

UNIQUE DESIGN. IMPRESSIVE RESULTS.

Ivey Executive Education | Custom Programs
Ivey Business School

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A man with dark hair and glasses, wearing a plaid shirt, is shown in profile, looking towards the left. He appears to be speaking or presenting. In the background, a whiteboard is visible with handwritten notes in blue and green ink. The notes include the words "MTR" and "computing" and some diagrams with arrows and circles.

LEADERSHIP PROGRAMS DESIGNED WITH YOU. NOT FOR YOU.

At the Ivey Business School, we recognize that your organization is unlike any other. Your needs, opportunities and challenges are unique. This seemingly obvious insight is at the heart of what makes Ivey Executive Education Custom Programs unlike any other offered, and it is also what makes our programs so successful. Rather than tailor existing programs, like so many other business schools, Ivey designs each of our custom programs alongside our clients from the ground up. And what's more, this process is designed and facilitated with our world-class faculty from its very earliest stage, another claim that few other business schools can make.

A LEGACY OF FOSTERING LEADERSHIP.

For over nine decades, Ivey has been driven by its mission to develop leaders who think globally, act strategically and contribute to the societies in which they operate. Ivey first offered executive Education programs in 1948, making it one of the world's most experienced and established providers. Ivey operates from its main campus in London, Ontario, Ivey Spencer Leadership Centre, from its downtown Toronto campus, Ivey Tangerine Leadership Centre, from its Hong Kong campus, Cheng Yu Tung Management Institute. While we have exceptional facilities in which to deliver off-site programs, we'll travel to wherever is best to suit your needs.





WHY IVEY?

While there is a myriad of reasons why Ivey should be your choice for a custom program, our advantage can be summarized best through three key features: our focus, our capabilities and our experience.

Ivey Focus

Ivey focuses on delivering valued solutions for the real challenges that managers and executives face – leaders who are under pressure to perform now while building for the future. Ivey solutions are grounded in best practices. Research done by Ivey faculty transcends the theoretical to have real-world application and delivers results that organizations value.

Ivey Capabilities

Ivey has both the competencies and capacity to take on executive and leadership challenges of varying complexity. With more than 100 faculty members, Ivey covers the breadth and depth of business with subject-matter expertise, sectoral knowledge and real-world leadership orientation. Ivey is well-equipped to help organizations with their executive and leadership development needs.

Ivey Experience

Since 1948, Ivey has worked with many organizations – in emerging markets, established markets, public and private sectors – around the world. Ivey designs and delivers individual and group-based classroom programs, workshops, action-learning experiences, best-practice tours, coaching and industry-based programs.



David Loree, Assistant Professor, Organizational Behaviour

Listen › Vision › Design › Deliver › Evaluate › Results

AN ENGAGING PROCESS – A COMMITMENT TO RESULTS

Ivey's reputation for custom program design and delivery is the result of our "blank slate" approach. We design each program based on the priorities of the client and the organizational context within which the learning takes place. The final program design comes together through a creative, iterative process.

"Ivey learning experiences are grounded in the real world. The impact is both immediate and lasting and shows results that you would expect from the #1 ranked custom program provider in Canada for the last ten years."

David Loree, Assistant Professor,
Organizational Behavior



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LISTEN

Whether you are looking to build a specific competence, formulate a totally new strategy, change a corporate culture or accelerate a merger, Ivey will focus on your challenges in the context of your business situation and develop a value-added solution.

An Ivey Custom Program is designed to integrate with your culture, to use your language and the concepts with which your executives and managers are familiar. We take partnering seriously.

Ivey works with your existing competencies profile (and if you don't have one we'll help you develop it); incorporates the assessment tools you use (or can help you identify and select what will work for you); weaves your industry's "management language" through the process; and helps to bring along your executive team, making the program an important part of their strategic agenda.

And perhaps most importantly, our faculty will be working alongside you from the opening stages of the program design process. We believe and have proven that to be most effective, our Ivey professors must hear and assess first-hand what each client needs and expects. They are involved from the beginning through to the end of the process – committed and dedicated to your success.

“We are glad to have Ivey as our long-standing and reliable partner in talent development for our group. Working with the business school and their faculty who listens to our needs and paces with our business visions, we have been successful in nurturing talents for our sustainable growth. We look forward to more extensive and continuous collaboration with Ivey.”

Teddy Liu, General Manager – Corporate and Talent Development, New World Development Company Limited



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VISION

Visioning is an on-going process. It continues through the life of the program, even during program delivery and evaluation. It is especially intensive during the first few months as we interview the program stakeholders and develop an informed view of your challenges and business context.

Through close collaboration and cooperation we establish a shared understanding of your development aspirations and how they fit into your organizational landscape. We link our programs and participant experiences to your business challenges and development objectives, mindful of strategy and culture.

From our initial listening and visioning we're able to calibrate the 3 – 5 high-priority objectives for the program and define them using a vocabulary that is understood by the program stakeholders. Although every program we create varies in length, the time invested in the early stages always pays significant dividends.

“Ivey has been a true strategic partner in the development and delivery of Bruce Power’s Leadership Pipeline Program. By gaining an in-depth understanding of our leadership needs now and in the future, the faculty has designed an integrated solution which bridges the classroom and workplace action learning projects to accelerate the development of our high potential leaders. As we begin our 4th cohort of this highly interactive program, on-going collaboration has resulted in the evolution of a program which incorporates our changing needs and requirements. Not only are our leaders better prepared to lead the business, but tangible business results have been achieved.”

Cathy Sprague, Executive Vice President,
Human Resources, Bruce Power



Eric Morse, Professor, Entrepreneurship



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DESIGN

At Ivey we design every program to be participant-centred and highly interactive, because that’s the way executives and managers learn. As clients move through the listening and visioning process we will be simultaneously developing design alternatives, or a series of prototypes for what the program and participant experience could look like. Our ideas, informed by experience, are tested on stakeholders and refined as we learn more about the organization and gather reaction to what is or isn’t possible.

Ivey has an enormous amount of flexibility regarding program structures and the learning methods that we use. Our faculty approaches each program without bias, seeking to design a program that is consistent with the shared vision we’ve created together.

The final design will resonate with your organization, incorporating its vocabulary and culture. It will also be “malleable” and open to change for subsequent program iterations or variations as we learn more about the organization and the participants, or as objectives shift.

“The greatest rewards come from working with world-class clients and exceptional leaders who push as much as they pull. The Ivey difference is that you learn from world-class faculty and other exceptional leaders. We craft experiences that are transformative for individuals and corporations alike. Arriving at a new place together is truly invigorating and motivates in ways beyond the everyday.”

Eric Morse, Professor,
Entrepreneurship

2/3

OF ANNUAL PROGRAMS ARE REPEAT
BUSINESS. IVEY CLIENTS VALUE
OUR APPROACH



Lyn Purdy, Associate Professor, Organizational Behaviour

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DELIVER

An Ivey Custom Program can change the trajectory of a career and an organization. Our professors (all full-time Ivey faculty) are committed to the success of the program, ensuring the objectives they help our clients frame early in the process are addressed and achieved.

And our professors are flexible. Working in small teams, they commit themselves for the full length of the client engagement, often team teaching alongside their colleagues or client executives, absorbing the conversations and facilitating outcomes. They have the experience to know when to push and when to pull back – but most importantly, they have the experience to keep the group engaged and focused on real outcomes with a sense of personal accountability and ownership.

Dedicated program managers support our clients and faculty to ensure that the administration, logistics and participant well-being are all looked after. Days are long and conversations intense on an Ivey Custom Program, but the results are tangible.

“Ivey is a unique institution. We’re global in scope but have the right structure to be nimble and responsive locally, wherever our clients are. It’s part of our DNA to be entrepreneurial, seize opportunities and move quickly to meet our client’s needs. This keeps us at the forefront of program design and delivery, working in real time with clients to meet today’s challenges and address tomorrow’s needs.”

Lyn Purdy, Associate Professor,
Organizational Behaviour



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EVALUATE

We're successful because we listen to our clients throughout the custom program process. We're as keenly interested in hearing what you have to say at the end of the program as we are at the beginning of the program, and understanding how we can make great even better.

Together, we objectively evaluate the program's impact so we can build on our successes or create new opportunities for results. We'll also fine-tune to address evolving business and organizational realities. Program evaluations are combined with extensive client debriefs led by faculty, to help us gauge our impact relative to the original objectives. Where appropriate we introduce post-program coaching or use further assessment tools to help us (and you) dig deeper into the program outcomes.

A significant percentage of our business is from repeat clients who partner solely with Ivey for their executive development programs. We take great pride in this, as it highlights the effectiveness of our custom program process.

“We have worked with Ivey’s custom programming for several years. What began as a one-time marketing event has evolved into a strategic partnership with our management team. They listen, they track results and they follow up. Ivey has been instrumental in the facilitation of Magellan’s journey as a corporation.”

Jo-Ann Ball, Vice President Human Resources,
Magellan Aerospace Corporation

90%

OF PARTICIPANTS
SCORED US
10/10 OR 9/10
IN PROGRAM
OBJECTIVES MET

92%

OF PARTICIPANTS
GAVE IVEY
10/10 OR 9/10 IN
OVERALL PROGRAM
EXPERIENCE



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SYNGENTA

The Client

Syngenta is a world-leading agribusiness committed to sustainable agriculture through innovative research and technology. Headquartered in Switzerland, Syngenta employs some 26,000 people in over 90 countries.

The Custom Program

Syngenta was looking at ways to grow its crop protection business. And their key customers for this were farmers with little or no formal business education. It wasn't simply a unique set of challenges facing this audience, but also a unique set of learning needs. This was a group not accustomed to a classroom environment. The program had to be engaging and the content had to be directly relevant to Canadian agriculture.

What was ultimately designed was a four-day immersion program called Grower University. It hit on all of the hot topics around successfully running a farming business in Canada, using case studies and anecdotal stories from the participants themselves, which helped the farmers feel connected with their peers.

The Results

Since the launch of Grower University in 2004, Ivey has worked with Syngenta to deliver the program nine times, with over 340 graduates across the country. Today, Ivey leads five programs annually for Syngenta's customers, and Syngenta has seen substantial and sustained increases in revenue from those customers who have taken part in the programs.

“The proposal for Syngenta to develop executive programs for our customers was a unique, sustainable way to create value in the marketplace. The results include increased sales, share-of-wallet and loyalty to these programs.”

Jay Bradshaw, President,
Syngenta Crop Protection Canada Inc.



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HUTCHISON PORTS

The Client:

Hutchison Ports one of the world's leading port investors, developers and operators, and has interests in 48 ports comprising 269 operational berths in 25 countries.

The Latest Custom Program:

Like many global companies, Hutchison Ports is facing a period of unprecedented change. And internally there was a need to develop heads of business units and leaders in key corporate positions to seize opportunities, groom next generation leaders, and grow a sustainable business.

Hutchison Ports approached Ivey in 2015 to design and deliver an annual leadership program entitled "The General Management Program" to identify, inculcate, and cascade key qualities and attributes to enable leaders of Hutchison Ports to excel in present challenges and a changing environment. Ivey professors crafted a number of original internal cases based on extensive conversations with Group Managing Director, Eric Ip, as well as key senior executives, to highlight relevant business and leadership dimensions that are essential to the company's leaders to succeed now and in the future.

The Results:

Participants emerged from the programs in 2016 and 2017 with a sharp understanding of the company's strategic direction, strong internalization of key leadership attributes required, and an acute sense to cascade similar qualities to their direct reports.

"Ivey is a longstanding and true partner who has contributed significantly to our senior executive and talent development agenda. The faculty's deep understanding of our organization and culture is a key factor for the success of this partnership. Through in-depth consultations with our senior management team, custom designs, and insightful crafting of situation-specific internal cases, Ivey has delivered a wide spectrum of programs that are well-received by our business unit leaders and high-potential talents over the years."

Francis Tong, Group Human Resources Director,
Hutchison Ports



Professor Chris WH Chan, Associate Dean (Asia), Ivey Business School

“Established in Hong Kong in 1998, Ivey has provided custom executive development solutions to many blue-chip Hong Kong and multinational companies. Ivey is proud to be trusted by these partners as an integral contributor to their talent and growth strategy, and to succession and change. Ivey’s advantage in Asia is more than contextual, our 1000+ strong, and growing, library of Chinese business cases is another testimony of Ivey’s deep and timely knowledge to help our partners navigate in today’s rapidly evolving business world.”

Professor Chris WH Chan, Associate Dean (Asia),
Ivey Business School

Selected Custom Programs

Aecon	GAIL (India)	Newalta
Agricultural Bank of China	General Dynamics Land Systems	New World Development
Aircel	The Globe and Mail	OMERS
AIR MILES	Cigna Insurance	Ontario Teachers' Pension Plan
ArcelorMittal Dofasco	HKSAR – Civil Service Bureau	Petro-Canada
AstraZeneca	The Hong Kong Jockey Club	Pfizer
A.S. Watson Group	The Hongkong & Shanghai Hotels	RBC
ATCO Group	HSBC	Rogers
Bank of China	Hutchison Ports	Royal Canadian Mint
Bayer	Industry Canada	SC Johnson
Bell Canada	Tangerine	Siemens
China Construction Bank	J.D. Irving	Swire
Citibank	KPMG	Syngenta
Colliers International	Magellan Aerospace	TD Bank Financial Group
CSA Group	Manulife Financial	TELUS
MTRC	Maple Leaf Foods	Texas Instruments
Environment Canada	Mattel	Vale



Mark Healy, Executive Director, Executive Education

CONTACT US

“Organizations and individuals looking for talent development partners have lots of options in Canada. For management training, there are any number of good providers. For world-class, university-based Executive Education, the list is shorter. But for those seeking meaningful, lasting, transformational behaviour change - change that leads to immediate improvements in leadership prowess, in strategic orientation, in financial and operational acumen, in customer centricity, in morale, in business results directly - we believe strongly we are the right partner”

Mark Healy, Executive Director,
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