

Queen's  
Executive Education

# Program Directory

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TORONTO • KINGSTON • VIRTUAL





## A Note About Online Learning

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Queen's Executive Education now offers flexible and affordable virtual classroom programs. Our dynamic online delivery platform allows you to participate in our world-class professional development programs from your home or office.

Visit [smithqueens.com/execed](https://smithqueens.com/execed) for a complete list of our virtual classroom offerings.



# The Queen's Executive Education Difference

You've gained valuable experience.  
You have higher aspirations. Take the  
next step. We're ready when you are.

Queen's Executive Education, at Smith School of Business, provides programming which incorporates powerful tools for facilitating meaningful change in business leaders, managers, and organizations.

Smith School of Business is renowned for excellence, innovation and leadership in business education. From establishing the first undergraduate business degree a century ago, to founding the first university-level Executive Education Centre in the Canadian market, Smith School of Business is at the forefront of preparing participants and students for the marketplace.

## Smith School of Business – By the Numbers

- 3,200 students annually
- 28,000+ alumni across the globe
- 120 award-winning faculty and professors
- Canada's most prestigious undergraduate program, with 8,000 applications received annually for 500 seats
- 15 graduate programs and one PhD program
- Partnerships with over 120 international business schools

The success of Queen's Executive Education is centred around four key themes:



### Experiential Learning

We recognize that there is often no substitute to the learning imparted by hands on experience. Our participants and students put theories and best practices to the test through experiential exercises, action-based learning, and rich group discussions.



### The Power of Teams

Smith School of Business has been a pioneer in the area of team-based learning, utilizing an approach that is far more sophisticated and integrated than other business schools. Our participants and students are better prepared to lead and be productive members of today's collaborative workforce.



### Global Perspective

Due to its strong reputation, Smith School of Business attracts top students and faculty from across Canada and around the world. The school maintains international exchange partnerships with over 100 respected business schools in 37 countries, and welcomes more than 300 international exchange students annually. The school's faculty are among the most seasoned instructors in the country, who have vast experience in both industry and academia, which makes Queen's Executive Education programming more relevant, real-world focused, and action-oriented.



### Committed to our Clients' Success

Our dedication to our clients' and participants' success extends well beyond the innovative classroom experience. Our comprehensive support programs, coaching services, alumni networking, and life-long learning opportunities are all designed to help our participants and clients realize their goals and ambitions.

# Why Choose Queen's Executive Education?



## WE CARE ABOUT YOUR OBJECTIVES

We listen very carefully to our clients and ensure that our programs are customized around their learning objectives.

Our materials, format, and delivery style are tailored to the audience to ensure relevance.

Whether it's a personal learning experience or a custom in-company program, our goal is to exceed your objectives.



## WE CARE ABOUT YOUR RESULTS

We believe in measurement and use client feedback delivered before, during, and after the program to maximize your ROI.

We are responsive. Even as a program is underway, programs are optimized to ensure alignment with learning objectives.

We provide relevant content and post-program access to our professors to follow-up on implementation.



## WE CARE ABOUT YOU

Our ultimate goal is your success. Beyond knowledge and skills, we're dedicated to making an impact on you and your organization.

Our world-class customer service allows you to focus on learning – we'll take care of the rest.

We see the results in our repeat business, as many of our clients return again and again to further their learning.

Queen's Executive Education at Smith School of Business has been consistently ranked among the best in the world by *BusinessWeek* and *Financial Times*.

# Working with You

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## In-Person Programs

Queen's Executive Education utilizes its two world-class facilities to run programming; the Donald Gordon Conference Centre, located minutes from Queen's campus in Kingston, and the SmithToronto corporate learning centre, located in the heart of Canada's financial district.



## Virtual Classroom Programs

Together with our expert in-house technicians, state-of-the-art technology, and multiple online location capabilities, virtual classroom learning programs make the teaching engaging and incorporate next-level leadership and innovation.



## Custom Format Available

Designed to meet the specific development needs of your organization, Queen's Custom Programs apply our expertise to your unique objectives. Work alongside our team of experts to build an executive education experience tailored from the ground up for your organization.



## Instructional Hours

Each program is made up of a cumulative number of instructional hours.

At **Queen's Executive Education**, our ultimate goal is to foster learning and encourage the application of key concepts that are taught in the classroom. We are dedicated to helping our participants realize their potential in an ever-changing landscape, and have built three main professional development areas that our programs focus on:

- **Leadership**
- **Strategy**
- **General Management**

These three overarching areas help our programs to shape the learning and cement the understanding, driving positive change for our participants in their personal and professional lives and achievements.

Learning can take place in a variety of different contexts and circumstances.

Queen's Executive Education is here to help.

A group of five business professionals (three men and two women) are walking through a modern office hallway with large glass windows. The scene is overlaid with a blue tint. The individuals are dressed in professional attire, including shirts, blouses, jackets, and trousers. They appear to be in conversation as they walk. The hallway has a wooden floor and a curved wall on the left side.

# LEADERSHIP

Never stop being a work in progress

# Leadership

## Coaching for High Performance

Managing for inspiration, motivation and growth

Coaching skills are essential for leaders who want to bring out the best in their people. Coaching for High Performance is a workshop with 3 months of online support that equips managers with the skills, tools, and mindset of world-class coaches. Coaching is a way of thinking and interacting with people that communicates high expectations, respect and caring.



 2 Days (in-person), or  
10 Instructional Hours (virtual classroom)

## Developing Your Leadership Presence

Sell yourself and your ideas with poise, power and passion

This powerful 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.



 2 Days (in-person), or  
16 Instructional Hours (virtual classroom)





“ I loved and benefited from every minute of the Public Executive Program. As with any good learning experience, it left me with many good leads such as books to read, podcasts to listen to and programs to watch. As part of lifelong learning, this will allow me to continue to learn and reflect on what I have absorbed this week. ”

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**Leila Ghobril**

*Director, Innovation, Information and Technology Branch*

*Employment and Social Development Canada / Government of Canada*

## Leadership

Realize your leadership potential

This intensive program will change the way you think about leadership and provide insights and coaching that will enable you to grow as a leader. The program takes you through an intensive journey through self-discovery, one-on-one coaching, classroom discussions and team exercises, and you will leave with a better understanding of yourself and a powerful personal development agenda.



 4.5 Days (in-person)

## Leading Hybrid Teams

Achieving high performance in the modern workplace

The nature of collaborative work was forever altered by the COVID-19 pandemic. The changes extend well beyond where team members sit and how they communicate. Managers require a whole new set of skills to lead in the modern workplace. This 4-hour program will provide participants with skills, tools and strategies to build trust, ensure positive culture and sustain high performance under flexible working arrangements.



 4 Instructional Hours (virtual classroom)

## Learning to Lead

Essentials for new leaders

Designed to help new managers make the transition from individual contributor to effective leader, this interactive program focuses on the most critical foundations of effective leadership and management. New managers learn how to overcome the challenges they will encounter during this transition and will leave the program with the knowledge and skills necessary to both inspire others and manage the daily fundamentals in your team.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)



In-person program



Virtual classroom program



Custom format available



“The Queen’s Leadership Program has exceeded my expectations and I feel confident that I now have the tools to sharpen my leadership style. The skills are provided and the environment fosters a team learning spirit.”

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**Todd Marentette**

*Supervisor, Commercial Industrial Markets, Union Gas Limited*

## Managing Challenging Conversations

Enhance and effectively deliver feedback

Delivering corrective feedback or confronting team members on performance issues is tough enough face-to-face. Being remote adds an additional layer of complexity – which can lead to avoidance and letting issues fester. Build the skills you need to have challenging conversations in a way that minimizes defensiveness and delivers positive results.



 3.5 Instructional Hours (virtual classroom)

## Public Executive Program

Essentials for new leaders

This program has been developed to address the key leader-manager competencies identified by the Treasury Board of Canada and provincial and municipal public service counterparts. The program provides a unique overview of the frameworks and processes to address policy development, program planning, and leadership challenges facing today's public-sector executives.



 4.5 Days (in-person), or  
31.5 Instructional Hours (virtual classroom)

## Transformational and Charismatic Leadership

Lead with authenticity, integrity and inspiration

In order to move forward, an organization's values and strategic initiatives must be more than words on a page. In this interactive program, you will first develop an understanding of your personal values and leadership style and then discover a means of articulating them effectively. You will leave the program with a refreshed view of leadership.



 2 Days (in-person), or  
13 Instructional Hours (virtual classroom)



In-person program



Virtual classroom program



Custom format available



# STRATEGY

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Reinvention begins here

# Strategy

## Negotiating and Consensus Building

Become a successful negotiator

This 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.



 2 Days (in-person)

## Strategic Decision Making

The art and science of decision making

Decision making is arguably the most critical job of a manager and bad choices can damage careers and the bottom line. This program explores blending the art and science of decision making into a practical process that will enable you to consider your choices both intuitively and analytically.



 1 Day (in-person), or  
7 Instructional Hours (virtual classroom)

## Strategic Execution

Connecting the dots and closing the gaps between strategy and execution

Great execution starts with strategy: knowing what your strategy is, ensuring it's a good one, understanding the details, and translating what's 'on paper' into impactful action. This program offers you the opportunity to use your organization's existing strategy and strategic plan as the basis for applying new tools and identifying opportunities to make both better. You will also use a gap analysis tool to identify specific actions you may need to undertake to close any gaps and/or analyze any barriers to execution that might need time and attention.



 4.5 Days (in-person)



In-person program



Virtual classroom program



Custom format available

## Strategic Planning and Leading Change

Create the game plan for change

In today's world, strategy is key for leaders who need to drive growth and bring about change. To beat the odds, it is imperative to establish the winning conditions. This program will help participants identify and implement these very elements – guidance, speed and momentum – and develop the execution plan to drive their implementation. Participants will learn how to formulate a strategy using appropriate tools and create a game plan for successful organizational change.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)



A photograph of two workers in safety gear (hard hats and high-visibility vests) standing in a field of wind turbines. The image is overlaid with a semi-transparent red filter. The worker on the left is holding a laptop. The background shows a line of wind turbines stretching into the distance under a clear sky.

# GENERAL MANAGEMENT

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Excel under pressure – sustain high performance

# General Management

## Accounting and Finance Fundamentals

Nurture essential skills in handling financial information

This program focuses specifically on the principles of business accounting. It is designed to provide a deeper understanding of accounting for managers from other functional areas. Our experienced faculty will demystify accounting principles, helping you to understand and analyze financial statements, and to use accounting tools to make better business decisions.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)

## Closing the Strategy-Execution Gap

Translate strategy into meaningful measurable results

This program instills a new mindset surrounding execution, defining it as a complex organizational leadership capability that can be measured and managed as a corporate competency. You will learn to drive results by establishing a comprehensive execution plan, and leave the program prepared to establish a significant competitive advantage by turning best-laid plans into real business results.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)

## Communicating with Impact

Clearly and confidently share your insights and analyses

In business, your best idea is only as good as your ability to effectively share it with others. Strong technical analyses, breakthrough insights and sound strategic decisions risk being undervalued, misinterpreted or worse yet – ignored – if they are not clearly and convincingly presented to key stakeholders. This program is designed to equip you with the knowledge and skills to confidently share your insights, analyses and recommendations with diverse audiences both inside and outside your organization.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)

## Innovation and Design Thinking

Move your business model forward and uncover customer needs

This two-day program develops the concepts of innovation, intrapreneurship, and design thinking through interactive, hands-on learning and skills development. Covering techniques like innovation sprints, design thinking, and storyboarding for customer-aligned ideation, the program emphasizes approaches that help improve existing processes, services, and even our business models to adapt to evolving conditions, customer needs, and societal change.

 \$3,500 + HST

 2 Days (*in-person program in Toronto*)

## Project Leadership

Managing projects to exceed objectives and minimize risk

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. This interactive program will enable you to create an adaptive project environment and to effectively lead a project's organization. This program connects the organization's strategy and direction to the projects that will bring that vision to life.



 2 Days (in-person), or  
14 Instructional Hours (virtual classroom)



# Custom Programs for Organizations

You set the agenda.

We provide the world-class executive education experience.



To receive a specialized program proposal designed for your organization, please call 1.888.393.2338 or visit [smithqueens.com/custom](https://smithqueens.com/custom)

## Develop Your Team

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

### 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:

- Building Resilience
- Coaching for High Performance
- Communicating with Impact
- Developing Your Leadership Presence
- Leading Organizational Change
- Strategic Planning and Decision Making
- Transformational Leadership

“ We continue to enjoy an effective relationship with Queen’s Executive Education. Our latest executive workshop was custom-designed to practically engage our senior leadership team and help us achieve a laser focus on our priorities and strategy. The virtual meeting experience was seamless and well-facilitated as we transitioned in and out of small group breakouts, ensuring we maximized the value of our time together. ”



## Brad Fedorchuk

*Executive Vice President,  
Group Customer,  
Canada Life*

# Queen's Advanced Executive Certificate

Queen's Advanced Executive Certificate is our flagship certification and one of the world's most popular MBA Essentials programs.

Learn at your own pace with content tailored to your needs. You will earn Queen's Advanced Executive Certificate by completing a set of required programs listed here with your choice of virtual classroom or in-person formats.

**You choose the order. You choose the timeline.**

*If you completed an eligible program that is not part of our current offerings, it will still count towards your certificate. Please contact us for an update on your progress.*



## A Recognized Symbol of Excellence

You can earn the Advanced Executive Certificate digital badge credential a number of ways. Plan your pathway.

### Leadership

Adopt the mindset and behaviours of the world's best leaders. Complete either the long-format program or both short-format options.

#### Long-format:

- Leadership

OR

#### Short-format (both):

- Coaching for High Performance
- Transformational and Charismatic Leadership

### Strategy

Participants must complete the Strategy requirement by completing either the long-format option or both short-format programs.

#### Long-format:

- Strategic Execution (also counts towards one short-format course from the General Management category)

OR

#### Short-format (both):

- Strategic Decision Making
- Strategic Planning and Leading Change

### General Management

Build the personal learning pathway that best aligns to your development goals. Complete either the long format program or four short-format options.

#### Long-format:

- Public Executive Program

OR

#### Short-format (pick four):

- Accounting and Finance Fundamentals
- Closing the Strategy-Execution Gap
- Communicating with Impact
- Developing Your Leadership Presence
- Innovation and Design Thinking
- Negotiating and Consensus Building
- Project Leadership

#### Long-format:

Programs range from 27 to 33.5 instructional hours

#### Short-format:

Programs range from 7 to 16 instructional hours

# 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 standalone tools or in conjunction with any Executive Education program.*

## 360 Feedback Assessments

The 360 feedback assessments are completed online and then debriefed by a certified 360 Coach by phone or Zoom (1-hour call).

The assessment allows individuals to:

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

*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 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: \$500 CAD, per hour*



## By the Numbers

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**37,000+**

alumni of our executive  
education programs

**7,000+**

organizations have sent managers  
and executives to our programs

**95%**

of participants would recommend  
to a colleague or friend

**70+**

countries from which managers  
and executives have participated  
in our programs

A decorative graphic at the bottom of the page consisting of several overlapping, wavy lines in shades of teal, purple, and pink, creating a modern, abstract look.

# Consulting and Custom Program Clientele

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- 3M Canada Inc.
- Acklands-Grainger Inc.
- AER
- Agriculture & Agri-Food Can.
- Ainsworth
- Air Canada
- Alberta Blue Cross
- Alberta Justice
- Apotex
- Association of Corporate Counsel
- Bank of Canada
- Bank of Montreal
- 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 Olympic Committee
- Canadian Police College
- Canadian Public Accountability Board
- Canadian Revenue Agency
- Canadian Tire
- Cara Foods
- 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
- Enercare
- Ensign
- Export Development Canada
- Federated Co-op
- FEI Canada
- Gibson Energy
- Global Public Affairs
- Goldcorp
- Goodyear Tire Company
- Great-West Life
- Greenfield Global
- Health Canada
- Home Depot
- Humber College
- Industry Canada
- Infrastructure Ontario
- Interac Association
- Investors Group
- ISED Canada
- Janssen Ortho
- Kelson
- Klenzoid Canada
- LCBO
- Loblaw
- Lombard
- London Life Insurance Company
- LoyaltyOne
- Mac's Convenience Stores
- Manitoba Provincial Government
- Manulife Financial
- Medisca Pharma
- Miller Thomson
- Ministry of Natural Resources
- Muskoka Woods
- National Research Council
- Niagara Casinos
- Nigeria Institute of Management
- Oasis
- OCAS
- OMERS
- Ontario Centres of Excellence
- Ontario Power Generation
- Ontario Lottery Corporation
- 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.
- Public Safety Canada
- Services Canada
- RCMP
- Region of York
- Richardson International
- Rogers
- Royal & Sun Alliance
- Royal Bank
- Royal Building Products
- SaskTel
- Schindler Elevator
- Scotiabank
- Scott Builders
- Shoppers Drug Mart
- Sobey's Inc.
- SMS Equipment
- Stantec
- Starbucks
- Suncor Energy Inc.
- TD Bank
- TELUS
- TransAlta
- Treasury Board of Canada Secretariat
- Unilever
- Union Gas
- Union Local 663
- Visa Canada
- Walker Industries
- Walmart Canada
- Wawanesa Insurance
- Workplace Safety North
- Youth Justice Ontario
- YPO



Queen's  
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[smithqueens.com/execed](http://smithqueens.com/execed)



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion