



Schulich
School of Business
Executive Education Centre

Register for
an Upcoming
Session:

June 12 - 16, 2017
December 11 - 15, 2017

Leadership Competencies: What Senior Managers Need to Know

Develop seven advanced leadership competencies to effectively manage complexity in your industry.

Our Participants Say it Best:

"Great variety of information to understand how to work within your organization."

P. Espeut, Vice President,
Echelon Insurance

"It was refreshing to learn a variety of leadership competencies. The best part was to be able to meet other leaders and share experiences and discuss the tools we learned and how they can be applied at work."

J. Ma, Sr. Manager, Research Infrastructure and Space Management,
Sick Kids

"The material covered in the past five days was not only informative but included practical concepts that can be applied every day in your business."

A. Da Silva, Chief Operating Officer,
Ameresco Canada Inc.

Enhance your capabilities to a senior level in the following critical areas:

Coaching Skills

Business Governance

Financial Planning

Innovation & Change Skills

Strategic Planning & Problem Solving

Global Business Perspective

Employee Productivity & Engagement



35 PDUs

Register Today / Complete Details

<http://seec.online/11416>



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Leadership Competencies: What Senior Managers Need to Know

Created exclusively for senior managers, directors and vice presidents in corporate and public sectors.

Improve your skills in 7 critical leadership competency areas

This dynamic 5-day senior leadership certificate is focused on **equipping you with the skill-set to be an effective global leader**. It is developed exclusively for senior managers, VPs and executives who lead a growing number of business portfolios. The requirement for enrolment in this advanced program is a minimum of 5 years direct management experience. **Participants will develop seven strategic management competencies that senior managers need today** – while networking and sharing business experiences with other leaders.

Who Should Attend

Leadership Competencies: What Senior Managers Need to Know is recommended for managers and executives with **at least five years of management experience who seek global leadership competencies**. The program is ideal for:

- Senior managers from all industry sectors
- Vice-presidents and divisional heads
- Business directors and officers
- Experienced public administrators in federal, provincial and municipal government
- National, regional and international business unit managers
- General managers and branch managers
- Executive directors of associations and NGO's
- Business development specialists



What You Will Learn

1. Study seven **key leadership competencies** that global managers need today
2. Conduct **sound financial analysis** to support your strategic decisions
3. Management techniques for **handling complex job assignments and change strategies**
4. Develop a **global business model** and market focus to grow your business
5. Master **coaching and mentoring skills** to maximize the performance of your staff
6. Study **corporate governance principles** to work effectively with boards and committees
7. Understand **evolving business risks** in the months and years ahead
8. Set business goals to **achieve financial performance targets**
9. Learn how to **balance a senior portfolio of management responsibilities**
10. Position yourself for **continued career growth**

What Participants Say:

"This course covered the key areas where leadership skills are required in today's business environment. Well worth the investment in time and dollars."

T. Cooper, Executive Director,
Hamilton Health Sciences Volunteer
Association

An excellent, concise, but broad-ranging session that can meet the expectations of middle to senior management."

L. Naumovski, VP and General Director,
Russia Kinross Gold Corporation

Study the key leadership competencies to effectively manage a dynamic organization.

Summary of Senior Management Competencies

1. Strategic Thinking & Problem Solving

When faced with complex decisions, senior managers must be able to evaluate and select options. Learn a complete approach to critical thinking.

2. Change Leadership & Innovation

Implementing new business strategies requires strong change leadership skills. Learn how to achieve successful strategic change and innovation.

3. Financial Leadership: Building Successful Business Cases

Support your business recommendations with sound financial back-up. Understand the proper use of financial data in the management decision process.

4. Coaching & Mentoring Skills For Organizational Growth

Learn how to use coaching for enhanced employee performance and for developing your high potential stars of the future.

5. Effective Corporate Governance & Risk Management

Senior managers must be able to evaluate business risk, and work with boards and executive committees. Develop your corporate governance skills.

6. Competing Effectively in the Global Economy

Succeeding in new global markets requires dynamic knowledge of key cultural, political, economic and consumer drivers. Learn to conduct effective market analysis.

7. Creating High-Performance Workplaces

The highest performing workplaces are created by senior managers who can set clear direction, establish challenging targets and motivate their employees. Learn new leadership techniques to enhance your team's performance.

Instructor Profiles

George Klar, MBA, CFA

George is a Finance instructor at the Schulich School of Business for graduate and undergraduate programs with over 25 years experience in the financial services industry.

Stephen Friedman, MA Psych

Stephen is a member of the faculty at The Schulich School of Business where he teaches in the areas of organizational behavior and leadership/management.

Kenneth Jull, LL.B, LL.M

On faculty at Osgoode Hall Law School in the areas of financial crimes and corporate compliance, Ken is also a partner at Gardiner Roberts LLP.

Lee-Anne McAlear

An innovation specialist with over 25 years of innovation and leadership experience in over 30 countries in both the public and private sectors.

Megan Mitchell

Megan is one of Canada's top innovation practitioners with over 20 years experience in innovation, marketing, sales, HR and leadership.

Joseph Sherren, CSP, HoF, FellowGSF

An outstanding speaker and bestselling author, Joe has extensive experience helping organizations maximize performance in leadership, and strategic planning.

Atipol Bhanich Supapol, PhD

Atipol is Chair, Economics Area of the Schulich School of Business and Associate Professor of Economics.

Overview of Program Content Modules

Competency 1: Strategic Thinking & Problem Solving

Structured Problem Solving Techniques for Leaders

- Understanding the problem solving hierarchy
- Examining the universe of business problems
- Defining your problem to ensure resolution

Critical Thinking Skills

- Understanding the critical thinking and problem solving process
- How to effectively frame, explore and reframe strategic issues
- Evaluating opportunities and solutions

Competency 2: Change Leadership & Innovation

Leading and Sustaining Innovation & Change

- Understand the relationships of creativity, innovation and change management
- Determine the critical requirements of an effective innovation team
- Apply relevant change management practices to sustainable innovation
- Increase the innovation adoption process

Competency 3: Financial Leadership: Building Successful Business Cases

Building a Sound Financial Business Case for Your Strategies

- Using financial analysis to assess viability, stability and profitability of a business, department or project
- Using profitability, solvency, liquidity and stability indicators
- Using project valuation techniques

Competency 4: Coaching & Mentoring Skills For Organizational Growth



Complete Details / Register Today

<http://seec.online/11416>



Learning shouldn't stop at the end of your formal education in high school, college or university.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

All SEEC Programs Feature:

Just-in-Time Learning for Immediate Application

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

Advanced Curriculum Structure

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

Outstanding Faculty

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

Risk Free Learning

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



A Lasting Memento

Participants receive a handsomely framed Certificate of Course Completion.



Upcoming Sessions & Locations

June 12 - 16, 2017

Schulich Executive Learning Centre
York University, 4700 Keele Street, Toronto
Tel: 416.736.5079

December 11 - 15, 2017

Schulich Executive Learning Centre
York University, 4700 Keele Street, Toronto
Tel: 416.736.5079

Programs run 9:00 a.m. - 4:30 p.m. each day.

Program Tuition & Registration Details

Program Tuition: \$5,650 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

Optional Accommodation

To enhance your learning experience, participants receive a special corporate rate at the The Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and the Fairmont Royal York Hotel (for programs held at The Nadal Management Centre). For details please visit the **Contact and Locations** section of our website.

Contact Us

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at execedinfo@schulich.yorku.ca.

