CPA CHARTERED PROFESSIONAL ACCOUNTANTS BRITISH COLUMBIA

EXECUTIVE PROGRAMS 2022

Building Your Expertise

Deepen and broaden your perspectives and knowledge with CPABC's Executive Programs

Building Your Expertise

Executive programs are multi-day, interactive, and in-depth programs. The in-residence and online formats are 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 innovative thinking, negotiating and enterprise risk management.

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

CPABC
Executive Programs

CPABC EXECUTIVE PROGRAMS

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OVERVIEW

PROGRAMS

The CPABC Executive Program Experience

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

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

1,882

participants

have attended

CPABC's

Executive Programs.

84%

of our alumni gave

4.7/5 average rating for our **Faculty Members.**

4.4/5 average rating for our **Executive Programs.**

In 2021,

93%*

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

88%*

of participants would **recommend** the executive program they attended to others.

96%*

of participants found the **online experience** satisfactory.

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

Our Executive Programs often sell out quickly. Spaces are allocated on a first-come, first-served basis. We endeavour to schedule additional offerings to meet demand when possible, but encourage you to register early to avoid disappointment.

Special Program Features

In a unique executive learning environment, you will have the opportunity to build relationships, collaborate, and share insights with peer executives.

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

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
- Smart Leaders 2024
- The Optimal Negotiator

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

Controllership Program:

- Controllers' Operational Skills Program
- Controller's Management Program

CFO Program:

- The CFO's Operational Skills Program
- The CFO's Leadership Program

Note that while in-person and online virtual options will be offered in 2022, not all executive programs are available in both delivery formats.

WHAT IS INCLUDED

The registration fee includes a comprehensive workbook (hard copy + digital), as well as all related seminar supplies. In-person offerings also include some meal service.

PREPARING FOR A PROGRAM

Some programs may require participants to complete pre-readings or pre-work surveys. You will receive information about the pre-work approximately four weeks prior to the program start date.

TECHNICAL REQUIREMENTS FOR VIRTUAL PROGRAMS

Where programs are offered through Zoom Conferencing, participants will need:

- Reliable high-speed internet access.
- Desktop computer, laptop, or tablet.
- A webcam, speakers, and microphone (or the ability to dial-in). These are strongly recommended due to highly interactive portions of the program.

ACCOMMODATION FOR IN-PERSON PROGRAMS

The accommodation costs for in-residence programs are separate. Please visit our website for more information.

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**

High-Impact Virtual Experience

A majority of CPABC's Executive Programs will be available virtually. The programs went through a vigorous digital conversion and were further fine-tuned to provide participants the optimal interactive remote learning and practical hands-on experience.

Unique benefits of a virtual Executive Programs:

Connect and Collaborate
Virtual delivery has the added feature of interactive Zoom functions to engage participants and easier exchange of ideas.

Multi-Segment Format
Some programs are available in the multi-week format allowing participants to manage their time between work and other commitments.s.

Flexible
No travel restrictions, and save on travel and accommodation costs.

Support from the PD Team
A dedicated PD Program Coordinator will be on-hand during the program to offer technical assistance, as well as to answer questions pre- and post-program.

» WANT TO LEARN MORE ABOUT PD SEMINARS VIA ZOOM?
Watch this video tutorial produced by the CPABC PD team on how to use some Zoom features.

Here's what our Executive Programs alumni say about their virtual learning experiences:

"Highlight for me was how cooperative everyone was. Everyone shared tips and tricks. Zoom was fantastic, everyone participated and we could participate from the comfort of our homes. I didn't know what to expect, but this was THE best PD course I have taken."

"Love it, excellent for those of us outside the Lower Mainland. Easier to participate since the costs are way down since there is no travel."

"I was a bit concerned about the virtual program, however, I felt that the facilitators did a great job with mixing up the presentations with different sized break-out sessions. Breaks were also well planned. By the end of the first day I was used to the technology and really enjoyed the virtual interaction. I actually think it was easier for me to participate virtually, than it would have been in-person."

Current Programs

CONTROLLERSHIP 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 13-16

CFO 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 17-20

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 21-22

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 23-24

Current Programs

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 with at least a few years of experience, who want to further their career and/or add more value to their organization.

Pages 25-26

SMART LEADERS 2024

Geared towards leaders seeking to liberate their own genius and that of their workforce.

Smart Leaders 2024 is a stand-alone program for leaders seeking to change the way they think and to strengthen their capabilities as decision makers, risk-takers and innovators to meet the demands of an increasingly volatile and complex business environment.

Pages 27-28

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 mastery in the art of negotiation.

Pages 29-31

LEADING WITH EMOTIONAL INTELLIGENCE

Geared towards leaders seeking a people-focused approach to your leadership style.

Leading with Emotional Intelligence is a comprehensive stand-alone program for professionals to learn, practice, and implement specific tools and tactics to build their leadership skills in emotional intelligence.

Pages 32-33

Faculty

DR. VIJAY JOG is Chancellor Professor Emeritus at Carleton University and the Founder of Corporate Renaissance Group. He has led CRGroup's growth in areas of strategy design and execution, corporate performance and dashboards, strategic finance, FP&A and analytics and has consulted around the world helping clients bridge the gap between performance, technology, strategy, and finance and incentive systems. He has received consistent high accolades for this highly practical program for last ten years.

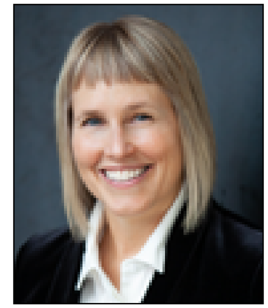
VIJAY FACILITATES

- The CFO as Navigator Program

LINDA LUCAS, CPA, CMA is a principal of Lead Vantage LLP, where she specializes in helping C-level executives and business owners identify and execute their strategic objectives. Her focus is building strong teams to create a culture of innovation and initiative, resulting in operational excellence and increased profitability. Drawing on over 25 years' experience in strategic, operational, and financial management, she knows that the heart of success, in any organization, starts with their people. Linda develops and facilitates leadership programs that emphasizes empowerment, collaboration, and trust. She has helped her clients – from small-and mid-sized companies to national corporations – cultivate a sustainable, adaptable, and future-forward organization.

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 25 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

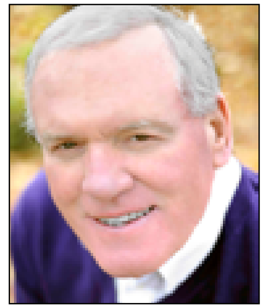
- The Controller's Operational Skills Program

Faculty

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 CEO Program: Acquiring the Edge and Leading with Purpose
- Smart Leaders 2024: Thinking and Innovation Skills
- The Optimal Negotiator: The Definitive Program for Serious Deal Makers

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* and *Finance and Accounting PolicyPro* (guide to governance, procedures, and internal control), both published by CPA Canada.

JEFFREY FACILITATES

- The CFO's Operational Skills Program

Faculty

Carolyn Stern, B.COMM, B.ED, PBD PRED, PBD In Bus, MA Leadership
As a professor with the School of Business at Capilano University, Carolyn pioneered the integration of Emotional Intelligence into Capilano's curriculum. An Emotional Intelligence and leadership development expert, Carolyn combines real-world experience as both a business leader with more than two decades as a trainer and educator. Her company, EI Experience, provides leadership development and emotional intelligence training for all management levels and businesses of all sizes and scope. Since launching EI Experience in 2017, Carolyn has helped more than 15,000 business leaders leverage their emotional intelligence skills to connect with their diverse workforce and develop high-performing teams.

CAROLYN FACILITATES

- The Leading with Emotional Intelligence Program

TAMMY TOWILL, MBA, FCPA, FCMA is a partner in the Cordura Group and Chair of the School of Business for 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), iis a risk management consultant and Leadership Coach who enriches the effectiveness of people and organizations through both skill and heart. 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 consulting assignments over the last few years included organizations in the private, public and nonprofit sectors. He has also recently published a Management Accounting Guideline for CPA Canada – *A Practical Approach for Managing Risks in Small- and Medium-Size Organizations.*

BILL FACILITATES

- Enterprise Risk Management Fundamentals

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

2022 DATES

Jul 14-15, 18-19
Online virtual

September 21-24
In-person, venue to be announced

December 7-10
To be announced

PRICING

$2,000 + GST Online virtual

$3,250 + GST In-person

Early bird discount for in-person offering:
$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 25 hours
(includes 4.5 hours of pre-work)

Ethics Content: 4 hours

» REGISTER NOW

THE CONTROLLER'S
Management Program

"I liked that the program gave me insight into how I acted as a leader and how I could improve. It gave me some good takeaway action."

"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 four 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
- Become more comfortable with difficult conversations

Conflict & Change Management

- 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

FACULTY

Linda Lucas, CPA, CMA

Lesley-Ann Marriott, CEC, PCC

2022 DATES

June 23-24, 27-28
Online virtual

September 25-28
In-person, venue to be announced

PRICING

$2,000 + GST Online virtual

$3,250 + GST In-person

Early bird discount for in-person offering:
$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 29 hours
(includes 3.5 hours for pre-work)

UNIQUE FEATURES INCLUDE

- Comprehensive pre-work surveys including 360 Degree Leadership Survey
- State of the art self-awareness assessment
- Private one-on-one executive coaching session

» REGISTER NOW

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

The role of the CFO has evolved constantly, never more so than during the pandemic. This course will reinforce your operational skills and provide fresh ideas as you guide your organization and yourself through the recovery.

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. As senior advisor to the CEO and the Board – the CFO has at least six roles: business partner, scorekeeper, commentator, expert, custodian, and conscience. 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. Get up to speed on corporate governance and risk management along with changes resulting from the pandemic and post-pandemic business environment. Explore the critical CFO competencies in business valuation, strategy planning, M&A and behavioural economics. Learn how to effectively communicate with internal and external stakeholders.

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.

This program will help you

- Improve operational effectiveness of your department and organization
- Enhance the control environment
- Apply insights from behavioural economics
- Understand how to integrate governance, strategy, and sustainability
- Learn how COSO's Enterprise Risk Management can enhance shareholder value
- Apply the right techniques when reviewing acquisitions
- Plan the optimal capital structure

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
- Sustainability and risk management

Creating Value Through Financial Management

- The new normal: Post pandemic business
- Operational and financial tools
- Internal control and COSO's Internal Control – integrated framework
- Communicating with stakeholders

Corporate Finance

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

FACULTY

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

2022 DATES

July 7-8, 14-15
Online virtual

October 23-26
In-person, venue to be announced

PRICING

$2,000 + GST Online virtual

$3,250 + GST In-person

Early bird discount for in-person offering:
$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 28 hours
(includes 3 hours of pre-work)

Ethics Content: 4 hours

» REGISTER NOW

THE CFO'S

Leadership Program

"Turned the skeptical '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, globalization, 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 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.
- Persuasive Communications.
- Leading and influencing across all stakeholders.
- Leading culture and change.

The course is offered in four-day online virtual and face-to-face, retreat formats. 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 as 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 persuasive communications
- Receive feedback 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

2022 DATES

May 18-19, 26-27
Online virtual

November 16-19
In-person, venue to be announced

PRICING

$2,000 + GST Online virtual

$3,250 + GST In-person

Early bird discount for in-person offering:
$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 28 hours
(includes 5 hours of pre-work)

UNIQUE FEATURES INCLUDE

- Comprehensive pre-work surveys include 360 Degree Leadership and Organizational assessment
- State of the art self-awareness assessment
- Confidential one-on-one executive coaching session

» REGISTER NOW

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 COVID has not made it any easier and every CFO is hearing the new calling from the corporate boardroom —"step out and go beyond the box" and/or "launch our digitization journey". 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 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 though 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 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.

Overview
Controllership Program
CFO Program
CFO as Navigator Program
The CEO Program
Enterprise Risk Management Fundamentals
Smart Leaders 2024
The Optimal Negotiator
Leading with Emotional Intelligence

Curriculum

Dealing with the Volatile World

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

Value and Wealth Creation — Measurement and Management

- Defining value and wealth creation
- 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

- CPM and BI
- Going beyond FP&A
- Focusing on value drivers and non-financial metrics

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

2022 DATES

October 19-22

In-person, venue to be confirmed

PRICING

$3,250 + GST In-person

Early bird discount for in-person offering: $300 off the regular price will apply if registration is completed at least two months prior to start date..

CPD: 26 hours

» REGISTER NOW

The CEO Program: Acquiring the Edge and Leading with Purpose

"Unlike any leadership program I've ever taken. Far superior to the six months of executive coaching I've received. I was engaged 100% of the time. This course has changed my life."

"My biggest takeaway was what I learned about myself."

OBJECTIVE

This proven, mini "executive MBA" program has been offered to hundreds of senior members of the accounting profession across the country for well over a decade. It is designed for both current and aspiring leaders seeking to excel with confidence in the upper echelons of executive responsibility. The testimonials from prior attendees are all you need to read to understand the benefits of "going back to school" to contend with the increasingly unpredictable demands of an ambiguous, volatile, disruptive, complex business environment.

Because of COVID, this one-of-a-kind learning experience is now available online. But it remains as interactive, highly pertinent, real and challenging as the in-class presentation. It answers the critical question: Do you possess the emotional and mental qualities, interpersonal skills, street-smart insights, decision-making savvy and executive presence to lead?

Do you know what it really takes? Can you handle the dynamic, fluid forces that will impact your business: changing stakeholder expectations, decaying business models, archaic management practices, bad strategies, the ever-daunting but unanticipated risks and "black swan" events largely beyond your control? Leaders who can do this are in demand and they know it.

Leading with purpose requires the ability to build one's strategic intelligence, prick the bubble of ignorance, recognize career derailers, select the right talent, develop a cohesive executive team, respond courageously to high-impact surprises, devise strategies that both inform and inspire, foster an adaptive culture of resilience and create a business model that competes for the future. Leadership today means dealing effectively with ethical dilemmas, knowing how to lead those who are brighter than you, designing a smart and healthy organization, and deciding when "the game" must be retooled.

This practical, intensive, provocative, advanced executive program is the creation of Dr. Jim Murray who has successfully led large and small organizations in both the public and private sectors. He has a remarkable track record over the course of five decades of exemplary performance of helping senior executives in more than 600 organizations achieve their underappreciated potential. His life's quest is to liberate genius and change lives. This program has a limited enrollment and a history of selling out early – don't miss your opportunity.

The revamped online program consists of seven three-hour sessions over three weeks. It includes two pre-course workbooks and a manual of supplemental readings, instructive cases to hone decision-making skills, numerous diagnostic instruments, shared executive experiences and performance coaching if desired. The learning experience is realistic, reflective of the latest research and personally challenging. The depth, breadth and sharing of participant experiences is one of the primary benefits. The following is a top-line outline of the sessions and topics to be addressed in 2022. The full curriculum is outlined on our website.

Curriculum

The Opportunity and Realities of CEOdom

- The premise, objectives, caveats and roles
- The skills and stylistic nuances of leadership
- Lesson #1: Avoid the fatal flaws or get the axe
- How to survive & thrive in the zone of complexity
- Finding, defining & shaping your leadership identity
- The difference between 'the good' and 'the best'
- The gritty truths & diseases of being the top dog

The Challenges of Leadership in the C-suite Today

- The elusive, fragile, essential imperative of leading
- Smarts that separate leaders from the pretenders
- Achieving clarity, focus & results: The CEO Mantra
- Organizational DNA: Manipulating the critical genes
- Rethinking strategy: Realities & faulty assumptions
- If you're new: What to do from day one to day 100
- Diagnosing the health and savvy of your enterprise
- Assessing the key players on your executive team

The Elements of Extraordinary Leadership

- The CEO Entrance Exam: Questions you must answer
- Making good choices: Time, priority & energy audits
- Self-assessment: Do you have what it will takes
- Mapping your future advancement in broad strokes
- Setting your compass: The non-negotiable rules
- Getting the best advice & building reliable networks
- Executive presence: Brand building & self-promotion
- Power and politics in the C-Suite: How to play the game
- Reconciling the five paradoxes of being a leader
- Sustaining the drive: Fueling productivity & willpower

Overcoming Obstacles to Higher Performance

- Building a cohesive and focused executive team
- Inner circles, EAs or a CoS?: How to choose them
- Vision, purpose, values & rules: Misguided tools
- Operationalizing a paradigm shift in your culture
- Leading knowledge workers smarter than you
- Developing a symbiotic relationship with the board
- What your board needs to know & do about risk

The CEO as the Chief Decision Maker

- The three decision domains that make or break you
- The CEO effect: Why good leaders deserve their pay
- The bubble of ignorance: What, why & how to escape
- How to avoid really bad decisions: The new tool box
- Overcoming the echo chamber: Changing the culture
- Finding the best experts: The traps you need to avoid
- Enriching decision making & knowing when you're right
- Risk intelligence: Awareness, analysis, tolerance and framing
- Nurturing beneficial & credible two-way feedback

Building Resilience and Fostering Innovation

- Leading in a crisis: Dos, don'ts & prevention antidotes
- From the trenches: Jim's crisis intervention playbook
- The lessons of COVID: What have leaders learned?
- What ultimately constrains extraordinary performance
- Forecasting high-impact surprises, unknowns & luck
- The elements & architecture of a smart enterprise
- Fostering workforce innovation: Problems & solutions
- Execution: The required elements, constraints & skills
- Making innovation a competency rather than a slogan
- Intelligent failure: A paradigm for symbiotic growth
- Business model transformation: Different approaches
- Strategies for growing your business in a VUCA world
- *Caveat emptor et venditor*: Partnerships, alliances, IPOs
- Due diligence: The upsides & downsides of growth

The Ultimate Responsibilities of Leadership

- Navigating ethical dilemmas: The tricky slippery slope
- Embracing the highest calling of exemplary leadership
- Developing the bench strength needed to survive
- Succession planning: How to find your next CEO
- Overcoming the challenges internal candidates face
- Acquiring the mindset: Destinations worth considering
- What you can't be taught but must learn for yourself
- Dr. Jim's Top 10 List: What Smart Leaders must know
- Leading with purpose: The six unavoidable questions
- Going forward: Achieving your destiny as a great CEO

FACULTY

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

2022 DATES

June 6-9, 21-23

Online virtual

PRICING

$2,000 + GST Online virtual

CPD: 26 Hours
(includes 5 hours of pre-work)

Ethics Content: 1.5 hours

UNIQUE FEATURES INCLUDE

- Seven sessions of three-hours duration spread over three weeks
- Two pre-course workbooks and a 100+ page instructional manual
- Seven relevant case studies to strengthen decision-making skills
- Organizational and personalized diagnostic tools and templates

» REGISTER NOW

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."

"Phenomenal Instructor with a tremendous knowledge of the topic and variations on the application."

OBJECTIVE

In our increasingly complex environment, it is critical that finance professionals understand and embrace risk management as a key discipline. This three-day, six module program has been designed to help finance leaders anticipate, prepare for and quickly respond 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:

- Learn about risk, risk management, and the Enterprise Risk Management (ERM) Framework.
- 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 to use key risk management tools: Risk and control assessments, risk bow tie and key risk indicators.
- Apply the learnings, concepts, and tools to their organizations

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

WHO SHOULD ATTEND

The program will be of great benefit to financial professionals with at least a few years of experience, who want to further their career and/or add more value to their organization. It is especially valuable for those financial professionals in organizations and industries where risk management is gaining critical importance.

This program applies to any type or size of organization and entity including those from the private, public and non-profit sectors.

Curriculum

Introduction to Enterprise Risk Management

- Definitions - Risk and Enterprise Risk Management (ERM)
- ERM and corporate governance
- Benefits of ERM/Difficulties with ERM
- Risk and cognitive biases
- The ERM Framework

Establish Context for Managing Risk

- Establishing the tone at the top
- Considering the external and internal environment
- Risk appetite and tolerance
- Risk taxonomy
- Roles and responsibilities – the 3 lines of defense model

Risk Identification and Risk/Assessment

- Risk identification – approaches/techniques to identifying risk
- Risk Prioritization – inherent risk and residual risk
- Risk measurement criteria
- Risk heat maps

Risk Treatment/Response

- Risk avoidance/Risk acceptance/Risk transfer
- Risk mitigation with controls
- Corrective and recovery controls – being prepared
- Risk registers
- Risk and control assessments
- The risk bow tie

Risk Monitoring and Risk Reporting

- Areas of priority for monitoring
- Key performance indicators
- Key risk indicators
- Risk reporting —Who's the audience? Examples of best practice risk reports
- Best practices in effectively communicating and reporting to senior executives/board

Incorporating Strategic Decisions and Implementing ERM

- Aligning strategic decisions with risk appetite
- Risk questioning framework in strategic analysis
- Taking mission/strategy through an internal and external risk assessment
- Implementing ERM – remembering change management
- Implementing ERM – tips and principles for success

FACULTY

Bill Wesioly, CPA, CMA

2022 DATES

June 13, 15, 17

Online virtual

November 7-9

In-person, venue to be announced

PRICING

$2,000 + GST Online virtual

$3,250 + GST In-person

Early bird discount for in-person offering:
$300 off the regular price will apply if registration is completed at least two months prior to start date.

CPD: 23 hours
(includes 0.5 hours of pre-work)

Ethics Content: 0.5 hours

» REGISTER NOW

Smart Leaders 2024: Thinking and Innovation Skills

"... forced me to better understand who I am and where I have weaknesses in my thinking. I feel energized and invigorated."

"I obtained the thinking tools needed to instill a culture of innovation in my company."

"It opened my mind ... I was a captive of my analytical approach to solving problems."

OBJECTIVE

Organizations live or die on their leaders' ability to solve problems. This unique, provocative, time-tested learning experience has been offered to hundreds of executives across the country for over two decades. It's re-engineered yearly to keep up with the incessantly unpredictable challenges they must confront. The testimonials from prior attendees are all you need to read to understand the benefits of "going back to school" to deal with the demands of an increasingly ambiguous, volatile, complex business environment.

Thinking differently (and more effectively) is the key to success in everything you'll ever do. Our brainpower isn't the issue; we're born with intelligence. But having it and knowing how to use it are entirely different things. Those who've mastered only one way of thinking, as the result of a specific discipline or profession, are especially vulnerable to the radically different and exponential challenges we face today.

To lead in an uncertain, disruptive and error-prone world, we must strengthen and rely on our capabilities as decision makers, risk-takers and innovators. We must be 'plugged into' the future and know how to reframe old-paradigm strategies into new-world breakthroughs.

Creative thinking – a skill we were never taught in school – is neither a gift nor a consequence of magical inspiration. It's the mindset of every smart leader. When you have a toolbox of different approaches for filtering and framing problems, you can find better answers for leading others. Smart leaders simply have bigger toolboxes with the best tools.

The purpose of this one-of-a-kind, executive program, which has evolved over the course of five decades of dedicated research, is to give you the specific techniques and insights for changing the way you think and thus the enterprise you lead. Extraordinary leaders are just ordinary people who think differently under pressure. Prior attendees say this program has changed how they lead. It's offered once a year and sells out early. Don't be disappointed.

WHO SHOULD ATTEND

Leaders who seek to liberate their genius and that of their workforce. The most significant competitive advantage you'll ever possess is the ability to think on all cylinders. Your destiny lies not in what you know, but in what you do with what you think you know.

Curriculum

The Mind and Genius of a Smart Leader

- Premise, context, objectives, caveats & roles
- How neuroscience will affect your leadership
- Old world vs. new world realities: VUCA
- Linear vs. exponential growth & disruption
- Big data, research, complexity, risk & AI
- Five minds for the future: The ones that count
- Integrative thinking: The Smart Leader thesis

Thinking Styles: As We Think So We Become

- Perception: How the brain makes up its own reality
- Hard truths about creative & analytical thinkers
- Why we have such difficulty solving our problems
- Head vs. gut: Understanding our internal conflicts
- Cognitive tendencies that lead to really bad decisions
- The tricks our brains play on us & the consequences
- A simple, effective & better way to solve any problem

Overcoming the Barriers and Constraints to Creativity

- The biggest impediment to our creative thinking
- The difference between creativity & innovation
- The neurobiology of fear and how to overcome it
- Getting beyond 'The Box': Self-imposed limitations
- Understanding the brain's hardware & software
- Intuition, intelligence, imagination & insight
- Why smart people do really dumb things
- The origins of every brilliant business decision
- How to speak to your brain & make it listen

Fostering Workforce Resilience and Innovation

- Why we're so bad at it & the consequences
- Rooting out dogma, groupthink & antigens
- Reconciling the paradox of efficiency vs. creativity
- A framework for innovation: Origin to execution
- How to design, evaluate & develop the proposal
- The art of the pitch: How to sell "any" idea
- Auditing & building an enduring innovation culture

Group & Individual Thinking Tools and Techniques

- The essence of exploratory & imaginative thinking
- How to find new ideas: Reframing existing paradigm
- The power of groups vs. going it alone: When & how
- Eight alternative group problem-solving techniques
- A dozen (plus) individual thinking & ideation tools
- The pathway for analyticals to become more creative

Protecting and Liberating the Power of Your Genius

- Brain health: Five ways to prevent cognitive decline
- Aging & dementia: Will you have enough in the tank?
- Brain fitness: Use it or lose it & why the choice is yours
- How to invest in your professional growth & marketability
- New destinations: Mapping your future as a leader
- What genius really means & how to re-awaken yours
- Dealing with the challenges of a new exponential age
- What smart leaders know that others don't understand

The instructor is receptive to and encouraging of attendees adding their own topics of interest to the above program outline. Additional subjects are covered in a 100+ page manual of supplemental notes and also arise from time to time in questions posed by participants.

FACULTY

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

2022 DATES

Nov 1-3, 15-17

Online virtual

PRICING

$2,000 + GST Online virtual

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CPD: 24 hours
(includes 6 hours of pre-work)

UNIQUE FEATURES INCLUDE

- Six sessions of three-hours duration spread over three weeks
- Two pre-course workbooks of readings & diagnostic notes
- Opportunities to solve your most troublesome problems

» REGISTER NOW

The Optimal Negotiator: For Serious Deal Makers Only

"Dispelled the myths about negotiating and helped me to better understand 'the art of the possible.'"

"Opened my eyes to my weaknesses and reminded me that everything is negotiable."

OBJECTIVE

Arguably the one skill leaders must master is the ability to get others to agree with them. In any undertaking of significance, whether personal or professional, knowing how to get adversaries to accept your point of view while seeing themselves as winners is crucial to your success and the prosperity of the enterprise you lead. Nor can you ever expect to ascend the corporate ladder without a solid understanding of fundamental negotiating principles and nuances or the ability to emulate those who consistently optimize deals.

Negotiating is a delicate mix of art and science, of style and substance. It prizes intuition as highly as intellect, common sense as much as the hard numbers. It requires emotional detachment, an understanding of the critical importance of process and a high aspiration level. Many understand the "how to" intellectually but few are entirely comfortable in their ability to consistently "optimize" deals. It's a game of power, real as well as imagined. While some play the game masterfully, others only dimly understand it.

This comprehensive advanced program is the creation of Dr. Jim Murray who has been researching, teaching and practicing this time-honored craft for more than five decades. Tens of thousands from all walks of life and callings have benefitted from his street-savvy insights, acclaimed expertise and personal experiences in virtually every conceivable negotiating arena.

Jim's accomplishments at the bargaining table run the gamut from commercial transactions and collective bargaining to corporate acquisitions and international diplomacy, from training hostage negotiators and professional mediators to mentoring CEOs, from counseling big-league sports organizations to advising parents on the art of dealing with troublesome teens. He has authored three best-selling books on negotiating and has been nationally recognized for "innovation and excellence in lifelong learning."

This intensive, practical and highly interactive learning experience is now available in an online format. The program has a limited enrollment and typically sells out early – don't miss your opportunity.

WHO SHOULD ATTEND

The target audience remains those who are dead serious about developing their skills beyond mere competence. You'll confront questions about the process you've never thought about before. Yet they're the ones every negotiator must know how to answer. Otherwise, you'll lose more often than you win. How would you honestly assess your capabilities? If you aspire to mastery, this executive program was designed with YOU in mind.

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Controllership Program
CFO Program
CFO as Navigator Program
The CEO Program
Enterprise Risk Management Fundamentals
Smart Leaders 2024
The Optimal Negotiator
Leading with Emotional Intelligence

The 2022 Curriculum

The Framework for Optimal Outcomes

Dissecting the *Puzzle*. Negotiating facts and fictions. Why we think we negotiate and why we actually do. What you can't be taught but must know. Ethics in negotiating. Distinguishing content from process. Core negotiator needs. The 'magic' of negotiating: A framework for success. Making losers feel like winners. Needs that drive the numbers. Disguise and discovery: How to find out what they don't want to tell you. Deciphering "last and final" offers. The first principle of optimal negotiating. The six key discovery questions.

Tactic Recognition and Response

The spectrum of styles. Classic Win/Lose maneuvers. Reasonable vs. realistic openings. The power of properly framed numbers. Conveying a strong bargaining posture. How to increase your aspiration level. Responding to unreasonable demands. Emotional ploys and consequences. Anatomy of a tactic. Evaluating tactics. The six principles guiding tactic selection. Counterintuitive tactics. When Win/Lose tactics work. Dealing with overly aggressive, controlling and pathologically difficult adversaries. The fundamentals and essential element of Win/Win. Creating opponents of choice.

The Process: Simplified, Explained and Illustrated

Conflict resolution skill sets. Stages, ingredients and rituals. The #1 error negotiators make. How to organize, set objectives, develop bargaining chips, deal with blind spots and distinguish essentials from expendables. Inventory of preparation tools. Social amenities and agenda setting. Discovery: Questions people never think to ask. Determining who cares about what. How to open: Framing, priming and anchoring. Discovery: Getting them to open up. What to say when you don't know what to say. How to respond to difficult openings. Achieving alignment and rapport. Presenting proposals for impact. Recognizing intentional and unintended signals. How to package. Bargaining maneuvers. When to deadlock and how to break impasse. Closing: how and when.

Behavioural Patterns and Cross-cultural Differences

Gender differences: Negotiating strengths, weaknesses and tendencies. Dissecting and typecasting cultural differences. Understanding trust across ethnic lines. Building negotiator profiles for competitive advantage. Negotiating globally: do's & don'ts. The weaknesses of Canadian negotiators. Tactical insights on negotiating with Asians, Brazilians, Arabs, Americans, and others. Translating personality types and behavioural styles for tactical advantage. A negotiator typology. Networking opportunity.

Essential Communication Skills

The 90:10 imperatives of negotiating. Questioning: How to acquire sensitive information. Turning a no into a yes: Phrasing to induce the desired response. How to listen (differently) to get what you need to know. The power of non-directive listening. Translation, mirroring and hypnosis. Reflection and deflection skills. Deciphering hidden meanings. Understanding and using non-verbal cues. Negotiating in a virtual world. How to detect outright lies and deception. Negotiating with liars. Alternatives to lying. How successful interrogators work. Disagreeing, persuading and selling. The hardest thing to say that brings the greatest rewards. Altering your communication ratios to get what you need.

Principles of Time and Timing

Why people say NO. The six meanings of NO. The informative NO. How time affects a negotiation: When to ask for what you really want. Distinguishing event from process. Dealing with the 11th hour and deadlines. Handling resistance and objections. Artful phrasing when time matters. How to say no when you have no alternative. Networking Opportunity.

Continued on next page >

The 2022 Curriculum

Human Behaviour & Neurobiology

The difference between price and value. Perception-reaction dynamic: getting others to do your bidding. Negative and positive interaction cycles. Establishing rapport through neurolinguistic programming. Overcoming perceptual barriers. Masking, ego defense and role playing. Relevant negotiator biases. Mechanisms of self-control. Functions and dysfunctions of conflict. Reading the signals of escalating conflict. Engineering a climate conducive to achieving your objectives.

Power: Understanding Leverage

Myths and fallacies about power. Leverage: rational presence and psychological influence. Managing the power equation. Dealing with overwhelming power. Power audits: Diagnosing the power of others. How people give up the power they have. The downside of power as a style. The art of compromise. How accountants deal with conflict. Negotiating Win/Win outcomes with the powerless. How to increase your power and when to decrease it. Testing the power of legitimacy. Hard vs. soft power.

Becoming an Inventive Negotiator

How to change the shape of any deal. The symbiotic relationship between price and terms. Leveraging the terms as buyer or seller. Loss aversion and reducing buyer remorse. Negotiating the future. Applying the problem-solving mode to break impasse. Dealing with job offers to get more. Assessing tactical responses. How to make seemingly impossible deals. What to say when you get the job. Beyond creativity: avoiding the pitfalls and barriers.

Working and Negotiating in Teams

When to use a team: Strengths, limitations and caveats. Caveats: What you need to be wary of in managing a team. Determining appropriate and optimal team size, roles and responsibilities. Tracking progress. Networking Opportunity.

From Negotiator to Mediator

Resolving values and behavioural conflicts. The primary barriers. Negotiating issues vs. beliefs. Antidotes. To mediate or not? The role, attributes and objectives of mediation. Essential elements for achieving success. The process from beginning to end. Dimensions of conflict. The three levels of tactics. Bad assumptions. Final Q&A.

Becoming an Optimal Negotiator

The difference between theory and reality. When NOT to negotiate. Essentials of a good strategy. Things you should never do. The one skill needed to succeed. Attributes that define optimal negotiators. Critical proficiencies and thinking skills. Why negotiators succeed and why they fail. The conceptual framework revisited and summarized. The final exam. Achieving mastery – where to from here?

FACULTY

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

2022 DATES

Sep 13-15, 27-29 (3 hours each day)

Online virtual

PRICING

$2,000 + GST Online virtual

CPD: 18 Hours
(includes 5 hours of pre-work)

UNIQUE FEATURES INCLUDE

- Six sessions of three-hours duration spread over three weeks
- Two pre-course workbooks of readings & diagnostic tasks
- Opportunities to solve your most troublesome problems

» REGISTER NOW

Leading with Emotional Intelligence

"... forced me to better understand who I am and where I have weaknesses in my thinking. I feel energized and invigorated."

"I obtained the thinking tools needed to instill a culture of innovation in my company."

"It opened my mind ... I was a captive of my analytical approach to solving problems."

OBJECTIVE

The Leading with Emotional Intelligence Executive Program offers a comprehensive learning experience for professionals to learn, practice, and implement specific tools and tactics to build their leadership skills in emotional intelligence. Attendees will walk away with a deeper understanding of their soft skills and those of their peers, which ultimately impacts and improves their self-perception, communication, teamwork, decision-making, and stress management skills.

It is recommended that all emotional intelligence leadership programs begin with a personal EQ assessment. We use the Emotional Quotient Inventory (EQ-i 2.0®). The assessment consists of 133 questions that take 15-20 minutes on average. It's a valuable tool for participants to gauge their strengths and development areas before addressing the topic within a group training environment. Following the EQ Assessment, leaders will participate in four learning sessions that are meaningful, impactful, relevant, and experiential with actionable takeaways.

Along with the EQ-i 2.0® Assessment, participants will complete pre-work before the session, and the facilitator will assign post-work after the sessions. The pre and post-work consists of video lessons, exercises, additional resources and knowledge checks to test comprehension, all broken up over different modules used in tandem with the training sessions. This program will allow you to gain a deeper understanding of how your emotions impact your workplace behaviours and those of your peers and put your learned emotional insights into action through discussion, activities, case studies, workplace examples, and personalized action plans.

WHO SHOULD ATTEND

This course is for you if you:

- Wish to enhance your own interpersonal and organizational awareness skills to communicate and work more effectively.
- Lead a team and want to have a more people-focused approach to your leadership style.
- Strive to instill trust in your teams by building meaningful relationships with colleagues, improving employee experience, and increasing retention.
- Want to walk away with practical tools to lead with more empathy and self-awareness.

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The Optimal Negotiator
Leading with Emotional Intelligence

Curriculum

Part 1 - Introduction to Emotional Intelligence

- Group debrief on the results from the EQ-i 2.0® model.
- Identify what emotional intelligence is, its benefits, and why it is critical to leadership development.
- Build a foundational understanding of the EQ-i 2.0® model, the five composite scales and the 15 competencies within the model.
- Recognize how each of the five composite scales plays a role in leadership effectiveness (self-perception, self-expression, interpersonal, decision making, and stress management).

Part 2 - Boosting Your Emotional Intelligence

- Relate the individual EQ strengths and the development opportunities to how it impacts one's personal and professional life.
- Identify how individual strengths and development opportunities show up in the workplace.
- Determine competency advisors within the team and establish techniques to enhance each composite scale of the EQ-i 2.0® model.
- Discover the dark side of emotional intelligence and the importance of balancing your EQ.

Part 3 - Applying Emotional Intelligence to Your Leadership

- Dive deeper into enhancing one's emotional intelligence and applying it directly to leadership.
- Gain awareness of one's emotional triggers and stressors and learn how to name their feelings and regulate their emotional responses accurately.
- Learn ways to balance emotional intelligence competencies to improve performance and overall satisfaction.
- Walk away with practical tools for enhancing each of the 15 emotional intelligence competencies with actionable strategies, tips, and tools.

Part 4 - Setting Emotional Intelligence Goals

- Learn about the importance of how to change behaviours effectively.
- Discover the importance of goal setting and build a foundational understanding of setting clear, concise goals.
- Discuss the program's learnings and develop ways for the group to integrate the knowledge into the organization's strategic objectives.
- Generate a personal emotional intelligence development plan to improve development opportunities and leverage strengths.

FACULTY

Carolyn Stern, B.Comm, B.Ed, PBD PrEd, PBD In Bus, MA Leadership

2022 DATES

October 13-14, 18-19

Online virtual

PRICING

$2,000 + GST Online virtual

CPD: 26 hours
(includes 2 hours for pre and post-work)

UNIQUE FEATURES INCLUDE

- EQ-i 2.0® Assessment & Report provided prior to the program
- Group Debrief of results included in the first day of the program
- Pre and post work to complement each session
- Assigned accountability partners to promote the learning beyond the session

» REGISTER NOW

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CPABC
Executive Programs

CPABC PROFESSIONAL DEVELOPMENT

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