



**College of Banking  
& Financial Studies**



# Queen's

## OPERATIONAL LEADERSHIP PROGRAM



**CREATING CUSTOMER VALUE AND DRIVING PROFIT**

**THREE-DAY PROGRAM**

**April 5 to 7, 2009**

**8:00am to 2:00pm – followed by a networking lunch  
Shangri-La Hotel and Resort, Muscat**

**Queen's**  
**EXECUTIVE DEVELOPMENT  
CENTRE**

**FINANCIAL TIMES**

RANKS QUEEN'S **#1 IN CANADA** AND  
**#17 IN THE WORLD** FOR OPEN-ENROLLMENT EXECUTIVE EDUCATION (MAY 2008)

# Improving Operational Performance



High-performance workplaces are created by managers who set challenging targets and work effectively with their staff to achieve them. These work environments are characterized by innovation, customer focus, and a continuous improvement mindset.

Queen's Operations Leadership Program will improve your operations management skills and provide you with insights and approaches for creating a high-performance workplace.

Through a series of classroom briefings, case studies, seminars, group interactions, and individual coaching, you will learn how to:

- Increase your management effectiveness and departmental performance
- Work more effectively with other functional areas to drive change and enhance performance
- Use proven organizational development tools to improve the performance of your operation
- Develop a culture for continuous improvement

## Benefits

### PERSONAL BENEFITS

The concepts and tools taught in the Program will greatly enhance your operations management effectiveness, and increase your value to the organization.

- Lay the groundwork for your own operations improvement plan
- Develop an approach for creating and leading a high-performance team
- Increase your management effectiveness and departmental performance
- Work more effectively with other functional areas to drive change and enhance performance
- Network with a group of experienced operations managers from a variety of industries

### BENEFITS TO YOUR ORGANIZATION

Bringing new operations leadership skills and practices into your organization will have a significant impact on the performance of your operation. Creating a high-performance environment will increase efficiency and quality, and reduce costs.

- Use proven organizational development tools to improve the performance of your operation
- Design measures and reward systems to promote peak performance
- Develop a culture for continuous improvement
- Create a competitive advantage through operations performance

## Who Should Attend

This program is for individuals who are in a management role and are looking to improve their operations management skills while providing insight into creating a high-performance organization.



## Program Schedule

	Day 1	Day 2	Day 3
Morning Session	Creating the Operations Strategy	Driving Implementation and Change	Leadership
Break			
Afternoon Session	Embedding the Continuous Improvement Culture	Driving Implementation and Change	Leadership

## Program Topics

- Understanding strategic planning and its links to operations planning
- Evaluating the strengths and limitations of the principal strategic planning techniques
- Making vision, mission and objectives meaningful to employees
- Understanding the critical factors in a successful operations improvement initiative
- Removing cross-departmental barriers to effectiveness
- Managing the organization's culture to encourage innovation and creativity
- Emphasize teamwork, innovation, and commitment to continuous improvement



# Session Leaders



**DR. BILL BLAKE**  
*Professor of Organizational Behaviour  
Queen's University, Kingston, Ontario*

Bill Blake is Associate Dean, MBA Programs, at Queen's School of Business. His research and teaching interests are leadership and the relationship between cultural adaptability and international effectiveness, and he is actively involved in executive development. Bill has served on the board of directors of Fishery Products International, Homestead Land Holdings and the Network of International Business Schools. From 1992 to 2002 he was Dean of Business at Memorial University of Newfoundland and from 2000 to 2002 served as Chair of the Canadian Federation of Business School Deans.



**DR. ELSPETH MURRAY**  
*Associate Professor of Strategy  
and Management Information Systems  
Queen's University, Kingston, Ontario*

Elspeth Murray leads the new venture related activities at the business school. The latest of these activities has been the launch of Tricolour Venture Fund, a student-led early stage investment fund. She teaches on many programs at Queen's, and the course she developed on new venture management has been recognized by *BusinessWeek* as one of the world's top ten Executive MBA courses. In 2002, she co-authored *Fast Forward: Organizational Change in 100 Days*, with Dr. Peter Richardson. In addition to her teaching and research activities, she is a Director for Parteq, the commercialization organization for Queen's University, and an advisor to several start-ups and CEOs.

**Clients:** Auditor General of Canada, BMW Canada, GlaxoSmithKline, Winnipeg Commodity Exchange, Mosaid, Bank of Canada, and Acklands-Grainger.

*Program dates and session leaders are subject to change*

## The Queen's Advantage

Queen's Executive Development Centre is one of the world's largest and most respected providers of non-degree executive education. Here are six reasons why.

### 1 INTERNATIONAL ACCLAIM

Queen's School of Business is one of the world's premier business schools, internationally recognized for its outstanding faculty and innovative approaches to executive education.

#### FINANCIAL TIMES

Ranks Queen's Executive Development Centre  
**#1 in Canada + top 17 in the world**  
for open-enrollment executive education – May 2008

#### BusinessWeek

Ranks Queen's Executive MBA  
**#1 in Canada + #23 in the world** (November 2007)

Ranks Queen's full-time MBA  
**#1 in Canada + #1 internationally** (November 2008)

### 2 EXCEPTIONAL SESSION LEADERS

In addition to being outstanding teachers, session leaders also bring a wealth of real-world business experience into the classroom.

### 3 PRACTICAL AND RELEVANT CONTENT

Our mandate is to deepen your understanding of current business issues and concepts, and to provide the tools you can use to make a meaningful difference.

### 4 NETWORKING

Your time with us will provide an excellent opportunity to network with a group of talented and motivated managers.

### 5 CONSULTANTS-IN-RESIDENCE™ PROGRAM

This advisory service offers you the opportunity to discuss your business issues in confidence with program session leaders.

### 6 POST-PROGRAM SUPPORT

After the program, you will be able to update your knowledge and skills through Queen's By Your Side,™ which features an exclusive alumni website and special alumni events.

**Fee amount – RO 950/-**

**TO ENROLL,  
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