

Ivey Executive Program

Ivey Executive Development | 2013

Richard Ivey School of Business



Develop your potential. Develop your career. Develop with Ivey.

It's a transformation that can only happen at Ivey. You will emerge as an empowered leader – one who thrives on achievements. You will see an immediate effect in your decision-making. You will look at the world from different perspectives. And you will be rewarded on many levels. When you're ready to make an even greater impact, you're ready for the Ivey experience.



The journey from knowing to leading

You've already accomplished much in your career and have been recognized as an important asset in your company's success. Now your choice of Executive Development Programs will greatly influence your future and the type of leader you can become.

Choose carefully.

Only Ivey can advance your journey – from knowing, to doing, to leading. Here, you'll develop the ability to make decisions, implement solutions and deepen your leadership experience.

You will be a leader who can.

Gain the Tools to Execute – Flawlessly

From the moment you dive into that first case, and you're asked to broaden your reasoning and gain insight from other people's perspectives, or you're challenged by the insights of the individual sitting next to you, you'll know that Ivey was the right choice to take you to the next step in your leadership development.

You will move beyond just acquiring theory to learning through experience.

Cases That Illuminate

You'll start with the real-time challenges faced by other companies. But it's not a simple $A + B = C$ solution. These are organization-wide case studies where you learn to analyze available information, create and defend strategies, come to a decision and execute the action plans you've developed.

Case-Method Learning – and the experience it provides – creates context, knowledge and capabilities that translate into the deeper leadership skill set you'll need on Monday morning.

At your level, it's the only way to learn.



“The Ivey Executive Program is outstanding, and it is packed with practical and useful material. It has provided me with new knowledge and skills to accelerate my career, and I highly recommend this program to anyone looking for the skills and knowledge to manage today’s complex businesses.”

Bryce Lord, Director, U.S. Field Operations, TransCanada Pipelines

A Classroom of Mentors

The Ivey learning experience is the most challenging, interactive and engaging environment you’ll have outside of the boardroom.

Every participant is an active contributor, helping you sharpen your arguments, hone your skills and build your confidence. It’s a classroom where suddenly that moment will come when you hit your stride. Where you defend your point of view and are pushed to create an action plan based on real-life business issues highlighted within the case learning environment.

Surrounded by peers whose experiences and perspectives span the business landscape, the in-class experience at Ivey is more boardroom than classroom. Don’t come expecting a lecture. Come anticipating a world-class faculty that draws out of you the experiences and the connections that help you expand your leadership experience and capabilities.

From Networking to Connecting

At Ivey, you’ll be surprised at how quickly you move from name tags to first names with some of the best and the brightest minds.

Each participant’s expertise and background are carefully weighed in order to bring a balance of skills and strengths into the classroom. Together, you’ll grow in the intense cauldron of the Ivey classroom. These powerful moments create a bond – both personal and professional – that will last a lifetime.

A World-Class Ranking

It’s this emphasis that has made Ivey Executive Development Programs #1 in Canada for the last 13 consecutive years, and one of the top ten in the world, as recognized by the *Financial Times*.

We’re honoured. But we’re more excited about what the future holds when you arrive. And about creating in you the toolkit that great leaders require.



Program overview

The Ivey Executive Program is a learning experience that links leading-edge concepts with hands-on best practices. You will be able to immediately implement ideas, tools and frameworks as soon as you are back at work. It is truly a once-in-a-career opportunity.

This executive management program sharpens the strategic thinking, general management and leadership skills of executives facing a rapidly changing and increasingly complex business environment.

Who Should Attend?

This program is designed for senior leaders and experienced entrepreneurs.

“The content of the Ivey Executive Program is cutting edge, challenging and designed to equip today’s executives with the practical tools to tackle the significant challenges which confront us on a daily basis.”

Joan Underwood, Managing Director, ABI Financial Group

Session	Dates	Fees
Spring 2013	Module 1: April 21 – May 1, 2013 Module 2: June 9 – 18, 2013	\$26,250
Fall 2013	October 20 – November 8, 2013	\$26,250
Optional Accounting & Financial Analysis Tutorial	April 18 – 21, 2013	\$3,150
	October 17 – 20, 2013	\$3,150

Program fees include all materials, meals and accommodations.
Location: Ivey Spencer Leadership Centre, London, Ontario, Canada



“The Ivey Executive Program is excellent. Practical and relevant, it is designed to challenge your executives to think differently about their businesses as well as provide practical tools that create new strategies for success.”

Anna Henderson, Chief Executive Officer, Pereira & Company Limited

Designed for an Executive Perspective

Unlike other executive programs, Ivey takes a cross-enterprise approach, focusing on core competencies of the strategic leader rather than individual management functions. The Ivey Executive Program pushes your strategic thinking to a new level, helps you see organizational challenges through new eyes and develops the insights and skills you need to lead change. Through extensive use of case studies, group discussions, role plays and simulations – as well as informal out-of-class discussions – you will discover ways to lead your organization more effectively.

You will formulate and execute winning strategies, align people, resources, processes and culture around these strategies and set the vision to lead change within your organization. You will develop a personal action plan and return to work with new frameworks and tools to assess new market opportunities and make key decisions about products and markets, operations, information and resource allocation.



“I was impressed with the program’s nimbleness to incorporate headlines of the day into daily learnings. The faculty applies up-to-the-minute context to events happening in the world, which enables executives to analyze real-time events. This, combined with the diversity of classmates from around the world, challenged me to think differently and grow.”

Deborah Brown, Director, Sector Liaison Branch, Ministry of Small Business and Consumer Services, Ontario Government

How the Program Benefits You

During this program you will:

- Discover how to get the best results from your own leadership style
- Develop superior analytical and decision-making capabilities
- Learn to manage risk and create opportunities within the context of the entire organization
- Identify ways to make the organization more efficient and effective
- Build confidence and capability in tackling large, organization-wide change

How the Program Benefits Your Organization

Sponsoring organizations benefit because their executives will:

- Return to their organizations with an action plan to immediately improve their area of responsibility and personal performance
- Develop an integrated approach to address business issues and become a more effective team member
- Leverage the performance of others within the organization
- Be able to manage large-scale projects and increased responsibility more quickly
- Develop a powerful professional network across industries and sectors



Program content

The Ivey Executive Program is designed around three core themes: Strategy and Value-Creation, Leadership and Organizational Excellence, and Leading Change. These are carefully intertwined across the three weeks of the program.

Strategy and Value-Creation

<p>Understand the Global Business Environment</p> <ul style="list-style-type: none"> • Understand the impact of Political, Economic, Societal and Technological (PEST) forces on your business strategy • Learn to seize the opportunities and avoid the threats created by such forces for competitive advantage 	<p>Partnering & Networking for Strategic Advantage</p> <ul style="list-style-type: none"> • Establish the strategic rationale for partnering and identify the “right” partner • Design and negotiate partnerships to create win-win conditions • Develop an implementation plan to reap the benefits of collaboration
<p>Value-Creation & Capture</p> <ul style="list-style-type: none"> • Learn how to best segment the market • Create value with product/service “bundles” • Utilize powerful market networks for competitive advantage 	<p>Corporate Strategy</p> <ul style="list-style-type: none"> • Develop winning product/market strategies in a multi-business enterprise • Set strategic guidelines that provide purpose, direction and coherence • Leverage core strengths and build capabilities across business units



Business Unit Strategy	Mergers & Acquisitions
<ul style="list-style-type: none"> • Evaluate the attractiveness of market opportunities • Design robust strategies that position a business for competitive advantage • Align strategy with environmental trends and organizational factors 	<ul style="list-style-type: none"> • Recognize why acquisitions fail and how to increase the odds for success • Design a post-integration process to capture well-defined sources of value • Understand the role of an integration team
Evaluation of Strategy – Scorecarding	Corporate Social Responsibility & Business Ethics
<ul style="list-style-type: none"> • Learn to develop key performance measurements that are reliable, understandable, practical and cost-effective and support financial, operational and non-financial strategic goals • Understand how to develop strategic scorecards for the overall organization and business units 	<ul style="list-style-type: none"> • Explore business leadership and policy issues surrounding shareholder primacy and balanced stakeholders' perspectives • Focus on critical issues influencing changes in corporate governance practices and the relationships between governance and management • Discuss “whistle-blowing” and how corporations/public sector organizations should respond to it
Managing Financial Performance	
<ul style="list-style-type: none"> • Appreciate how organizations balance the demands of financial and other stakeholders • Identify and implement the drivers of shareholder value • Communicate value strategies to investors and financial analysts 	



Leadership and Organizational Excellence

The Executive Leadership Role	Direct, Personal Leadership: Influencing People
<ul style="list-style-type: none"> • Align organizational elements around the strategy, emphasizing structure, systems, people and culture • Create a culture that fixes mistakes before they become problems and deals with potential organizational “disrupters” • Focus on the competencies and character of an effective executive leader 	<ul style="list-style-type: none"> • Understand the effective use of influence and persuasion rather than relying on authority, command and control • Use influence to develop coalitions and allies • Learn how and when different strategies and tactics will build support for your leadership
	Managing Careers
Talent Management	
<ul style="list-style-type: none"> • Identify key issues in attracting, developing, and retaining talented people • Understand the key elements of performance management and how leaders ensure superior performance • Examine ways to develop talent pools that ensure effective succession management 	<ul style="list-style-type: none"> • Understand how to manage your own career and those of others • Recognize the personal issues associated with being “high potential” and how to avoid derailment of your career • Identify where, when and how to intervene as a mentor or coach
	Leading High-Performance Teams
	<ul style="list-style-type: none"> • Develop personal awareness of team leadership strengths and weaknesses • Identify the attributes of highly effective teams • Understand the potential advantages and disadvantages of working in teams



Leading Change

Leading Change: Recognizing & Overcoming Resistance	Leading Large-Scale Change
<ul style="list-style-type: none"> • Create a need for change by establishing a sense of urgency • Understand why people resist change and how to best overcome that resistance • Learn how to avoid common mistakes in leading change 	<ul style="list-style-type: none"> • Learn to initiate change proactively and create the right kinds of incentives for change • Create a climate where people welcome change and support the leader during implementation • Understand the seven key stages in designing and leading large-scale change

Wellness

You and your organization are making a significant investment of time, energy and resources, so the Ivey experience goes beyond studies and classes. The program agenda ensures you make the most of your time with challenges for both the mind and body.

Optional Accounting and Financial Analysis Tutorial

Ivey offers a 3-day Accounting and Financial Analysis Tutorial prior to the start of the Ivey Executive Program. It is strongly recommended for those participants who have limited exposure to financial accounting and the analysis of financial statements. A basic understanding of the fundamentals of accounting and financial analysis is essential to maximize the learning experience during the Ivey Executive Program.



The right learning environment

We provide a learning environment that's right for you. Whether it's the retreat-like environment of Ivey's Spencer Leadership Centre, in London, Ontario, the energy of downtown Toronto or the non-stop pace of Hong Kong, Ivey's facilities offer a professional atmosphere with all of the amenities that will make your experience both memorable and productive.

Ivey Spencer Leadership Centre

While attending the Ivey Executive Program, you will stay at the Ivey Spencer Leadership Centre, a premier executive education destination. Housed in a very private, classic Georgian manor situated on 30 beautifully landscaped acres of parkland just minutes from Western University campus, the Centre is a landmark facility that has been specifically designed to meet the needs of our executive development participants.

Accommodations

The Ivey Spencer Leadership Centre houses a full-service hotel. Our guest rooms are located away from our public areas and feature queen-size "Inspiring Beds" – guaranteed to ensure a restful night's sleep. With features like complimentary wireless Internet access, spacious work areas, magnificent parkland views and warm and comfortable surroundings, our guest rooms provide relaxation, peace and privacy.

Our award-winning chefs in Asher's Dining Room ensure that every meal at Spencer is a memorable experience. They cater to specific dietary restrictions and prepare each menu with fresh, local foods.

Academics

Our purpose-built facility provides the perfect backdrop to foster creativity, imagination and learning. The program takes place in one of our amphitheatres, outfitted with the latest state-of-the-art instructional technology.

Activities

Reconnect your mind and body with a multitude of year-round activities. We offer many outdoor recreations and a comprehensive indoor fitness centre. For those looking for a more leisurely experience, enjoy the relaxed pace of one of our lounges for a game of billiards, or just watch a game on one of our many large flat-screen TVs.

"The Ivey Executive Program was an educational retreat that allowed me to 'reset' by gaining a fresh perspective. The faculty really made the difference, by incorporating various case teaching methods, presenting very real and current topics, and demonstrating amazing passion in their respective fields. Their ability to engage the class and derive shared value from each participant was critical to the Ivey Executive Program experience."

Roy D'Souza, Senior Manager, Sales and Service, TD Bank Financial Group

Our faculty

Ranked in the Top Ten Worldwide*

Ivey's Executive Development Programs are taught by full-time faculty members who also teach in our Executive MBA, MBA and undergraduate business degree programs. These senior, experienced professors also work with businesses from around the world to address current business challenges. Known for their research, case writing and teaching awards, the faculty are consistently ranked among the best in the world by our participants.

To deliver this program, we have assembled a team of experienced, respected experts who maintain a high level of contact with major business organizations around the world. They will inspire and re-energize you by encouraging creative thinking and open new possibilities for personal growth.

*Financial Times ranking of global executive education providers, May 2012.

Jean-Louis Schaan

Jean-Louis Schaan, Professor of Strategic Management and International Business, has extensive teaching experience in both degree and non-degree executive education. Teaching in executive programs in North America, Europe, Asia and Africa, he has made a contribution to education that encompasses the globe. The recipient of awards for excellence in teaching, he received special recognition from both the Richard Ivey School of Business and the University of Ottawa. Jean-Louis has coauthored the books *Cases in Alliance Management: Building Successful Alliances* and *Le partenariat: stratégies et modes opératoires*. In addition to teaching, he advises executives internationally and has twenty years of experience serving on the Board of Directors of companies.

Murray Bryant

Murray Bryant, Professor of Managerial Accounting and Control, has extensive teaching experience with executives, as well as MBA and Executive MBA students. He is a former Director of both the Executive MBA and MBA programs. His teaching area is accounting, with a focus on strategic costing for management decision-making. Murray has published articles, monographs and cases in this field, including some that have been international prizewinners. In 2006/2007, he was the lead researcher on the ICD Blue Ribbon Commission on the Governance of Executive Compensation in Canada (ICD 207). The resulting report provided advice to Boards of Directors and was the basis for many of the changes implemented by the Canadian Securities Administration.

Craig Dunbar

Along with being Professor of Finance, Craig Dunbar is also the ING Direct Finance Fellow. His experience includes being Associate Dean for Faculty Development and Research at Ivey and working in the private sector as a consultant. Leading international financial journals have published his research on investment banking, corporate finance and financial contract choice. Undergraduates, MBA, PhD and executive development students have all benefited from his knowledge and experience.

Guy Holburn

Guy Holburn, Professor of Business, Economics and Public Policy, teaches in both degree and Executive Development programs. He is also a noted researcher in the area of strategy and public policy issues in the energy and infrastructure sectors, both in Canada and internationally. His work has been published in many leading journals and has been awarded several grants. He is currently leading a multi-year research project on renewable energy in Canada and is Director (Energy) of the Lawrence Centre for Policy and Management, a centre at Ivey for research on energy issues. In addition to his teaching and research experience, Guy worked for several years as a management consultant with Bain and Company in London, England, and was a founding member of the Bain South Africa office.



Roger More

As Professor of Marketing at the Richard Ivey School of Business, Roger More has extensive experience teaching in degree programs and has used his expertise in executive training to assist global companies and public sector agencies around the world. He has taught at leading business schools in North America and Europe, including Duke, Harvard, INSEAD, Cambridge, Penn State and IPADE. Roger is the author of numerous books, including *Transforming New Technologies into Cash Flow*, *Creating Market-Focused Strategic Paths* and *Winning Market Leadership*. His research in the field of management problems has been published in numerous business journals. In addition to teaching, he serves on three prominent journal editorial boards, and has served as Corporate Director and on audit committees for many organizations.

Gerard Seijts

Gerard Seijts, Professor of Organizational Behaviour, has taught in the Executive MBA, MBA, undergraduate and executive education programs. He has been interviewed by the popular press, including *The New York Times*, *The Globe and Mail*, *National Post*, *Toronto Star*, *Ottawa Citizen*, *Calgary Herald* and numerous other media outlets. His research activities have been published in journal articles, book chapters and conference papers, covering a wide range of leadership and organizational behaviour topics. In 1999, Gerard received the Associates Award for excellence in both teaching and research. In 2005 and 2007, he received the Innovation in Teaching Award from Ivey and in 2008, received the Canadian Association of Municipalities Administrator Education Award for his work with the City of London.

Larry Wynant

Larry Wynant, Professor of Finance, has extensive experience teaching Financial Management in both degree and executive education programs. Because of his expertise, he has been called upon to consult with financial institutions, corporate groups and governments, in Canada, the United States, Europe and Asia, on credit strategy, lending practices and leadership. He has led Ivey's degree and Executive Development programs on its Hong Kong Campus as Associate Dean for Asia, been Associate Dean, Programs, in Canada, and served as Acting Dean for Ivey. His research focusing on commercial lending and financial structure has resulted in numerous articles. In collaboration with his colleagues from Ivey, he has written ten books and cases, including *The U.S. Handbook of Commercial Lending*, *Canadian Commercial Lending, 2nd Edition*, *Canadian Cases in Financial Management, 4th Edition*, and *Banks and Small Business Borrowers*.

A typical day

The schedule below will vary slightly; however, it will give you a good idea of a typical day during the Ivey Executive Program.

A Healthy Start

- Wellness Activity, Walking, Running, Gym
- Breakfast

Morning Session

- Individual Reading and Preparation
- Learning Team Discussion
- Class Discussion
- Lunch

Afternoon Session

- Introduction Class
- Individual Reading and Preparation
- Learning Team Discussion
- Class Discussion
- Personal Time
- Dinner

Evening Session

- Role Play and Application Exercise
- Individual Reading and Preparation
- Learning Team Discussion
- Evening Social Activity





How to apply

Learn more about one of the World's Leading Executive Education Providers*

The Executive Development team will be happy to answer your questions and arrange a meeting to discuss your development needs. Please contact our global offices for more information.

*Financial Times ranking of global executive education providers, May 2012.

Gavin Brown

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"Ivey's executive development participants share a passion for individual and organizational growth. Our expertise in leadership and business acumen, combined with decades of global experience, gives us the ability to move leaders forward as they reach decisive points in their careers. Our participants leave our programs empowered and ready to make an impact. Connect with us and find out how we can do the same for you and your organization."

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Our programs

Ivey Executive Program

For 65 years, Canada's most respected Executive Program

Session	Dates	Fees
Spring 2013	Module 1: April 21 – May 1, 2013 Module 2: June 9 – 18, 2013	\$26,250
Fall 2013	October 20 – November 8, 2013	\$26,250
Optional Accounting & Financial Analysis Tutorial	April 18 – 21, 2013	\$3,150
	October 17 – 20, 2013	\$3,150

Ivey Management Program

Reach the next level of leadership by gaining a cross-functional perspective

Session	Dates	Fees
Spring 2013	May 26 – June 7, 2013	\$16,500
Fall 2013	Module 1: October 20 – 26, 2013 Module 2: November 16 – 22, 2013	\$16,500
Optional Accounting & Financial Analysis Tutorial	May 25 – 26, 2013	\$2,100
	October 19 – 20, 2013	\$2,100

Ivey Leadership Program

Leadership development with a results-based approach

Session	Dates	Fees
Spring 2013	May 26 – 31, 2013	\$9,250
Fall 2013	November 10 – 15, 2013	\$9,250

Ivey Financial Analysis Program

Financial analysis for non-financial executives

Session	Dates	Fees
Spring 2013	April 14 – 19, 2013	\$9,250
Fall 2013	October 6 – 11, 2013	\$9,250

Ivey Operations Leadership Program

Improve organizational performance through operational and supply chain excellence

Session	Dates	Fees
Spring 2013	April 21 – 26, 2013	\$9,250
Fall 2013	November 10 – 15, 2013	\$9,250

Ivey Influence and Persuasion Program

Leadership, influence and persuasion through effective communication

Session	Dates	Fees
Winter 2013	January 30 – February 1, 2013	\$5,100
Spring 2013	June 17 – 19, 2013	\$5,100
Fall 2013	October 16 – 18, 2013	\$5,100

QuantumShift™

Unleashing the Power of Entrepreneurs

Session	Date
Spring 2013	May 5 – 10, 2013

CommunityShift™

A learning experience specifically designed for not-for-profit leaders.

Session	Date
Winter 2013	January 13 – 18, 2013

Cultivate – Strategic Agricultural Leadership

Deliver cutting-edge strategy and global competitiveness through visionary agricultural leadership.

Session	Date	Fees
Fall 2013	November 17 – 22, 2013	\$4,250

Leading Family Firms

Building your family firm's future.

Session	Dates	Fees
Spring 2013	April 8 – 9, 2013	\$1,175
Fall 2013	November 21 – 22, 2013	\$1,175

CIRI/Ivey Investor Relations Certification Program

Be informed. Be Connected. Be Current. Be Certified.

Session	Start Date	Fees
Fall 2013	September 2013	\$8,950 CIRI members \$9,450 Non-members

Ivey Executive Development

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