

CFO Leadership Beyond Finance Program



FEI Canada, the country's leading association for CFOs, has partnered with Queen's School of Business to develop a unique program for senior financial executives that combines best-in-class curriculum with the real life experiences of seasoned CFOs.

Queen's Executive Education is **ranked #1** in Canada by Bloomberg Businessweek.

CFO Leadership Beyond Finance Program

Today's financial executive faces new challenges, more responsibilities, and must work smarter with fewer resources. The role of the CFO has evolved, and these important C-level leaders now require a broadened perspective that goes far beyond finance to encompass enterprise-wide concerns. This CFO Leadership Beyond Finance Program will equip senior financial executives with the insights they need to become more effective leaders and better strategic advisors to their CEOs and Boards of Directors.

FEI Canada's professional support system helps financial executives and their companies to navigate through a sea of uncertainty. Amongst a spectrum of services provided, FEI Canada has undertaken research that has identified knowledge gaps between the competencies of today's CFOs and what they must know to excel at their evolved roles. This executive education program will ensure senior financial executives bridge these gaps.

FEI Canada has partnered with Queen's School of Business to develop a best in class uniquely positioned program for senior financial executives. Queen's Executive Education is ranked # 1 in Canada by Bloomberg Businessweek. The program is built around three strong themes: Leadership, Strategy and Leading Change, and Strategic Execution.

This uniquely tailored program for senior financial executives offers:

- CFO-level focus, including “what don’t I know that I need to know”
- Executives in residence - seasoned CFOs who bring real life experience to the cases and theory
- Practical leading edge content, world-class session leaders and unparalleled customer service

During the program, participants will have ample opportunity to network with their fellow participants. Subsequently, as alumni of the CFO Leadership Beyond Finance Program, participants will have numerous opportunities to stay in touch and continue their learning, including: alumni networking and learning events; free online webinars; and a free subscription to QSB Magazine.

Executives in Residence

Participants will benefit from the experience of program leaders and industry executives identified by FEI Canada, who will both bring classroom sessions to life and enable participants to discuss opportunities and challenges in a confidential setting. Participants can begin mapping program content to specific circumstances while at Queen's

and build an action plan for next steps while being coached by Queen's faculty members.

LEADERSHIP — MODULE 1

Developing a Personal Leadership Plan:

Enhance organizational performance by applying the principles of transformational leadership and coaching.

- Recognize and value different styles of thinking and decision-making
- Understand key factors that have an impact on team climate, individual motivation, and organizational performance
- Develop the potential of others and create a climate of commitment and trust
- As an optional additional service, gain insights into your persona through personal assessments and one-on-one coaching

Creating a High-Performance Organization:

Achieve continuous improvement in work processes, teamwork, and management practices.

- Understand the elements of a high-performance environment
- Align values, policies, practices and systems to support high performance
- Design reward and recognition programs that reinforce the business strategy
- Effectively manage the corporate culture
- Use self-directed teams as building blocks for the high-performance workplace

Negotiation and Consensus-Building:

Negotiate effectively with customers, suppliers and internal stakeholders.

- Understand the dynamics of conflict
- Transform confrontation into problem solving
- Invent creative options that maximize the interests of all parties

Developing Executive Presence:

Clearly and effectively communicate to a cross-section of key stakeholders.

- Understand what Executive Presence is, and why it is important; Do you have it and How to get it
- Understand how you are perceived, and how to make an impact on senior executives, employees and external parties

The CFO Leadership Beyond Finance Program partners top tier university faculty with industry subject matter experts.

STRATEGY & LEADING CHANGE — MODULE 2

Strategic Planning and Implementation:

Draft and implement a dynamic and effective strategic plan.

- Evaluate the strategic landscape by examining the market, regulatory, and technological forces that will shape your organization's future
- Develop a structured and disciplined framework for planning
- Challenge conventional thinking and create shareholder value
- Integrate all functional areas and operating plans into the strategic plan

Leading Change: Drive positive change and improve organizational performance.

- Examine different forms, timing and objectives of collaboration
- Build an infrastructure for collaboration in your organization
- Create an environment in which individuals and teams excel
- Manage organizational communications and motivate people in an environment of change

Strategic Planning and Risk Management:

Determine the strategic platform that is right for your organization.

- Create a vision, mission and objectives that are meaningful to your organization
- Use competitive intelligence to anticipate competitors' plans, identify business trends and prepare for changes in competitive conditions
- Identify the challenges and opportunities that are make-or-break for your organization
- Integrate risk management and cross-functional thinking into your planning process
- Understand the profit drivers and financial implications of alternative strategic platforms

Leading Governance

Ensure the appropriate level of oversight is effectively operating over all of the enterprise's activities.

- Set the "tone from the top", promoting ethical business practices
- Integrate and leverage all governance-related activities to create an environment of continuous improvement

STRATEGIC EXECUTION — MODULE 3

Strategic Finance:

Align strategy, leadership and financial decision-making to create long-term value for your organization.

- Examine emerging financial concepts and learn how to make sense of current financial markets.
- Relate how financial analysis fits into a broader business decision-making framework, and communicate financial concepts and issues more effectively with managers from other functional areas

IT Strategy:

Use information and communication technologies to transform business models, improve customer service and streamline supplier relationships.

- Learn how to anticipate and prepare for emerging technologies that will have an impact on your business and drive value
- Identify technology-enabled opportunities to increase competitiveness and rethink technology as a driver of growth and profitability

Project Management and Execution:

Lead and support product and service innovation.

- Use leading-edge tactics to accelerate projects, meet or exceed time and cost expectations while minimizing risk in a lean cost environment
- Create an "execution culture" through a robust strategy, adaptive structure and efficient processes

Marketing, Sales and Margin Optimization:

Align marketing and sales strategies with the business strategy to gain buy-in across the organization.

- Use effective marketing and sales tools and techniques, including emerging online tools and social networks
- Create a sales-oriented culture to increase margins, and drive sustainable revenue and profit growth

Integration into a high performing enterprise

As the capstone session, this integrative workshop will challenge participants to put their learning to practical use.

- Key concepts, tools and techniques learned from the modules will be applied and tested through this case study session, which will focus on business transformation

Session Leaders



JULIAN BARLING
*Professor of Organizational Behaviour and
Borden Chair of Leadership*



TINA DACIN
*E. Marie Shantz Professor of Strategy & Organizational
Behaviour and Director, Queen's School of Business
Centre for Responsible Leadership*



SALMAN MUFTI
*Associate Dean and Executive Director of Queen's
School of Business - Executive Education & Associate
Professor*



SHAI DUBEY
*Assistant Professor & Distinguished Faculty Fellow
of Business Law, and Director of the Full-Time MBA
Program*



ELSPETH MURRAY
*Associate Professor & Associate Dean of MBA
Programs; and Director - Queens Centre for Business
Venturing (QCED/QCBV) and CIBC Faculty Fellow in
Entrepreneurship*



JOHN MOORE
Assistant Professor

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& CFO, TD Bank Group*



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Systems and former CEO & CFO,
Marsulex*



BRIAN LAWSON
*Senior Managing Partner & CFO,
Brookfield Asset Management*



BRUCE WATERMAN
*Corporate Director,
Former CFO Agrium Inc.*

FEES

FEI Canada members:

\$10,900 + HST

Non-members**:

\$11,900 + HST

*** Non-members who meet qualifying criteria and are accepted into the program receive FEI Canada membership, including registration to the annual conference.*

PROGRAM REGISTRATION

Toll free 1-888-393-2338

<http://business.queensu.ca/custom/feicanada/>

DATES

Module 1: March 19-21, 2015

Residential program, including all accommodation and meals, at the Donald Gordon Conference Centre in Kingston, Ontario.

Module 2: May 21-23, 2015

Non-residential program at Queen's Toronto office, 200 Front St. W.
Accommodation arranged at your preference.

Module 3: Sept 17-19, 2015

Non-residential program at Queen's Toronto office, 200 Front St. W.
Accommodation arranged at your preference.

CFO Leadership Beyond Finance Certificate awarded upon completion of all three modules.



leadership beyond finance

FEI Canada

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