - March 31st) is \$300,000 in total government funding.

Learn more at pd.bccpa.ca.

THE CONTROLLER'S Operational Skills Program



“The program enhanced my knowledge on my role as a controller and filled gaps. It was an excellent learning experience to reflect at discussions with other controllers.”

“Wonderful, course instructor was amazing and made a real connection with members through experiences.”

OBJECTIVE

As a controller, you are expected to be the financial expert in your organization. You are relied upon to produce, analyze, and interpret the financial data that will be used by the executive team to make key financial decisions. To excel, you must continuously demonstrate leading edge knowledge and keen business acumen.

The Controller's Operational Skills Program is designed to enhance your role on the management team by sharpening your skills in risk management and controls, ethical leadership, planning, budgeting and

forecasting, performance measurement approaches, and financial reporting.

You will explore ways to maximize the effectiveness of your accounting department through staffing and structure, policies and procedures, and process and quality management.

You will gain insights into performance enablers for success, with a focus on information management and human resources management, and an eye towards trends in controllership.

WHO SHOULD ATTEND

Are you responsible for management and financial reporting? Do you want to build upon your operational skills and knowledge of controllership? Do you want to gain more confidence and be more effective in your role? If you answered “yes”, and if you are either an aspiring controller or an existing controller, then this is the program for you.

Curriculum

The Controller's Role

- A framework for effective controllership
- Risk identification, management, and controls
- Planning, budgeting, and forecasting
- Performance monitoring and reporting
- Financial standards and statutory reporting

Running an Effective Accounting Department

- Organizing an effective accounting team (including people and process)
- Purchasing and payables
- Credit, billing, and collections
- Inventory planning and management
- Cash planning and management

Performance Enablers and the Way Forward

- Brief introduction to managing change
- Information technology – today and tomorrow
- Controller's role in HR management
- Emerging issues and trends
- Personal life skills, action planning, and closing

Approximately half of the total program time is allocated to group activity and discussion to build a high level of engagement, sharing of participants' ideas, and general networking.

FACULTY

Mia Maki, BA, MBA, FCPA,
FCMA

2020 DATES

May 20-23

Westin Whistler Resort,
Whistler

July 8-10

Venue to be announced,
Vancouver

September 16-19

Westin Whistler Resort,
Whistler

PRICING

Regular \$3,150 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 25 hours

Ethics Content: 4 hours

THE CONTROLLER'S

Management Program



“It was a fun and interesting program, very practical. I especially love the one hour one-on-one coaching with the professional coach.”

“I feel rejuvenated, empowered and love that I will be able to pass along my takeaways to others in my organization - up, down, and across the line.”

OBJECTIVE

As a controller, you not only provide financial expertise in your organization, you provide leadership as a key member of the management team. Building on the foundation of your technical skills, your management and leadership skills will take you and your organization to the next level.

The Controller's Management Program is designed to provide you with the theory, best practices, tools, and skills to further sharpen your leadership and management skills.

The program concentrates on four key leadership areas:

- 1 Self-awareness and self-management
- 2 Organizational perspective and influence
- 3 Managing and leading others
- 4 Effective communication for a variety of contexts

This highly interactive program will provide you with a unique experience and opportunities for you to network and learn from your peers. Through case studies, group discussions, exercises, and role-plays representative of situations faced by controllers and financial managers, you will gain skills and confidence to increase both your personal and interpersonal effectiveness.

Over the course of three-plus days you will gain critical insights into leading practices in management and leadership and have the opportunity to apply tools and skills to your work context, share experiences with your peers, and take away actionable goals.

WHO SHOULD ATTEND

This course is for you if you are:

- Relatively new to a controller or financial manager role
- Aiming to move up to the controller role from another position
- Preparing to shift from a staff position or public practice into an industry management role
- Looking to sharpen your interpersonal and management skills

Curriculum

Controller as Leader

- Increase self-awareness and understanding of your leadership style
- Understand linkages between leadership and self-management
- Know what motivates you when things are going well and when things are not going well
- Understand different personality profiles and learn how to build productive work relationships
- Learn how to adapt your approach and leadership to your organization and team

Supervisory Skills

- Learn how to provide effective and timely feedback
- Understand how to align your staff with organizational goals
- Build your listening and emotional intelligence skills
- Become aware of unconscious bias and its impact on behaviour
- Learn core coaching skills for managing performance

Team Dynamics

- Know how to create effective teams
- Learn how to conduct effective meetings
- Understand how organizational culture shapes team dynamics

Communication Skills

- Know how to adapt your message and delivery for specific audiences and situations
- Appreciate the importance of non-verbal communication
- Learn to effectively negotiate and collaborate with your colleagues
- Learn how to communicate assertively
- Become more comfortable with difficult conversations

Conflict & Change Management

- Learn how to identify the root causes of conflict
- Understand conflict behaviours in yourself and others, and ways they shape responses to conflict
- Know how to use conflict to build relationships
- Learn different ways to respond to conflict and how to choose your approach for a variety of situations
- Appreciate why change can be a source of conflict and how to overcome resistance to change

FACULTY

Linda Lucas, CPA, CMA
Lesley-Ann Marriott,
CEC, PCC

2020 DATES

June 21-23

Venue to be announced,
Vancouver

September 20-23

Westin Whistler Resort,
Whistler

PRICING

Regular \$3,150 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 29 hours

SPECIAL PROGRAM FEATURES

- Leadership assessments will be completed as pre-work to help frame your role and who you are
- One-on-one session with professional Executive Coach provided on-site

Enterprise Risk Management Fundamentals



“By far the best program I have attended. Have acquired relevant tools to take back and implement with the management team.”

“Very informative, practical with examples, cases, and good discussion facilitated by the instructor.”

OBJECTIVE

In our increasingly complex environment, it is critical that finance professionals understand and embrace risk management as a key discipline. This three-day, seven module program has been designed to help finance leaders prepare for, and quickly react to evolving business threats and opportunities. By understanding and properly managing risk, businesses can thrive, create value, and achieve a competitive advantage.

Learning outcomes participants can expect:

- Understand how Enterprise Risk Management enhances corporate governance and aligns with business strategy.

- Develop the ability to identify and assess the various risks that may have a critical impact on business, and choose the optimal risk mitigation strategies.
- Develop successful strategies for reporting on risks for senior management and boards.
- Learn and properly apply key risk management tools, including risk and control assessments and key risk indicators.

This highly interactive and hands-on learning program will include instructor led discussions, group discussions and case studies, all supported by a current and comprehensive resource materials package.

WHO SHOULD ATTEND

The program will be of great benefit to financial professionals with a few years of experience, who want to learn the fundamentals and best practices of risk management in order to either further their career, or add value to their organization.

It is especially valuable for those financial professionals in organizations and industries where risk management is gaining critical importance.

Curriculum

Introduction to Enterprise Risk Management

- Definitions - Risk and Enterprise Risk Management (ERM)
- ERM and corporate governance
- The ERM “Wheel”

Establish Context for Managing Risk

- The Ethics of Risk Management.
- Establishing the tone at the top.
- Risk management and the culture of the organization
- Risk appetite and risk tolerance
- Roles and responsibilities

Risk Identification and Risk Assessment

- Risk identification – approaches/techniques to identifying risk
- Risk assessment – inherent risk and residual risk
- Risk Heat Maps, Risk Registers and other risk management tools

Risk Treatment/Response

- Risk avoidance
- Risk acceptance/retention
- Risk transfer
- Risk mitigation with controls
- Developing and implementing successful risk treatment/response plans
- The Risk Bow Tie

Risk Monitoring

- Areas of priority for monitoring
- Key risk indicators and key performance indicators

Risk Reporting

- Who’s the audience? Various types of stakeholders for reporting
- Best practices in effectively communicating and reporting to senior executives/board

Other ERM Considerations

- The keys to success in implementing an ERM program
- ERM in a small- to medium-sized business

FACULTY

Bill Wesioly, CPA, CMA

2020 DATES

May 11-13

Venue to be announced, Vancouver

PRICING

Regular \$3,150 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 23 hours

Ethics Content: 0.5 hours

The Optimal Negotiator: The Definitive Program for Serious Deal Makers



“The program is highly interactive and life changing.”

“...Jim made this program really interesting and gave us a lot of examples of how to gain an upper hand in situations that are not in favour of your side.”

OBJECTIVE

Arguably, the one skill leaders must possess is the ability to get others to agree with them. In any undertaking of significance, knowing how to get people to say “yes” while seeing themselves as winners is crucial to your success and the prosperity of your organization. Indeed, you can’t ever expect to ascend the corporate ladder without a sound grasp of fundamental negotiating principles, their subtle nuances, and the skills to match those who do it well.

This advanced, comprehensive, highly interactive program is the creation of Dr. Jim Murray who has been practising his time-honoured craft over the course of five

decades. Tens of thousands of people from all professional callings have benefited from his street-savvy insights, expertise, and hands-on experiences in virtually every conceivable negotiating arena.

This unique learning experience was designed for serious deal makers only – those who aspire to mastery. You will confront questions you’ve never even thought about before. If you can’t answer them, you’ll lose more often than you win. Although many understand the process intellectually, precious few are entirely comfortable in their ability to “optimize” deals. This program is offered in Canada once each year, has a limited enrollment, and sells out early.

WHO SHOULD ATTEND

Negotiating is a delicate mix of art and science, style and substance. It prizes intuition as highly as intellect, common sense as much as hard numbers. It requires emotional detachment, an understanding of the critical process elements, and a high aspiration level. It is a game of power, real as well as imagined. While some play the game masterfully, others only dimly understand it.

How do you (honestly) assess your capabilities? If you seek greater comfort and confidence in your resolve to get others to agree with you, or aspire to mastery, then this program was designed with YOU in mind.

Curriculum

The following is a partial list of selected topics. The full curriculum is outlined on our website.

The Framework for Win-Win Outcomes

- Dissecting the Negotiating Jig-Saw Puzzle
- How to make losers feel like winners
- How to disguise and discover information

Tactic Recognition and Response

- Gradient stress: Getting others to agree
- Classic tactics, ploys and good counters
- Using Win/Lose tactics in a Win/Win way

Cross-cultural Differences in Negotiating

- Dissecting gender and ethnic styles
- Building strategic profiles for advantage
- Personality types & prototypical styles

The Process Simplified and Illustrated

- How to organize for optimal results
- Achieving instant alignment by design
- Overcoming resistance: Closing with magic

Critically Important Principles of Timing

- Dealing with 11th hour & deadlines
- Handling imposed time pressures
- When (and how) to convincingly say “no”

Power: Accumulating and Sustaining Leverage

- Fallacies, presence and influence
- How to diagnose the power of others
- When to increase and decrease your power

Using Human Behaviour to Advantage

- Negative and positive interaction cycles
- Functions of conflict & achieving self-control
- Engineering defensive & supportive climates

Becoming an Inventive Negotiator

- How to change the shape of any deal
- Dealing with salary negotiation phobias
- How to make seemingly impossible deals

Essential (and Powerful) Communication Skills

- Phrasing to induce the desired perceptions
- Deciphering the language of deception
- Understanding and using non-verbal cues

Working and Negotiating in Teams

- Planning and working as a team: A practicum
- Analysis of individual and team performance

Optimal Negotiator: The Fundamentals

- The things you should never do
- Attributes that define an optimal negotiator
- Achieving mastery – where to from here?

FACULTY

Dr. Jim Murray, Hon BSc,
BA, MA, MSc, EdD

2020 DATES

November 17-19

Venue to be announced,
Vancouver

PRICING

Regular \$3,250 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 28 hours

NEW FOR 2020

Governing with Intention™



Explore the critical role of the board chair, with practical advice on how to tackle key issues in and between meetings and walk away with a customized action plan to elevate your board's contribution and help your organization perform better.

OBJECTIVE

Over the last decade, there has been an explosion of research and thinking on what constitutes good governance. Yet, directors struggle to convert principles to practice. At the same time, governance continues to evolve, and expectations of directors are becoming more demanding in an increasingly complex world.

This three-day workshop combines WATSON's flagship Governing with Intention™ course and key components of Chair with Intention™ course to equip current and future directors with the skills to navigate the modern boardroom.

Balancing practical tips with leading governance practices, participants learn how to shift the dialogue to the issues that matter, navigate the line between governance and management, elevate their personal contribution at the board table, and design a positive board culture. Participants also explore the critical role of the board chair, with practical advice on how to tackle key issues in and between meetings. Participants will walk away with a customized action plan to elevate their board's contribution and help their organization perform better.

WHO SHOULD ATTEND

- Current, new, or incoming directors and board chairs
- CEOs looking to better understand how to partner with the board
- Members of management who play a role in their organization's governance
- Professionals who work with boards

Governing with Intention™

- Explore the principles of an intentional approach to governance
- Understand and apply fiduciary and legal duties
- Apply WATSON's "Managing the Line" between governance and management
- Learn leading renewal practices
- Determine ways to maximize contributions of key roles on the board and management team
- Strengthen board culture by identifying and adopting practices specific to the board/management relationship
- Shift to a more strategic perspective

Chair with Intention™

- Clarify the attributes and responsibilities of an effective chair
- Lead meetings to enhance director contributions and elevate conversations
- Strengthen relationships with key stakeholders
- Develop a finely balanced CEO-Chair relationship and clarity in oversight
- Explore emergent practices in chair renewal, from recruitment and orientation to evaluation and succession
- Refine facilitation skills to foster a stronger culture and dialogue

FACULTY

Teresa Budd, BA, LLB

2020 DATES

October 26-28

Venue to be announced,
Vancouver

PRICING

Regular \$3,250 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 21 Hours

Ethics Content: 3 hours



Becoming the Modern CFO

CFOs continue to be under relentless pressure to raise their game—their colleagues in the C-suite and board members, are demanding: “Take us further and faster.” **BY DR. VIJAY JOG**

ALL RECENT SURVEYS on C-suite expectations indicate that CFOs need to go beyond the boundaries of the traditional CFO role. This includes venturing into areas such as business analytics, enterprise risk, environmental footprint and digital transformation. In fact, four key directives emerge from this data:

- 1 CFOs need to step back from simple description of variance reporting and explain the origin of that variance from a business perspective, and more importantly, the specific actions the enterprise should take beyond the obvious statements about “increasing revenues and reducing costs.”
- 2 CFOs must express and explain past performance within the context of the overall strategy and corporate plan, but—more importantly—they need to highlight future trends that could impact the enterprise’s strategic imperative and aspirations.
- 3 CFOs need to be analytical—not only at the general ledger level, but also at the sub-ledger level; in other words, they need to be able to provide business analytics at the customer-channel/sales person-product level.
- 4 CFOs need to be acutely aware of the competitive landscape and its implications for the enterprise’s future performance including

enablement of the modern work place by leveraging the “cloud” and design/architect digital transformation journey to reduce friction (thus make it easier) for employees, consumers, and suppliers to do business with the enterprise.

Similar sentiments are being expressed at the board level, especially by external board members. In my experience, these board members want, at minimum, for the CFO to:

- 1 Demonstrate a clear understanding of the linkage between strategy and the financial plan;
- 2 Articulate how growth (organic and inorganic) would be financed and its resulting impact on financial risk and flexibility—if growth is the key objective;
- 3 Report on the key operational metrics that can provide insights into current and future financial performance devoid of financial jargon; and
- 4 Demonstrate leadership by ensuring that the enterprise remains competitive in an ever changing landscape while ensuring its social and environmental responsibilities and leveraging new technologies.

The immediate question then is: What must a CFO do to meet the high expectations of the C-suite and board members? Clearly there are multiple paths for meeting these expectations, and the right path will depend on the nature of the enterprise and the specific challenges it faces. However, I can think of seven specific actions CFOs can take.

Seven Actionable Steps

- 1 First and foremost, the CFO must actively participate in the company strategy and provide clarity about financial and operational metrics that define enterprise success. These metrics must go beyond earnings or earnings against budget; they should also include metrics such as, return on capital employed and enterprise value creation net of its opportunity cost of capital.
- 2 If growth is an integral component of strategy then it is the CFO’s role to analyse and convey the interdependence between financial and operational capacity for growth and value creation. No growth strategy (inorganic or organic) can be executed unless everyone understands the analytical relationship between value and growth.
- 3 CFOs need to make radical changes to the traditional budgeting process—it should be designed from the bottom up and driver based; it must be disassociated from the executive

compensation/bonus; and it should be done periodically (e.g. four- or five-quarter rolling forecasts), not just annually. Far too much energy and time is spent on the annual budgeting process, which becomes obsolete in 90 days.

- 4 CFOs must get involved in designing incentive systems that are metric-based, that include clear recognition of return on capital in respective business lines, and that are based on “actual” performance and not on variance to budget.
- 5 The CFO must systematically assess and monitor enterprise risk in all its form. This includes: dependency on key employees, products, customers and suppliers; demonstration of social responsibility, ecological and environmental footprint, adherence to enterprise’s core values and ethics.
- 6 The CFO must drive the enterprise to make fact-based decisions using a well-designed analytics platform that provides relevant, timely, and actionable information to all CxOs. There is significant evidence indicating that high-performing enterprises display a high degree of analytical thinking, which they leverage for predictive analytics.
- 7 CFOs must be on the forefront of the enterprise’s digital transformation that creates an “always on - always available” technology platform where all of its stakeholders can communicate with the enterprise from any place and at any time in a seamless manner that leverages the “cloud”. This is a new demand arising from the technical revolution that has taken place in recent times where instant access to information is a necessity. This requires significant investments in technology and change management and it is not always easy to measure ROI as one does in a traditional CAPEX decision. However, not doing it or delaying it could have dire consequences; retail industry demonstrates the impact of this digital disruption – for some it has led to extinction.

Becoming a “modern” CFO may seem a daunting or even an impossible task, but CFOs seeking to “raise their game” can achieve this goal if they find a balance between minimizing the transactional role and redirecting resources to meet business demands that go beyond the traditional role. It can be done!

Dr. Vijay Jog is founder and president of the Corporate Renaissance Group, and a chancellor professor at Carleton University’s Sprout School of Business. He runs “The CFO as Navigator” executive program for CPABC.

A version of this article was originally published on CPABC Industry Update.

THE CFO'S

Operational Skills Program



“Unconventional with the right mix of technical and practical application.”

“This program was very comprehensive, adding new perspective plus amending known requirements of my role. It will add value to what I bring to the table within my organization.”

OBJECTIVE

Reporting to the CEO or president, the chief financial officer is the top job that leads, initiates, and manages the financial decision-making process within the organization. In addition to being a senior advisor to the CEO and the board, the CFO has other roles: business partner, scorekeeper, commentator, expert, and custodian.

These multiple functions mean that the CFO has to see both the forest and the trees, needs to understand the business and its numbers, as well as lead, develop, and help execute the business strategy.

This program delivers core CFO operational competencies that organizations expect and demand. Examine the relationship of strategy and risk-taking and help drive your organization’s mission and success.

Nail down the strategy, planning, budgeting, and internal control competencies to facilitate efficient and effective operations. Learn how to effectively communicate metrics and operating results for internal and external stakeholders.

The residential format with group workshops lets you readily network and learn from your peers.

WHO SHOULD ATTEND

Do you currently direct, or wish to direct the finance and administration areas of your organization? Do the CEO and the board look to you for counsel and guidance? Are you trying to improve governance, accountability, and the control environment? Would you like to examine the state-of-the-art developments in strategy, risk management, and financial reporting? If so, then this program was created with you in mind.

Curriculum

Governance, Strategy, and Risk Management

- Stakeholders, shareholders, and the board
- Culture, ethics, and wisdom
- Role of the CFO
- Behavioural finance and behavioural insights
- Integrating governance and strategy
- COSO's Enterprise Risk Management – integrating with strategy and performance

Creating Value Through Financial Management

- Disruption and risk in the 21st century: some new perspectives
- Operational and financial tools
- Internal control and COSO's Internal Control – integrated framework
- New approaches to management and financial reporting

Corporate Finance

- Mergers and acquisitions: due diligence and valuing a business
- Optimal capital structure

Participants will receive a copy of *Canadian Treasury Management*, written by the program author and instructor, Jeffrey Sherman.

FACULTY

Jeffrey D. Sherman, MBA,
CIM, FCPA, FCA (Ontario)

2020 DATES

June 14-17

Westin Whistler Resort,
Whistler

October 18-21

Westin Whistler Resort,
Whistler

PRICING

Regular \$3,250 + GST

Early bird discount of
\$300 off the regular price
will apply if registration
is completed at least two
months prior to start date.

CPD: 28 hours

Ethics Content: 4 hours

THE CFO'S Leadership Program



“Turned the sceptical ‘been there, done that’ attitude into ‘wow, would love to do more’...”

“This was very valuable time spent. Magic formula of great facilitators, great content, engagements from the attendees.”

OBJECTIVE

The role of the chief financial officer continues to evolve. Beyond technical expertise, today’s CFOs need to make strategic financial decisions in a changing dynamic environment. This necessitates inspired, authentic leaders capable of solving challenging problems as a valued member of the C-suite. From supporting strategic decision making through to strong financial stewardship, there is a need for the CFO to demonstrate expertise in a broad range of areas, including regulation, globalisation, technology, risk, transformation, stakeholder management, reporting, and talent management. In short, they need to be truly effective leaders. The CFO’s Leadership Program is an intensive and interactive program that blends best practices, case studies, group

discussions, and role-play to allow participants to advance their leadership skills to move from the technical aspects of being a finance professional, to being a strategic partner. This program concentrates on areas where CFOs have told us they feel they need the most help:

- Leveraging strategy to get results.
- Communicating and persuading others.
- Leading and influencing across all stakeholders.
- Leading culture and change.

Over the course of three-plus days you will gain critical insights into leading practices in management and leadership, and have the opportunity to apply tools and skills to your work context, share experiences with your peers and take away actionable goals.

WHO SHOULD ATTEND

This course is for you if you:

- Direct, or wish to direct the finance and administration areas of your organization.
- Provide, or are seeking to position yourself as counsel to the CEO and the board.
- Wish to expand your knowledge and develop your leadership skills as they apply to strategy execution and talent management in the finance and administration area.
- Want a unique opportunity to go beyond focusing on what you are doing as a leader to truly understand how you are being a leader.

Curriculum

How to be a Strategist

- Learn how to shift from the operational phase to the strategic phase to tap into the different perspectives of all stakeholders to influence desired results
- Learn how to help your team execute better by being a better strategist
- Explore the gap between corporate strategic goals and the day to day operations in rapidly changing environments
- Understand how the role of the CFO impacts the development and sustainability of a positive corporate culture
- Discuss tools and techniques for how to drive change

Communicating and the Art of Persuasion

- Learn how to convey complex financial results and business performance to drive actionable outcomes through powerful presentations
- Receive feedback on a live presentation that will enhance your specific style
- Learn the latest techniques for persuasive communications
- Understand how to frame the organization both internally and externally
- Explore impacts on communication from core drivers such as globalization, technology, and multi-generational workforces

Leading & Influencing

- Learn how to develop a more effective leadership style to help lead your organization through globalization and growth
- Learn how to give & receive effective feedback
- Learn how to plan for your own succession
- Understand and explore when pay for performance is the right tool to drive performance and when it can impede desired results

Best Practices on Creating and Sustaining Resilient Leadership

- Learn tips about how effective executives manage their personal well-being
- Explore the best practices for managing daily tasks interactions and relationships
- Learn how to build 'executive presence' to be yourself while inspiring others
- Learn how to position yourself to have the greatest strategic impact both currently and in the future with the senior leadership team, other key stakeholders in the organization and with the board

Negotiations

- Learn how to enhance your ability to negotiate and build consensus at the C-level
- Understand your negotiation style and its impact
- Explore various approaches to negotiations for success in today's business environment
- Review techniques and tools for internal and external negotiations

FACULTY

Tammy Towill, MBA,
FCPA, FCMA
Lesley-Ann Marriott, CEC, PCC

2020 DATES

April 20-22
Venue to be announced,
Vancouver

June 24-27

Westin Whistler Resort, Whistler

October 21-24

Westin Whistler Resort, Whistler

PRICING

Regular \$3,250 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 28 hours

SPECIAL PROGRAM FEATURES

- Leadership assessments will be completed as pre-work to help frame your role and who you are
- One-on-one session with professional Executive Coach provided on-site

FOR SEASONED FINANCIAL EXECUTIVES

CFO as Navigator Program



“This course is such a wealth of knowledge. Illustrates just how much information is out there. Guides you to a point where you can dive in and get immersed.”

“Great high level program that still managed to deliver practical skills and information to take back to my organization and implement immediately.”

OBJECTIVE

CFOs are under pressure and every CFO is hearing the new calling from the corporate boardroom - “step out and go beyond the box”. Long gone are the days when the CFO was primarily focused on the traditional box of command and control, and Monthly/Quarterly/Annual (M/Q/A) financial and management reporting.

The CFO as Navigator Program is designed to make you a complete CFO. It will provide you with a highly applied and interactive experience, and will cover areas such as: value creating growth, value metrics, intersection of strategic finance and strategy, strategy maps

and performance metrics, enterprise dashboards, modernizing of FP&A, digital transformation and digitized finance, ERM, and talent management and incentive design. Over the course of three-plus highly interactive and hands-on days with cases and real life examples, you will develop, refine, and gain insights into what it takes to be the 21st century innovative CFO.

WHO SHOULD ATTEND

Do you want to be at the nexus of decision making in your enterprise? Do you ever wonder about the role of strategy & business models and their linkage with strategic finance? Do you feel that you are under pressure and thus are energized to

modernize your enterprise and go beyond the stovepipe finance function? Are you interested to provide a 360 degree view of the enterprise performance and manage the business with the single version of the truth through metrics and dashboards? Do you want to digitize & modernize your FP&A and ERM functions? If so, then this program is for you.

This program is geared particularly towards those CFOs/Controllers in mid and large private sector companies who are at the zenith of their career, who embrace change and want to make a bigger difference in their team and their enterprise.

Curriculum

Dealing with the Volatile World

- The volatile world - new rules of the game
- The enterprise model and the finance function
- Expectations from CFO - partnering with business
- Adding value to the CxO table

Value Creation – Measurement and Management

- Defining value
- Quest for a universal metric
- Role of opportunity cost
- Value based management and value drivers

Business Models and Designing Breakthrough Strategies

- Business models - enterprise on a paper napkin
- Vision, mission, core values - do they have a role?
- Designing breakthrough strategies that work

Strategy Execution and ERM

- Design and role of strategy maps
- Designing and using enterprise dashboard
- Enterprise Risk Management and scenario planning
- Designing incentives that work

Digital Transformation

- What, why, when, and how
- Role of data, machine learning, IoT and AI
- Intersection of business and IT strategy - what you must know
- How to successfully and cost effectively build a BI platform?
- The tech speak – ETL, DW and BI
- IT versus IS versus IM - capability, capacity and resourcing
- Best practices in implementation

Managing Human Capital and Talent

- Enterprise as a symphony
- Value added HR - identify the capability gaps
- Science into talent management and succession planning

FACULTY

Dr. Vijay Jog

2020 DATES

September 23-26

Hilton Whistler Resort,
Whistler

PRICING

Regular \$3,250 + GST

Early bird discount of \$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 26 hours

The CEO Program: Acquiring the Edge and Leading with Purpose



“Jim provided me with gems of insights. I would highly recommend him and the program.”

“So many takeaways, there are many things that I can implement right away. Good course, really glad I took it.”

OBJECTIVE

This proven, one-of-a-kind program, offered for over a decade to an international audience of senior executives, is the creation of Dr. Jim Murray, who has led organizations in both public and private sectors and has a remarkable track record of advising leaders in over 600 enterprises. He counsels CEOs on how to handle complexity, uncertainty, and transformative volatility. He understands why business models are failing and why management responses no longer deliver high performance. He specializes in liberating talent and motivating/retaining the brightest.

“CEO” is a misnomer. Leaders no longer execute, they decide... then inspire others. They confront and unlock immense,

unforeseen opportunities that arise from turbulent, often unexplainable forces. They realize yesterday’s solutions are insufficient and often counter-productive. They “go back to school” to acquire the necessary skills, insights, and confidence to seize the white spaces of growth. They are in demand and they know it.

Leading with purpose requires the ability to build and apply strategic intelligence, prick the bubble of ignorance, and anticipate career derailers, select talent and develop a cohesive executive team, respond courageously to unexpected high-impact surprises, devise workable strategies that inform and motivate action, and foster a culture of resilience to compete for the future.

WHO SHOULD ATTEND

This advanced, fast-paced program is designed for current and aspiring leaders who seek to excel with confidence and conviction in the upper echelons of executive responsibility. Do you possess the emotional and mental qualities, interpersonal skills, street-smart insights, decision-making competencies, and executive presence to lead?

Beyond requisite skills, leadership means avoiding the allure of the slippery slope, knowing how to lead people who are brighter than you, designing a smart and a healthy organization, and deciding when “the game” must be retooled. Smart leaders have also resolved the life-altering questions that can determine one’s identity and thus one’s destiny.

Curriculum

The following is a partial list of selected topics. The full curriculum is outlined on our website.

The Opportunities and Realities of CEOdom

- Why not you? The reasons CEOs get fired
- The difference between “good” and “best”
- Uncomfortable realities of being the top dog
- How to define your unique leadership identity

The Critical Challenges of Leadership

- What separates real leaders from pretenders
- Re-engineering organizational DNA
- Diagnosing enterprise health and savvy

The Essential Ingredients of Leadership

- Entrance Exam: The questions you must answer
- Setting your compass: Non-negotiable rules
- Power, politics and intelligent self-promotion

Perfecting the Critical Skills

- What makes an effective executive team
- Vision and values: Misunderstood tools
- Managing those who are smarter than you
- Developing symbiosis with your board

The CEO as Chief Decision Maker

- The fatal flaws that lead to bad decisions
- How to escape the bubble of ignorance
- The echo chamber and your achilles heel
- Risk management intelligence & capability

Building Organizational Resilience

- Dealing with crisis and high-impact surprises
- Building smarter & tougher organizations
- Drivers of business model transformation
- What ultimately constrains performance

The Ultimate Responsibilities of Leadership

- Dealing with slippery ethical dilemmas
- How to find and evaluate your successor
- The mindset and resolve of a great leader
- Actions you must take & questions you need to answer before your time ends

FACULTY

Dr. Jim Murray, Hon BSc,
BA, MA, MSc, EdD

2020 DATES

July 13-16

Venue to be announced,
Vancouver

PRICING

Regular \$3,250 + GST

Early bird discount of
\$300 off the regular price
will apply if registration
is completed at least two
months prior to start date.

CPD: 33 Hours

Ethics Content: 1.5 hours



CPABC PROFESSIONAL DEVELOPMENT

Toll-free Phone: 1-800-663-2677

Phone: 604-872-7222

Fax: 604-684-1267

pdreg@bccpa.ca | pd.bccpa.ca

 CPABC

 cpa_bc

 CPABritishColumbia

 CPABC