



Queen's
EXECUTIVE EDUCATION

Program Directory



Now Offering
14 Programs in Toronto

You're ready to take the next step in your career – to take on more responsibility and to increase your value to your organization. We want to help you make it happen.

YOU
BELONG
HERE.

Custom Programs for Organizations

Develop Your Team

All of the programs outlined in this brochure can be customized as an in-house experience for your organization or team.

You set the agenda.

We provide the world class executive education experience.

Here's how it works:

- Needs analysis of your organization or team
- Program design and session map
- Program proposal
- Discussion and refinement of program proposal
- World-class delivery
- Evaluation and feedback
- Follow-up

Popular topics include:

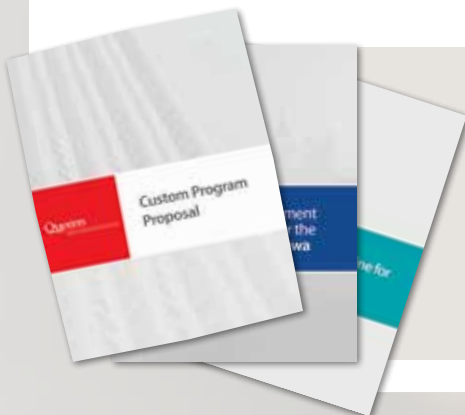
- Strategic Analytics and Big Data
- Transformational Leadership
- Strategic Planning and Decision-Making
- Coaching for High Performance
- Building Resilience
- Leading Organizational Change
- Developing Your Leadership Presence

“ RSA Canada has been honoured to partner with Queen's University and the Smith School of Business on our Making Partner curriculum since 2008. Over the past decade, the world-class faculty has developed an industry-leading broker education solution for our company. Year after year, they exceed our expectations by delivering a best in class program which incorporates innovative and interactive hands-on learning experiences, and through exposure to some of the world's leading academics and business minds.”

JOHN A.F. MCNEIL, BA, CIP, CTDP
Manager, Learning and Development National Sales and Distribution, RSA



To receive a specialized program proposal designed for your organization, please call 1.888.393.2338 or email us at exceed@queensu.ca.



Program Clientele

(Partial List)

3M Canada Inc.
Acklands-Grainger Inc.
AER
Agriculture & Agri-Food Can.
Air Canada
Alberta Blue Cross
Alberta Justice
Alcatel Networks
Apotex
AT&T Canada
Bank of Canada
Bank of Montreal
Bayer Inc.
BC Hydro
Bell Canada
Birchcliff Energy
BMW Group Canada
Bombardier
Brookfield Asset Management
Business Development Bank
Calgary Stampede
Cameco Corporation
Canada Post Corporation
Canadian Broadcasting Corporation
Canadian Commercial Corporation
Canadian Police College
Canadian Public Accountability Board
Canadian Revenue Agency
Canadian Tire
Cara Foods
Carrier Enterprise
CFA Society Toronto
CIBC
Cineplex
Cirque du Soleil
City of Toronto
Cogeco
Communication Security Est.
Constellation Software Inc.
Correctional Services Canada
Costco
CPA Canada
CPSI
Cruickshank
CUMA
Curtiss-Wright
Deep Foundations
Deloitte & Touche
Department of Foreign Affairs
Department of National Defence
DuPont
Empire Life
Enbridge
Encana Corporation
Ensign

ERDI
Export Development Canada
Federated Co-op
FEI Canada
General Motors
Gibson Energy
GlaxoSmithKline
Global Public Affairs
Goldcorp
Goodyear Tire Company
Great-West Life
Health Canada
Home Depot
Humber College
Hummingbird
Industry Canada
Infrastructure Ontario
Interac Association
Investors Group
ISED Canada
Janssen Ortho
Kelson
Labatt Breweries Canada
Loblaw
Lombard
London Life Insurance Company
LoyaltyOne
Mac's Convenience Stores
Manitoba Provincial Government
Manulife Financial
Mattel
Medisca Pharma
Miller Thomson
Ministry of Natural Resources
National Capital Commission
National Research Council
Niagara Casinos
Nigeria Institute of Management
Oasis
OCAS
OMERS
Ontario Centres of Excellence
Ontario Power Generation
Ontario Lottery Corporation
Ministry of Community and
Social Services
Ontario Ministry of Finance
Oracle Corporation Canada
Oticon Canada
Ottawa Police Service
Parks Canada
Peel Children's Centre
Portlands Energy
PowerStream
Pratt & Whitney Canada Inc.

“ An amazing program. You've created a raving fan in me. The whole experience was outstanding. ”

GARRETT HOLLMAN

Organizational Development Specialist
WestJet



Public Safety Canada
Services Canada
RCMP
Region of York
Richardson International
Rogers
Royal & Sun Alliance
Royal Bank
Royal Building Products
Schindler Elevator
Scotiabank
Scott Builders
Shoppers Drug Mart
Sobeys Inc.
Stantec
Starbucks
Suncor Energy Inc.
TD Bank
TELUS
TransAlta
Treasury Board of Canada Secretariat
Union Gas
Union Local 663
Veritaaq
Visa Canada
Walker Industries
Wawanesa Insurance
Youth Justice Ontario
YPO

Queen's Executive Coaching Services

At Queen's Executive Education, we have a variety of coaching services to help participants and leaders continue the learning after they have left the classroom.



These services can be used as stand alone tools or in conjunction with any Executive Education Program.

360-Degree Assessments

Queen's 360-Degree Feedback instrument will allow participants to:

- Assess their individual leadership style and strengths
- Understand how they are perceived by others
- Define their core beliefs and understand how they influence them as leaders
- Identify barriers to effective leadership
- Understand how leadership relates to your personal circumstances

The assessments are completed online and then debriefed by a certified 360 Coach over the phone or over Skype (1-hour call)

Price: \$595 CAD, per participant

Executive Coaching

Participants can continue their development and progress with executive coaching services with Queen's certified coaches or by faculty members who have taught on Queen's Programs.

The coaching support would include two one-hour phone calls per month, with email availability in-between to ensure maximum flexibility and support. The initial coaching services would run for 3 months, with the option to extend if desired.

The coaching process will help each person to:

- See themselves more accurately
- Ensure clarity on the changes they are seeking for themselves and the organization
- Build skills, confidence and motivation needed to achieve the changes they are after
- Identify any blind spots or obstacles to making these changes

Price: \$3,000 CAD, per participant

Queen's Executive Program

Your Alternative to an MBA

Queen's Executive Program is our flagship program and one of the world's most popular general management programs. There are three formats for completing the program. For more information, visit ssb.ca/qep.



Flexible Format

Toronto

Our Fastest Growing Format

This format provides the ultimate in flexibility. It enables you to complete the Queen's Executive Program by attending eight 2-day programs on your own schedule, at our world-class facility in downtown Toronto.

Required Programs

- Coaching for High Performance
- Strategic Decision Making
- Strategic Planning and Leading Change
- Transformational and Charismatic Leadership

Elective Programs (Choose 4)

- Accounting for Non-Financial Managers
- Coaching for Challenging Conversations
- Developing Your Leadership Presence
- Innovation and Design Thinking
- Marketing Strategy and Brand-Building
- Negotiating and Consensus Building
- Project Leadership
- Sales Management
- Strategic Analytics
- Strategic Mindfulness and Resilience



Modular Format

Queen's Kingston Campus

This format provides a moderate level of flexibility and a more holistic experience. It enables you to complete the Queen's Executive Program in three 5-day modules taken when your schedule allows, at our conference centre near the Queens' campus. These 5-day modules in Kingston provide an improved networking environment as well as several social and recreational opportunities including Fit to Lead™.

Should you choose this option, you will complete Queen's Leadership Program, Queen's Strategy Program, plus one of two elective programs.

Required Programs

- Leadership
- Strategy

Elective Programs (Choose 1)

- Execution
- Finance for the Non-Financial Manager
- Public Executive Program

*Fees for the **Modular and Traditional Format** programs cover a private guest room with bath, a broad range of amenities, parking, world-class dining, learning materials and post-program support.*



Traditional 3-Week Format

Queen's Kingston Campus

The traditional format is designed to be an immersive, holistic experience that provides the ultimate networking experience.

Week 1 Strategy

- Strategic Planning and Implementation
- Strategic Decision Making
- Leading Change

Week 2 Management

- Finance Tools and Techniques for Decision Making
- Human Resources Management
- Project Management and Lean Innovation
- Information Management
- Marketing and Sales Management

Week 3 Leadership

- Developing a Personal Leadership Plan
- Creating a High-Performance Organization
- Negotiation and Consensus Building

How We Make it Work for You

At Queen's, we recognize that three weeks is a significant time commitment. This format includes services and support designed to help you make it work:

- Most afternoon classes end at 3:30pm, leaving time during business hours to contact your office.
- There is a fully-equipped 24-hour on-site business centre.
- We encourage family or partners to visit on weekends at no extra cost.

Price: \$28,900 CAD, per participant



A Recognized Symbol of Excellence

Participants who complete the program earn the Queen's Advanced Executive Certificate.

Fit to Lead™

Should you choose the Modular or Traditional format, you may take advantage of a wealth of information in the areas of mental, physical and emotional well-being, provided by our dedicated Fit to Lead™ staff. Participants leave the program having embraced changes to their personal lifestyles. The program also provides a variety of optional recreational and creative extracurricular activities.



5-Day Programs



Kingston

Held at the Donald Gordon Conference Centre - ssb.ca/dgcc

Strategy

Creating and Implementing Winning Strategies

This 5-day program provides a structured and disciplined approach to strategic planning and effective techniques for successful implementation and integration across the organization.

WHO ATTENDS Managers and executives who are involved in their organization's strategic planning process.

DATES See website for program dates

LOCATION **Kingston**

FEES \$9,900 CAD (plus HST)

- **Creating an effective strategic planning process:** Develop a structured and disciplined approach to strategic planning
- **Strategic planning and risk management tools:** Identify make-or-break issues and opportunities, understand the levers of profit, analyze the competitive landscape and capitalize on synergies
- **Leading organizational change:** Build a flexible organization capable of rapid and successful change
- **Implementing the strategic plan:** Use proven techniques for successfully implementing the strategic plan and maintaining momentum

Enroll at ssb.ca/strategy

This 5-day program is also a core requirement for completing the Modular Format of the Queen's Executive Program.

Leadership

Realize Your Leadership Potential

This intensive 5-day program will change the way you think about leadership and provide insights and coaching that will enable you to grow as a leader.

WHO ATTENDS Managers and executives in any functional area of their organization who want to strengthen their leadership skills.

DATES See website for program dates

LOCATION **Kingston**

FEES \$9,900 CAD (plus HST)

- **Understand your leadership capabilities:** Achieve a better understanding of your leadership capabilities through a series of personal assessments, including 360° Feedback instruments
- **Analyze and reflect on your leadership style:** Experienced coaches will provide personalized, one-on-one feedback and insights into your personal effectiveness as a leader
- **Develop a personal leadership plan:** Working with your Leadership Coach, you will develop an action plan of personal and professional renewal
- **Enhance your leadership skills:** Practice skills in coaching for high-performance, communicating more authentically, bringing out the best in others and giving or receiving feedback

Enroll at ssb.ca/leadership

This 5-day program is also a core requirement for completing the Modular Format of the Queen's Executive Program.

Fees for all programs in Kingston cover a private guest room with bath, a broad range of amenities, parking, world-class dining, learning materials and post-program support.





Execution

The Art of Effective Strategy Implementation

The task of executing strategies and major projects in today's business environment is substantial. Studies conducted by McKinsey and the Harvard Business School have shown that the average firm achieves less than 65% of its strategic plan and 90% of these failures are due to a lack of execution.

WHO ATTENDS Managers and executives in all functional areas who are charged with executing elements of their company's strategic plan.

DATES See website for program dates

LOCATION **Kingston**

FEES \$9,900 CAD (plus HST)

- **Ensuring an execution-oriented strategy:** Setting goals that stretch the organization while remaining focused and realistic
- **Responsible leadership:** Communicating the goals of the organization, aligning priorities and increasing organizational involvement
- **Creating an effective execution culture and environment:** Building commitment and engagement and creating reward systems that are consistent, aligned and integrated
- **The balanced score card simulation:** Recognizing the importance of performance indicators, tying execution performance to strategic success and exploring mid-course corrections

Enroll at ssb.ca/execution

Finance for the Non-Financial Manager

Develop Your Financial Acumen

This 5-day program will demystify financial statements and a variety of finance and accounting tools, enhancing your ability to make better business decisions and to take on more P&L responsibility. This program will increase your confidence and comfort level with financial terminology and tools, while providing “must-have” knowledge for anyone who aspires to senior management.

WHO ATTENDS Managers and executives in any functional area who want to strengthen their understanding of finance and accounting tools and how they are used to make better business decisions.

DATES See website for program dates

LOCATION **Kingston**

FEES \$9,900 CAD (plus HST)

- **Learn how to interpret key financial and accounting statements:** Decipher and understand the meaning of income statements, balance sheets, cash flow statements and statements of retained earnings
- **Understand the financial ramifications of your business decisions:** Use financial ratios to improve liquidity, profitability, capital structure and asset utilization. Understand cost systems and challenge inappropriate allocations
- **Learn to use a variety of financial tools to make better business decisions and smarter business investments:** Assess working capital requirements and use tools such as break-even analysis and sensitivity analysis to improve decision-making and reduce risk
- **Capitalize on our optional tutorials, one-on-one coaching and elective session:** Apply your learning to your own organization

Enroll at ssb.ca/finance

Public Executive Program

A Unique Learning Opportunity for Canadian Public Sector Executives

This 5-day program has been developed to address the key leader-manager competencies identified by the Treasury Board of Canada and provincial public service counterparts. The program provides a unique overview of frameworks and processes for applying strategic thinking and planning to the policy issues facing today’s public sector executives.

No other program in Canada provides the same kind of exciting and intensive opportunity to interact with public sector leaders from a wide variety of jurisdictions across Canada.

WHO ATTENDS Executives at the federal, provincial and municipal levels who are looking for fresh perspectives on policy issues and public sector strategy.

DATES See website for program dates

LOCATION **Kingston**

FEES \$9,900 CAD (plus HST)

- **The fundamentals of strategic thinking and management excellence:** Develop an understanding of the strategic planning and execution processes
- **Public sector policy, ethics and accountability:** Manage your portfolio ethically and create a culture of accountability
- **Strategic issues:** Review many aspects of the current political landscape and their ramifications for regional, national and international public sector strategies
- **The impact of shifting demographics:** Examine the issue of shifting demographics and how they affect your strategic plans
- **Management of risk:** Learn how to create strategies that maximize impact and minimize risk
- **Media and government:** Understand the power of the media and learn how to manage your message

Enroll at ssb.ca/pem

2-Day Programs

Toronto

Held at our state-of-the-art campus in downtown Toronto

Coaching for Challenging Conversations

No matter how effective you are as a coach and manager, you will face situations that require tough conversations. This 2-day program provides a road map and skills for effectively handling challenging conversations and the ability to access those skills when the pressure is on. This program is offered in partnership with Performance Coaching Inc.

WHO ATTENDS People who work in teams, and managers and leaders who want to improve their coaching ability.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Develop the confidence to eliminate conflict, rather than delaying or avoiding challenging conversations
- Grow and excel alongside committed and hard-working people in your organization
- Listen objectively to others while keeping your emotions under control
- Stay cool, calm and focused by developing a powerful sense of self-awareness

Enroll at ssb.ca/ccc

Coaching for High Performance

Coaching skills are essential for leaders who want to bring out the best in their people. Coaching for High Performance is a two-day workshop with 3 months of online support that equips managers with the skills, tools and mindset of world-class coaches.

Combining first-hand examples from both the sport and corporate worlds with an innovative coaching framework, this program provides a clear picture of what good coaches do and shares their tools and techniques.

WHO ATTENDS Managers who need to deliver results, build committed teams and develop the next generation of leaders.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Communicate high expectations, respect and care for your employees
- Learn the concepts and skills of a coaching style of management
- Build commitment and get results
- Integrate new concepts into an existing repertoire of leadership skills
- Develop your organization's "next generation"

Enroll at ssb.ca/chp

Developing Your Leadership Presence

This powerful 2-day program teaches senior managers and executives to communicate more effectively, develop their executive presence and forge higher quality relationships with customers and colleagues. The program employs theatre-based, experiential techniques combined with practice and personal coaching.

This popular program was created in partnership with The Ariel Group - an international training and coaching firm comprised of performing artists and business professionals.

WHO ATTENDS Senior managers and executives who rely on relationships for success and must motivate and connect with a diverse group of people.

DATES See website for program dates

FEES 2017 – \$3,500 CAD (plus HST)
2018 – \$3,700 CAD (plus HST)

This program will enable you to:

- Sell yourself and your ideas with poise, power and passion
- Develop an authentic executive presence
- Listen effectively to build relationships
- Deliver succinct, clear and articulate messages
- Inspire, motivate and lead more effectively

Enroll at ssb.ca/presence

Negotiating and Consensus Building

This 2-day program provides a variety of practical strategies to become a successful negotiator in any context. From negotiating with customers, strategic partners and suppliers to building internal consensus around a vision or strategy, negotiating skills are a core competency of any successful executive.

WHO ATTENDS Anyone who is involved in negotiating and consensus building.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Change confrontation into problem solving and discuss creative options that maximize the interests of all parties
- Build collaborative relationships and management systems
- Develop the ability to recognize and deal with different styles of thinking, decision-making, conflict management and emotional behaviour

Enroll at ssb.ca/negotiating

“ I chose Queen’s because I really believed they offered the best program. The learning experience was tremendous, as was the opportunity to connect with leaders from other organizations. ”

RICK ORSER

Business Manager, Automotive Aftermarket Division
3M Canada Company



Strategic Mindfulness and Resilience

This 2-day program will teach you the skills you need to successfully lead under pressure.

Sustaining high performance in every aspect of life requires a layer of skills that goes beyond leadership or the ability to craft a strategic plan.

Over the long term, success hinges not just on your skills and knowledge, but also on your ability to recover, remain focused, stay energized and show up motivated every day.

WHO ATTENDS Any manager or leader looking to improve their mental fitness and performance in times of high-pressure and stress.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Become more mindful and aware of the choices you have under pressure and then take appropriate action
- Carry more energy through your week by reducing the energy you waste and improving your ability to recover
- Choose the perspective and mental ‘game film’ that support your ability to be at your best
- Appropriately focus your priorities to reduce ‘noise’
- Pay attention to the right things under pressure and reduce missed information that can lead to ‘choking’

Enroll at ssb.ca/resilience

Transformational and Charismatic Leadership

In order to move forward, an organization’s values and strategic initiatives must be more than words on a page.

In this interactive 2-day program, you will first develop an understanding of your personal values and leadership style. You will then discover means of articulating them effectively in order to frame, support and communicate organizational strategy with authenticity, integrity and inspiration. You will leave the program with a refreshed view of leadership; focused on influencing others through the principles of transformational and charismatic leadership.

WHO ATTENDS This program supports leaders, senior managers, client-facing professionals and others to develop the leadership presence and charisma to connect authentically with the hearts and minds of others in order to motivate and inspire them to achieve their organization’s desired outcomes.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Develop an understanding of your personal values and leadership style
- Discover means to articulate your values effectively to frame, support and communicate organizational strategy with authenticity, integrity and inspiration
- Understand the meaning of transformational and charismatic leadership

Enroll at ssb.ca/transform

Innovation and Design Thinking

In this program participants will discover new ways to move their organization forward through business model innovation and design thinking – a human-centred, rapid prototyping approach that helps tap into creative potential.

WHO ATTENDS Anyone involved in generating new ideas, products and/or processes.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Translate ideas into execution and action
- Lead effective brainstorming sessions
- Develop rapid prototypes to evaluate and communicate proposals

Enroll at ssb.ca/design

Strategic Analytics

This 2-day program will show you how to gain competitive advantage by deploying analytics in new and powerful ways. You will enhance your ability to oversee evolving challenges and make measured responses. The program is designed for decision-makers and analysts from a variety of backgrounds including: marketing and sales managers; senior operations, transportation, and logistics managers; accounting and financial services managers and analysts; web analytics specialists; and senior IT managers.

WHO ATTENDS Managers and executives who are involved in their organization's strategic planning process.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Identify the right opportunities for analytical decision-making
- Ensure that you are collecting the right data to guide decision-making
- Extract critical information from complex data sources
- Create an organizational culture that embraces analytics and fact-based decision-making

Enroll at ssb.ca/analytics



“The skills and awareness I developed this week are so valuable. I now have the foundation for creating a much more effective and motivated team.”

KELLY FURUYA
Director, Human Resources
SECURE Energy Services Inc.

Strategic Decision Making

Decision making is arguably the most critical job of a manager and bad choices can damage careers and the bottom line. This 2-day session explores the blending of the art and the science of decision making into a practical process that will enable you to consider your choices both intuitively and analytically. It will further enable you to understand how your decisions can have ramifications across the entire organization. In addition to classroom learning, you will take part in a unique and creative simulation exercise.

WHO ATTENDS Senior managers from all functional areas involved in strategic and major tactical decision making.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Learn how successful managers and business leaders make their decisions and understand practices for positive decision making in the future
- Discuss and build a framework for both strategic and tactical problem solving – an asset for any manager faced with making important decisions about their business
- Understand the impact of your decisions across the organization

Enroll at ssb.ca/decision

Strategic Planning and Leading Change

This 2-day program will enable you to develop and implement a focused and action-oriented strategic plan to drive successful change and, more importantly, establish the conditions for long-term success.

WHO ATTENDS Managers who are looking for fresh perspectives on organizational change.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Establish the winning conditions for successful organizational change
- Diagnose the challenges associated with organizational change
- Create a game plan for change

Enroll at ssb.ca/planning



Accounting for the Non-Financial Manager

This 2-day program focuses specifically on the principles of business accounting covered in our 5-day Finance for the Non-Financial Manager program. It is designed to provide a deeper understanding of accounting for managers from other functional areas. Our experienced faculty will demystify accounting principles and help you understand and analyze financial tools and statements so you can make better business decisions. Session leaders present the material in a straightforward and engaging format that makes complex accounting concepts easy to understand.

WHO ATTENDS Managers and executives from a non-accounting background who want to improve their ability to work with accounting and financial information and improve their decision-making skills.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (*plus HST*)
2018 – \$3,300 CAD (*plus HST*)

This program will enable you to:

- Interpret accounting reports
- Use accounting tools to make better business decisions
- Engage in more productive communication with accounting and finance managers
- Understand the financial impact of business decisions

Enroll at ssb.ca/accounting

Marketing Strategy and Brand Building

This intensive program covers the essentials of marketing. It will enhance your ability to build powerful marketing plans that create real value for your customers and drive sustained profitable growth.

WHO ATTENDS Managers interested in learning more about the marketing function.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (*plus HST*)
2018 – \$3,300 CAD (*plus HST*)

This program will enable you to:

- Choose a strategic platform that aligns with the business strategy, articulate your value proposition, target the right customers and differentiate yourself from the competition
- Understand highly effective marketing tools and techniques from the traditional to leading-edge web-based initiatives
- Develop, write and implement a fully-integrated marketing plan and gain buy-in across the organization

Enroll at ssb.ca/marketing

Project Leadership

This interactive 2-day program will enable you to create an adaptive project environment and to effectively lead a project organization. Led by two pioneers in the field of Project Leadership, this program connects the organization's strategy and direction to the projects that will bring that vision to life.

More than 2/3 of all projects 'fail' by the traditional definitions. Firms able to successfully launch new services and products gain a significant strategic advantage.

WHO ATTENDS Executives and leaders charged with deploying change strategies and/or launching new products or services. The program is especially intended for Vice Presidents, Directors or Managers of Operations as well as Engineering, IT/MIS, Development, and R&D.

For participants who are already Project Management Professional (PMP) certified, 15 Category B Professional Development Units (15 PDUs) will be earned by completing this program.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Establish a supportive and responsible culture that promotes effective project oversight
- Recognize early signs of missed deliverables, and react to prevent a full blown crisis
- Establish appropriate project controls that help steer projects to success
- Establish accountability through effective project leadership
- Understand the barriers related to project delivery and effectively prioritize organizational resources to overcome those barriers

Enroll at ssb.ca/project

Sales Management

This program is an immersion in cutting-edge sales management concepts, tools and methods. It will enhance your ability to create and lead a high-performance sales organization.

WHO ATTENDS Sales managers and executives at all levels of the organization.

DATES See website for program dates

FEES 2017 – \$2,900 CAD (plus HST)
2018 – \$3,300 CAD (plus HST)

This program will enable you to:

- Successfully integrate the sales strategy into the overall business strategy
- Differentiate yourself from the competition by creating long-term value for your customers
- Use proven coaching and performance management techniques to create a motivated and effective sales organization

Enroll at ssb.ca/sales





In business, no one gives a recommendation lightly.

In Canada, no other executive education centre receives more recommendations than Queen's. We invite you to contact any past participant from any one of our programs to find out why more senior managers maintain that "Queen's Executive Education is the place to go." Please call our office for contact information. If you prefer, we can customize your contact list to include executives from a specific region, industry, or program.

Queen's Executive Education

Toll-free: 1.888.393.2338

Tel: 613.533.2371

execed@queensu.ca

ssb.ca/execed

FSC