



NEW
WINTER
OFFERING

THE *Effective*
EXECUTIVE
LEADERSHIP PROGRAM

ASPIRE. ACHIEVE. ATTEND.

FEBRUARY 4 - 10, 2012

ELK RIDGE RESORT
WASKESIU LAKE, SK



EDWARDS
SCHOOL OF BUSINESS
UNIVERSITY OF SASKATCHEWAN

Aspire to higher leadership.
Achieve your potential.
Attend this program.



The need to continuously develop executive and managerial skills is critical. To get ahead in the competitive workplace, you may need to generate new skills, practice already-acquired techniques, or simply gain confidence. In order to survive and achieve success, leaders have to know themselves.

We offer sessions designed to help you learn more about yourself as a person, manager and leader. This program will help you encourage, motivate and inspire the creativity and talent within yourself and within others.

The Effective Executive environment includes a variety of techniques to suit your learning style. So why choose the Effective Executive program? Because this intensive seven-day program will challenge, encourage and motivate you in ways you never thought possible. You will return to your workplace renewed and ready to put your skills into practice.

A handwritten signature in black ink, appearing to read 'Daphne Taras', with a long horizontal flourish extending to the right.

Daphne Taras, Dean
Edwards School of Business



“Overall, The Effective Executive was a very rich and rewarding experience. The materials are excellent, the presenters knowledgeable and engaging, and the opportunity to work with such a diverse group of peers was invaluable.” - Erika Fox, Claude Resources Inc.

CONTENTS

PROGRAM OVERVIEW Description, Dates, Location, How to Register, Who Should Attend, Investment	2
A TYPICAL DAY Some of the Activities You Will Enjoy While at EE	3
PROGRAM CONTENT Practical and Relevant Content, Certificate of Achievement	4
SESSION LEADERS A Balanced Combination of Academic and Business Experience	6
THE LIFESTYLE BALANCING ACT / RETREAT & RENEW IN ELK RIDGE Keeping Your Life in Balance/Elk Ridge Resort, SK	7
PAST PARTICIPANTS Class of 2011	8
EFFECTIVE EXECUTIVE: SUMMER PROGRAM May 25 - June 1, 2012	9

PROGRAM OVERVIEW



Description:

The Edwards School of Business Effective Executive program was Canada's first executive development program to focus on professional and personal growth and renewal, both critical for long-term managerial success.

The new 2012 winter offering of the Effective Executive Program focuses on sessions that will create leadership plans for:

- self awareness and high performance
- dealing with conflict, change, and working in groups
- organizational performance standards and methods for improvement
- planning, monitoring, and implementing organizational strategies
- business ethics

The Effective Executive program will contribute to your development as a leader and allow you to better understand your own potential as well as the potential of others around you. Through a series of inter-connected sessions you will discover the significance of this program and the factors that will contribute to your overall success.

Dates:

February 4 – 10, 2012

The program is seven days in length, spanning one weekend. The program begins at noon on Saturday, February 4 and concludes at noon on Friday, February 10. Classes begin at 8:00 am and conclude at 6:00 pm each day.

Location:

Elk Ridge Resort
Waskesiu, SK

How to Register:

Apply online at www.edwards.usask.ca/programs/bas or call Business Advisory Services 306.966.8686 to speak with the Program Director about how this program can benefit you.

Who Should Attend?

- You have been identified by your organization as a "high potential manager" and you want to hone your management skills to advance your career.
- Your organization is committed to succession planning and wants to prepare prospective executives and senior managers for future responsibilities.
- You come from a background of small companies, large corporations, government, or not-for-profit organizations and want to enhance your leadership development and improve your personal performance.
- You have at least five years of experience in a management capacity.

All-Inclusive Investment:

\$7,500.00 (plus \$375 GST)

This all-inclusive investment covers:

- private room
- all meals and refreshment breaks
- tuition
- assessment tools
- all books, pre-course package, and course materials
- fitness assessment
- one-on-one coaching appointments with instructors
- framed certificate of course completion
- post-program support and services

In case of cancellation, the total fee of \$7,500 less \$2,000 (for administrative expenses) will be returned provided notice of the cancellation is received before January 1, 2012. Withdrawals after January 1, 2012 will incur the total fee of \$7,500. Replacement participants may be named up to least three weeks prior to the program start date.

"An excellent opportunity to pull yourself out of everyday life, do a little self evaluation and re-chart one's course."

- Terry Daniel,
PotashCorp

A TYPICAL DAY

While the content changes everyday during Edwards' Effective Executive Program, the following are some examples of what to expect on any given day. Please note that there are ten minute breaks intermittently throughout the day.

7:00AM Breakfast

Start the day off right with a hearty breakfast each morning.

7:50AM Morning Announcements

Staff provides pertinent information to the group for the day.

8:00AM Class Begins



Work with instructors through the materials using a variety of different mediums including self-awareness tools (Meyers Briggs Type Indicator, Covey 360 Profile, Thomas-Kilmann Conflict Mode Instruments) and organizational awareness tools (cases, exercises).

11:20AM Morning Fitness Breaks

Forty minutes of physical activities lead by a trained instructor from the Human Performance Center, College of Kinesiology, University of Saskatchewan.



Indoor activities varying in degree of difficulty, depending on your initial fitness assessment, ranging from exercises that target your core, legs and arms to circuit training.

12:00PM Lunch

Enjoy the selection of great foods Elk Ridge has to offer while conversing with the other participants, staff and instructors.

12:40PM Afternoon Class Begins



Continue working with the instructors through the materials using all the tools provided. Group exercises are commonplace in the afternoon.

2:50PM Afternoon Fitness Breaks

An hour of outdoor winter activities including snow shoeing, cross-country skiing, skating, curling, tobogganing and walking the trails.



3:50PM Afternoon Class Resumes

Class continues with instructors using participant's examples to relate the classroom materials to real-life experiences.

6:15PM Supper

Eating in the Copper Ridge Dining Room, suppers are another opportunity to unwind, network and get to know the other participants in the program.

7:00PM Optional One-on-One Coaching Appointments

Your chance to meet with the instructors one-on-one for a half hour coaching appointment.

Review your assessment tools, deal with conflict or change, review your performance evaluation and feedback, and examine key performance indicators.

9:30PM Hospitality Suite

Join participants, instructors, and staff in the Hospitality Suite for evening networking activities including:

- o signing out books or interesting articles from the EE library
- o playing any number of board or card games
- o watching TV
- o listening to music
- o enjoying snacks and refreshments

PROGRAM CONTENT

The program content is designed for both personal and professional development. It is built around topics that are relevant in today's business environment. Please note that topic areas are integrated throughout the seven days.

Personal Growth

You will develop an understanding of the framework for personal growth through a variety of contemporary tools and concepts. Instruments included are Myers Briggs Type Indicator, Kirton Adaption Innovation Theory, Franklin Covey 360 Feedback, Thomas-Kilmann Conflict Mode Instrument, and fitness assessments.

- Self Assessment Instruments
- Fitness/Lifestyle/Nutrition
- Sixteen Doorways to Leadership
- High Performance Leadership
- How Credible Am I?
- Leadership Synopsis

Working with Others

The program will teach you how to manage your expectations in dealing with people in different situations. This will be done through defining the roles that enable us to lead effectively and achieve meaningful results.

- Understanding Change
- Fundamentals of Working in Groups
- Dealing with Conflict
- High Performance Leadership

Performance Measurement

Edwards' Effective Executive provides a set of tools and conceptual frameworks to help you improve both your people and organizational performance measurements and how these measurements motivate behaviour within the organization.

- Performance Evaluation and Feedback
- Supporting Employee Performance
- Organizational Performance Measures



“Excellent! I found the program to be a great way to learn, not just from the good instructors but also from the many experienced leaders amongst the participants ”

- Rob Jackson, PotashCorp



Strategic Management

You will develop a thorough understanding of the strategic management process, and a set of tools to help you to implement your strategic plan.

- Red and Blue Ocean Strategy
- Mapping and Implementing Strategy

Organization Culture

Through the use of tools and concepts the program will help you recognize the importance of organizational values.

- Managing Change

Ethical Decision Making

You will gain an awareness and appreciation for the risk of unethical and fraudulent behavior of individuals in the corporate setting.

- Business Ethics

“The program gave me a different perspective to deal with situations in my work place. It also provided me with useful tools to deal with circumstances and operational systems. The leadership and personal evaluations were particularly intriguing and useful. This was a very good learning opportunity on many levels.”

- Lloyd Isaak, Meewasin Valley Authority

CERTIFICATE OF ACHIEVEMENT

Upon completion, you will receive an Effective Executive Certificate of Achievement – a certificate awarded to over 600 alumni of the program.



SESSION LEADERS

Edwards' Effective Executive Session Leaders bring a balanced combination of academic and business experience into the classroom. Faculty who are specialists in their fields of study and consultants who have worked within the industry for many years, these session leaders will challenge you and help you reach your full potential personally and professionally.

DR. RUTH KINZEL | Change, Working in Groups, Dealing with Conflict



Ruth Kinzel is a Co-owner/Consultant at Kinzel Cadrin & Associates Consulting Inc. She is a change agent and educator in private practice, working with diverse systems in the private, public and not-for-profit sectors. Ruth's expertise includes organizational assessment, consultation, collaborative processes and problem solving.

MS. CHARLOTTE ROCHON | Performance Evaluation & Feedback



As a Management Consultant for Rochon Associated, Inc., Charlotte Rochon has over 25 years of progressive experience in the HR field, including tenure in a senior management role implementing HRIS initiatives for a national corporation. She is experienced in providing services in organizational development and training, change management, compensation, and the full spectrum of HR management functions.

MR. BRUNO KONECSNI | High Performance Leadership



Bruno Konecsni is a Human Resources Consultant with Konecsni Consulting Ltd. He is the former Senior Human Resources Director at the University of Saskatchewan. Bruno focuses on personal effectiveness, leadership, alternative dispute resolution processes and developing collaborative workplace relationships.

DR. NORMAN SHEEHAN | Strategy Implementation



Norman Sheehan is an Associate Professor at the Edwards School of Business. Norman has experience facilitating the analysis of firm capabilities in the business environment and the generation and execution of strategies. His main areas of interest are strategy formulation and implementation, performance measurement and board governance.

MS. RITA PRIESTLEY | Creative Decision Making, Self Reflection



Rita is a Consultant focusing on Organizational Renewal and Strategic HR Management. She is a qualified user of the Myers-Briggs Type Indicator (MBTI) and the Kirton Adaption-Innovation Inventory (KAI). Rita is a creative problem solving workshop leader for private and public sector business across North America.

MR. JASON WEBER | Fitness, Lifestyle & Nutrition



Jason Weber is the Human Performance Center Coordinator for Community Programs at the College of Kinesiology, University of Saskatchewan. He is an exercise physiology consultant for the Sport Medicine and Science Council of Saskatchewan.

MR. DOUGLAS KALESNIKOFF | Business Ethics



Douglas Kalesnikoff is an Assistant Professor at the Edwards School of Business. With over 20 years of experience in civil and criminal investigative matters as a Chartered Accountant, Investigative and Forensic Accountant, and Certified Fraud Examiner, Douglas is qualified as an expert witness in Canadian Courts and International Courts and Tribunals on over fifty occasions.

"I could attend every year and learn something new each time. It was a privilege to learn from such brilliant, caring specialists!"

- Marion Firby, Saskatchewan Crop Insurance Corporation

Session leaders and program content are subject to change. Information in this brochure is accurate at the time of publication.

THE LIFESTYLE BALANCING ACT

This program is unique for many reasons and one of them is the importance put on having a work-life balance and good health. In today's society, not enough significance is given to positive health which is associated with a capacity to enjoy life and to withstand challenges. Work and personal responsibility often override health considerations. This program returns the focus to healthy living.

The program begins with a Fitness Assessment conducted by professionals from the Human Performance Centre, College of Kinesiology, U of S. In this assessment participants are divided into groups of 4 by age and gender and undergo tests to assess a number of components of fitness including:

- Cardiovascular
- Body Composition
- Muscular Strength
- Muscular Endurance
- Flexibility

The assessments are followed up by a session on Fitness/Lifestyle/Nutrition which explains the fitness testing, guidelines for physical activity, dispels myths and misconceptions, how to ensure success, and how to empower yourself. Each day of the program there is two fitness breaks incorporated. The morning fitness break is forty minutes in length and will be indoors. The afternoon fitness break is an hour long and will be outside with participants partaking in any number of activities from cross-country skiing to curling. There is an activity for everyone, as the level of difficulty varies according to your initial fitness assessment.



"This was a very informative and content-rich program. Synergy within the group was one of the success factors."

- Goran Saric, Saskatchewan Ministry of Highways & Infrastructure

RETREAT & RENEW IN ELK RIDGE

Elk Ridge Resort, Waskesiu, SK

Elk Ridge Resort is a four-star destination/lifestyle resort located in the province of Saskatchewan, north of the prairie flatlands and deep in the heart of the boreal forest. Elk Ridge Resort is the perfect escape from the day-to-day stress of being a business professional in today's economy. Stately and majestic, the Elk Ridge Lodge allows participants to surround themselves in elegance with all the amenities.

Elk Ridge Resort has earned a reputation as a four season paradise. Nature and outdoor experiences are abundant at Elk Ridge and in the surrounding areas of the Lakeland region and Prince Albert National Park. Elk Ridge has something for everyone, its idyllic atmosphere leaves you feeling completely relaxed.



PAST PARTICIPANTS



Effective Executive Class of 2011

(From left to right – Back to Front Row)

Back Row: Greg Wagner, Erika Fox, Goran Saric, Tony Scheres, Jon Greuel, Marion Firby

Middle Row: Trent Lowes, Darrell Allman, Alton Anderson, Rob Jackson, Terry Daniel, Greg Mildenerger

Front Row: Duminda Epa, Peggy Weatherbee, Dave Parker, Marc Milette, Lloyd Isaak, Penny McCall

“The Effective Executive program has allowed me to better understand who I am and has helped identify key areas for personal development. The program focused on the importance of relationship building, communication, and understanding the complexities and challenges in changing workplace structure and more importantly an organization’s culture.”

- Marc Milette, Saskatchewan Liquor & Gaming Authority

Can't stand the cold?

WHY NOT CONSIDER THE

EFFECTIVE EXECUTIVE: SUMMER PROGRAM

The original summer program is going into its 31st year in 2012. Over 600 senior managers and prospective executives across North America have experienced Effective Executive first-hand. Due to the summer program's success, this program is now offered in two seasons, summer and winter. Come join us...

Summer Dates

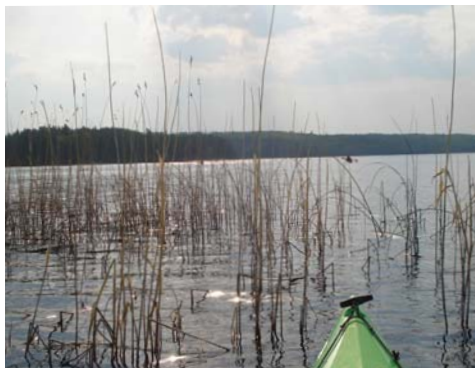
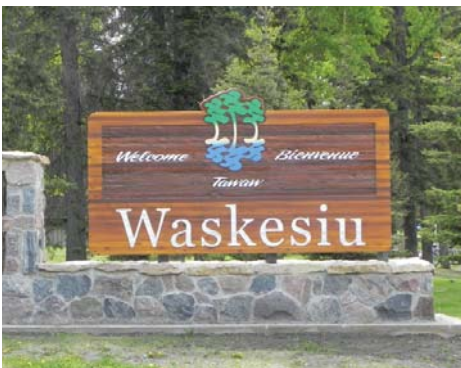
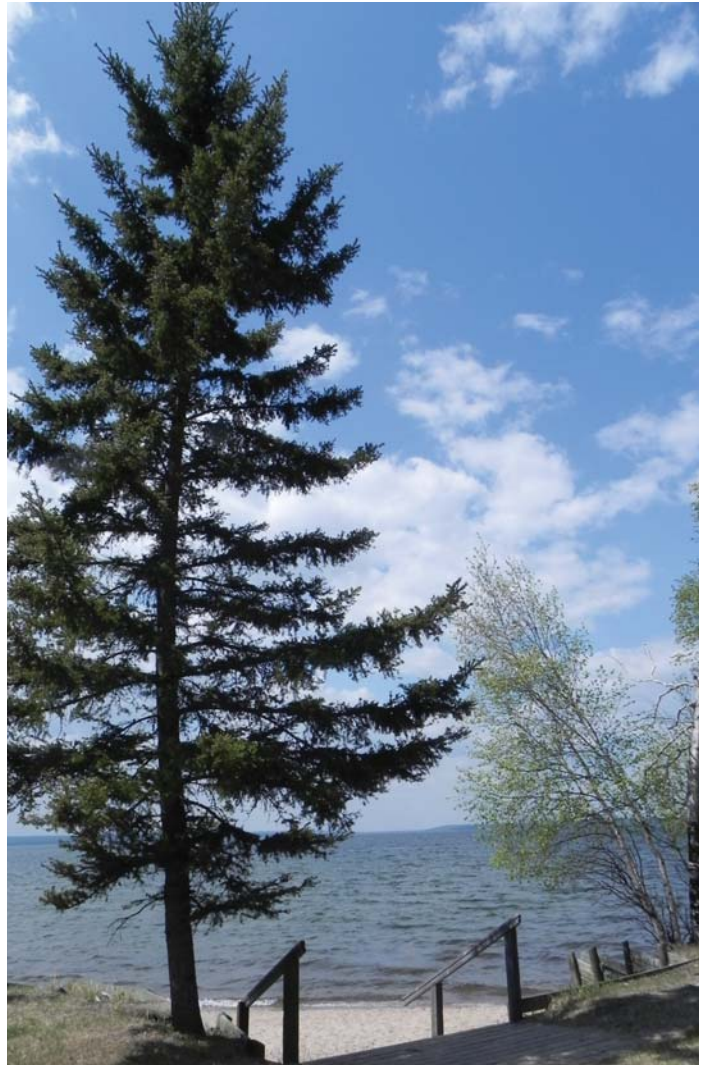
May 25 – June 1, 2012

The summer program is eight-days in length, spanning one weekend. The program begins at noon on Friday, May 25 and concludes by noon the following Friday, June 1. Classes begin at 8:00 am and conclude by 5:00 pm each day.

Location:

Prince Albert National Park, Waskesiu, SK
The Community Hall

Apply online at www.edwards.usask.ca/programs/bas or call Business Advisory Services 306.966.8686 to speak with the Program Director about how this program can benefit you. Brochure to come out in January 2012.



"The program gave insight into leadership skills that all participants need to develop based on their individual leadership styles. In depth knowledge gained from experts in the field will add value to the business practices of our organizations."

- Duminda Epa, Hudson Bay Mining & Smelting Co., Ltd.

CLIENT LIST

Over the past 30 years, more than 120 organizations from all over North America have sent managers and executives to the Edwards Effective Executive program. Below is a partial list of these organizations.

Abbott Laboratories	FCC	Prairie Coal	SK Rural Development
Agpro Grain	Federated Co-op	Prairie Industrial Chemicals	SK Teacher's Federation
Agrium	Horizon Technology	Regina Plains Community	SK Wetlands Conservation
AMEC	HudBay Minerals	College	SK Wheat Pool
Autism Services	HRDC	Robin Hood Multifoods	Saskatoon Funeral Home
BMO	Hypower Canada	SK Abilities Council	SaskEnergy
BBC	Imc Kalium Canada	SAMA	Saskferco Products
Beverage Central	Info Services of SK	SK Board of Education	SaskTel
W.A. Bullee Consulting	Kenroc Building Materials	SK Communications Network	SaskWater
Cameco	Key Lake Mining	SCIC	Septre Controls
CEIC	Kramer	SK Economic Development	SLGA
CNIB	Lac LaRonge Indian Band	SK Food Centre	STC
Canpotex	Linnvale Steel	SGI	Scotiabank
City of Regina	Maeta Concrete Industry	SIAS	Systemhouse
Clifton Associates	Medical Services	SIGA	TD Bank
Claude Resources Inc.	Meewasin Valley Authority	SIIT	Transgas
Consumer Co-op Refineries	Mercury Printers	SK Labour, Info. Services	Transport Canada
Control Tech	Molson Breweries	SK Legal Aid Commission	Trimac Transportation
Co-op Trust Co. of Canada	Morris Rod Weeder	SK Minerals	United Way of Saskatoon
Credit Union	Northern Resources Trucking	SK Ministries	U of L
Crocus Co-op	Office of the Provincial Auditor	SK Oil & Gas	U of S
Crown Management Board	Panther Packaging	SaskPower	Uranerz Exploration & Mining
Crown Packaging	Philom Bios	SK Post-Secondary Education &	WesternEconomic
DirectWest	Pioneer Life Assurance	Skills Training	Diversification
E & R Telecom	PotashCorp	SK Property Management	Western Producer
Fairway Farms	Prairie Ag. Machinery Inst.	SK Pulse Growers	Weyerhaeuser Canada



NEW WINTER OFFERING OF EFFECTIVE EXECUTIVE

For further information on the Effective Executive Program or other training opportunities:

Business Advisory Services
Edwards School of Business
University of Saskatchewan
K W Nasser Centre
256 – 3rd Avenue South
Saskatoon, SK S7K 1L9

Phone: 306.966.8686
Fax: 306.966.8812
bas@edwards.usask.ca
www.edwards.usask.ca/programs/bas