

# Qualico Leadership Blueprint

Building the Future

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# Executive Summary

The Qualico Leadership Development Program (QLDP), a partnership between Qualico and Ivey Business School, has played a pivotal role in enhancing leadership capabilities across Qualico's rapidly expanding and geographically dispersed organization. Designed to address leadership gaps and drive strategic alignment, the program integrates Ivey's renowned leadership education expertise with Qualico's vision for sustainable, high-performing leadership.



## The Challenge:

Qualico's growth, fueled by expansion and acquisitions, created a decentralized leadership structure with varying development practices. Leaders advanced based on technical expertise, leaving gaps in strategic thinking, collaboration, and decision-making.



## The Strategic Collaboration:

The Ivey Academy and Qualico partnered to establish a unified Leadership Competency Framework, ensuring leadership development aligned with Qualico's long-term goals and industry demands.



## The Innovative Program Design:

The program features a blended learning approach combining in-person and virtual sessions, case-based learning, executive coaching, and customized leadership assessments. A structured competency framework ensures alignment across four tailored leadership levels: Emerging Leader, Manager, Senior Leadership, and Executive Leadership.



## The Remarkable Impact:

- Successfully engaged 213 leaders across four leadership tracks in just eight months, fostering a unified leadership culture.
- Increased leadership confidence, with an average rating of 6.0/7 in confidence growth across key leadership competencies.
- High participant satisfaction, with an overall program effectiveness rating of 6.7/7 and a NPS of 87.
- Strengthened retention, with program participants demonstrating a 96.1% retention rate, over 10 percentage points higher than non-participants.
- Career growth acceleration, with 12.6% of alumni earning promotions following program completion.
- Improved collaboration, strategic thinking, and decision-making, leading to greater organizational cohesion and alignment with Qualico's mission.

# Introduction

The Qualico Leadership Development Program was designed to unify and enhance leadership capabilities across Qualico's rapidly growing and geographically dispersed organization. Developed in close partnership with The Ivey Academy, the program aimed to address leadership gaps that arose from decentralized practices and rapid expansion.

The program introduced a comprehensive Leadership Competency Framework, tailored learning experiences, and personalized development plans to ensure that leaders at all levels could align with the company's strategic goals.

The program integrated a blend of in-person and virtual learning, customized assessments, and one-on-one coaching to support participants' growth. Its purpose-driven design ensured that every element reinforced the others, creating a cohesive and impactful learning experience. Through this development program, Qualico not only developed individual leadership skills but also fostered a unified leadership culture, driving strategic alignment and long-term organizational success.

## QUALICO

Qualico is one of Canada's largest fully integrated, privately-owned real estate companies, with a proud history spanning over 70 years. Headquartered in Winnipeg, Manitoba Canada, Qualico operates across North America, engaging in land acquisition and development, residential and commercial construction, supply chain, and property management. With a strong commitment to innovation and excellence, Qualico builds communities that thrive and evolve with the changing needs of society. The company's mission is to deliver high-quality, sustainable developments that contribute to the economic and social well-being of the communities it serves. Qualico's dedication to leadership development and strategic growth ensures that its teams are equipped to drive success and innovation in a dynamic and competitive industry.

## IVEY BUSINESS SCHOOL

The Ivey Academy at Ivey Business School is Canada's leading institute for management education and professional development. We work with organizations globally to build leadership capacity, share insights on critical business issues, and drive real-world strategic impact through learning. Our approach blends contemporary research with innovative teaching methods to create a social, interactive, inclusive environment for professional growth. Ivey's mission is to develop leaders who think globally, act strategically, and address critical issues facing organizations and society, through impactful research and transformative learning experiences.

Qualico's collaboration with the Ivey Academy to produce the Qualico Leadership Development Program marks a significant milestone on our journey as we continue to grow and lead in our different markets. Employees who understand how to lead and get the full potential out of all their resources are critical to the long-term success of our organization.

**MARK SPEARING**

Chief Operating Officer at Qualico





# The challenge

The housing crisis in Canada poses one of the most significant challenges for the country's future, as rising costs and limited availability strain communities nationwide<sup>1</sup>. In this context, companies like Qualico are not just builders but essential drivers of economic stability and social well-being. As a leader in the housing industry, Qualico's ability to navigate this crisis is crucial, and therefore they consider *Building Sustainably* as one of their crucial impact areas. Leadership development at Qualico plays a vital role in preparing its leaders to "*Build Better Cities*". By equipping them with the necessary skills in strategic thinking, collaboration, and long-term planning, Qualico ensures that its leaders are not only addressing the immediate demands of the market but are also shaping the future of housing in Canada. These leaders are tasked with making informed decisions that balance affordability,

sustainability, and community needs, thereby playing a critical role in mitigating the housing crisis and securing a prosperous future for the nation.

## IN THIS CONTEXT, QUALICO SET OUT TO DEVELOP A LEADERSHIP PROGRAM THAT TARGETED THREE SPECIFIC ORGANIZATIONAL NEEDS:

- **Need for a Formalized Leadership Framework:** Prior to this initiative, Qualico's leadership development efforts varied across different business units. There was no standardized blueprint for developing leaders or a unified set of competencies that leaders across the organization could align with. The desired impact was to introduce a formalized Leadership Competency Framework that provided a unified set of competencies for leaders across the organization.
- **Organizational Fragmentation:** Qualico had grown significantly through expansion and acquisitions, leading to a decentralized structure with varied local practices. The desired impact was to unify leadership practices and decision-making processes across the organization to ensure strategic alignment and cohesion.
- **Leadership Gaps:** Many leaders within Qualico had advanced into leadership roles due to their technical expertise. This created gaps in leadership capabilities, particularly in areas such as strategic thinking, collaboration, and long-term planning. The desired impact was to equip leaders with the tools, frameworks, and coaching support necessary to enhance their strategic capabilities and leadership effectiveness.

<sup>1</sup> Solving the Housing Crisis: Canada's Housing Plan. Government of Canada. 2024.

# The Commitment

The needs analysis was conducted through a series of focus groups facilitated by The Ivey Academy. These groups included a diverse representation of Qualico's leadership, from executives to emerging leaders. The purpose of these focus groups was to identify what constituted ideal leadership within the context of Qualico's unique challenges and growth trajectory.

**Key steps in the needs analysis and design process included:**

## Conception Process at Qualico

- The program began with a detailed request for proposal (RFP) that outlined the company's needs for a comprehensive leadership development framework.
- The Ivey Academy was selected as the partner to design and implement the program due to their proven track record in developing custom leadership solutions.

## Focus Groups and Needs Analysis

- Five focus groups were conducted with different levels of leadership within the organization, from executives to emerging leaders.
- Insights from these discussions were used to craft the Leadership Competency Framework, which formed the foundation of the entire program.

## Leadership Competency Framework:

- The framework developed from the focus groups was presented to the executive committee and iterated upon with their input.
- This framework was essential in creating a shared understanding of the leadership qualities and competencies that Qualico aimed to cultivate across the organization.

## Program Design and Content Development

- The LDP was structured to align with the core competencies identified in the framework. It included a blend of in-person and virtual learning sessions, coaching, and ongoing assessments.

# The L&D Initiative

Suited to leaders occupying roles with different responsibilities and levels of complexity. Each program was designed to cultivate the competencies most critically associated with the level of leadership. The curriculum for all four programs was framed within the Qualico Leadership Competency Framework, targeting these intended learning outcomes:

- Demonstrating leadership by inspiring and guiding team members as a role model
- Committing to ongoing learning and adaptation in the leadership role
- Promoting a positive work environment through consistent actions and communication
- Prioritizing and achieving exceptional performance in all tasks and projects
- Providing regular feedback to team members to aid their career growth
- Offering coaching and mentoring to help team members achieve their career development goals
- Demonstrating effective negotiation skills in team interactions
- Handling conflicts proactively and promoting shared value within the team and organization
- Incorporating data-driven analysis in decision-making

These learning outcomes were also used as progress indicators, which were measured in terms of confidence growth reported by participants at the end of each program.

The Qualico Leadership Competency Framework forms the foundation of our Leadership Development Program. The framework illustrates the mindset, knowledge, skills and behaviours that enables a Qualico leader to be successful. There are four key elements within the framework and participation in Qualico's Leadership Development program will help [our leaders] develop a multitude of visible attributes and observable characteristics in areas such as: self leader, team builder, progress planner and future maker.

**GARY WILLIMENT**

**Vice-President, Corporate Human Resources at Qualico**

## Executive Leadership Development Program (ELDP)

- For executives who craft long-term visions for Qualico, lead regions, verticals, or business units and oversee the execution of complex initiatives.

## Senior Leadership Development Program (SLDP)

- For senior leaders who lead divisions, functions and departments, and lead change to help implement Qualico's strategy.

## Manager Development Program (MDP)

- For managers who lead teams, implement departmental or divisional strategies, support the development and career goals of employees.

## Emerging Leader Development Program (EDP)

- For emerging leaders, top talents, who wish to propel their leadership journey and sharpen their self-awareness.

# Learning methods and environment

The Qualico Leadership Development Program emphasized the purposeful arrangement and integration of well-established practices tailored to Qualico's unique context.

- **The Ivey Learning Approach:** The learning approach emphasized experiential, learn-by-doing methods. Central to this approach are case studies, where Ivey stands as the world's second largest producer of business cases. Through cases, leaders engage with real-world business challenges, simulating the decision-making process under constraints like time, resources, and incomplete information. The program integrated various experiential learning techniques, including simulations, group exercises, and expert insights, to develop analytical and strategic skills. By tackling diverse cases across industries and global settings, Qualico leaders gained a deep understanding of organizational operations and competitive strategies, preparing them for real-life management challenges.
- **Customized Leadership Skill Profile (LSP-R) Assessment:** One of the key innovations was the development of a customized version (benchmarking) of the Leadership Skill Profile (LSP-R) assessment. This assessment was tailored specifically to reflect the leadership framework developed for Qualico, using the language and cultural context of the organization. The LSP-R was instrumental in helping participants understand their leadership strengths and areas for improvement, ensuring that the development process was highly personalized.
- **Integrated Coaching and Learning:** The program deliberately integrated one-on-one coaching sessions with the overall learning journey. This method ensured that participants could reflect on their experiences and apply the concepts they were learning in real-time. The coaching was customized to align with the leadership framework, allowing for a more personalized development experience that reinforced the program's objectives.
- **Blended Learning Environment:** The program utilized a blended learning environment that combined in-person sessions with virtual modules. Virtual sessions were essential in maintaining the momentum of the program and ensuring that participants could continue their development even when not physically present. The specific use of pre-recorded videos, online simulations, and collaborative tools was tailored to maintain engagement and reinforce learning between in-person sessions. This approach ensured continuity in the learning process and allowed participants to revisit key concepts as needed.
- **Personal Leadership Development Plan:** Designed as a workbook for learning sustainment, the Personal Leadership Development Plan guided leaders through a reflective and actionable journey of self-discovery, goal-setting, and continuous improvement. This plan was divided into four key sections: Discover, Desire, Design, and Develop, each focusing on different aspects of personal and professional growth. The plan encouraged participants to reflect on their leadership competencies, set future goals, and create a detailed action plan for achieving those goals. Paired with ongoing coaching, the Personal Leadership Development Plan ensured that participants had the tools and support needed to continue their development long after the program ended. This personalized approach not only reinforced the program's teachings but also embedded a culture of continuous leadership growth within Qualico.
- **Excellence in Execution:** The execution of the program was a testament to operational excellence and strategic coordination. Four programs ran concurrently, each tailored to different levels of participants, ensuring a seamless cascading of knowledge and skills across the organization. This required meticulous program management, where the various tracks were synchronized and ensured alignment with overarching objectives. Despite the complexity, The Ivey Academy facilitated the rapid progression of 213 participants, all within 8 months. This capability to manage a large-scale educational initiative efficiently, drove impactful outcomes for Qualico in a short period.



# Organizational Engagement

The realization of the Qualico Leadership Development Program involved a process that ensured both strategic alignment and wider organizational engagement.

## STRATEGIC ALIGNMENT

- **Engagement of Senior Leadership from the Start:** From the initial stages, senior leadership was deeply involved in the design and development of the program. Their participation in the focus groups and ongoing consultations ensured that the program was aligned with the strategic goals of the organization.
- **Presentation and Validation:** The leadership framework, program structure, and entry requirements were presented to Qualico's Executive Committee for validation. The committee's feedback was actively sought and incorporated, which not only improved the program but also ensured that the leadership felt ownership of the initiative.
- **Integration with Strategic Priorities:** The program was closely tied to Qualico's strategic priorities, such as talent development, succession planning, and organizational cohesion. By framing the program as a critical tool for achieving these priorities, leadership was more committed to support and champion the initiative.

## FOSTERING WIDER ENGAGEMENT

- **Communication and Transparency:** A key strategy for fostering engagement across the organization was transparent communication. Leaders at all levels were kept informed about the development of the program, its goals, and what it aimed to achieve. Additionally, Qualico used its intranet site to introduce the program to all employees, sharing stories and updates after the first cohorts completed the program. These communications highlighted the success and impact of the program, further fueling enthusiasm and engagement across the organization.
- **Entry requirements and selection methodology:** Regional leaders with the support of their HR Business Partners were informed of the entry requirements for each program, and actively involved in the nomination and onboarding processes. Their involvement was crucial in ensuring that the program reached the right participants and that it was seen as an integral part of the company's leadership culture.
- **Creating Internal Champions:** Participants of the initial cohorts were encouraged to share their experiences with their peers and future participants. This peer endorsement helped to build enthusiasm and a sense of value around the program, contributing to wider engagement across the organization.
- **Continuous Feedback Loop:** Throughout the program, feedback was actively sought from participants and used to make iterative improvements. This feedback loop not only enhanced the program but also made participants feel that their input was valued, further boosting engagement.

The way that we designed and created this custom programming is part of a larger model of what it means to really partner with organizations in the long run. We worked very closely with the partnership team on their side to make this fully integrated into their world... It is a highly integrated collaboration. They come to us with feedback on what has been working and what's not, and we adjust based on that feedback. This level of partnership and collaboration is what made the program so effective for Qualico.

### DR. MAZI RAZ

Qualico LDP Program Director, The Ivey Academy



# Impact

The impact of the Qualico Leadership Development Program is evident both in the immediate results captured through post-program evaluations and the mid-term outcomes observed through impact surveys conducted six months after program completion. The data reflects significant improvements in leadership capabilities, organizational alignment, and overall employee engagement.

## IMMEDIATE IMPACT (POST-PROGRAM EVALUATION RESULTS)

The immediate impact of the Qualico Leadership Development Program can be observed through the post-program surveys completed by participants right after they finished their respective programs (ELDP, SLDP, MDP, and EDP). These evaluations revealed several key outcomes (See Appendix A for detailed post-program evaluation results and sample participant comments):

- **Increased Confidence in Leadership Capabilities:** Across all programs, participants reported a marked increase in their confidence to lead effectively. Participants rated their confidence growth in performing the learning outcomes at an average of 6.0 out of 7.
- **Application of Learning:** Participants showed a strong commitment to applying what they had learned. Across all programs, 100% of respondents indicated they were either “committed” or “extremely committed” to applying their new knowledge and skills in their work. This immediate application is a critical indicator of the program’s relevance and effectiveness.
- **High Satisfaction and Program Effectiveness:** The overall satisfaction with the program was notably high. As an average, participants rated the program’s effectiveness at 6.7 out of 7, with a Net Promoter Score (NPS) of 87, indicating a strong likelihood of recommending the program to others.
- **Enhanced Leadership Skills:** Participants reported significant improvements in various leadership skills, such as providing regular feedback, handling conflicts proactively, and incorporating data-driven analysis in decision-making. These skills are crucial for driving performance and fostering a positive work environment.



I plan on using what I have learned to help the leaders on my team become better people and better leaders. Plus it made me think about how we can collaboratively work (builder, developer, supply) to achieve a better result than if we did not work collaboratively. ~ ELDP Participant



# Mid-Term Impact

The mid-term impact, measured six months after program completion, highlights the lasting effects of the program on both individual participants and the broader organization (See Appendix B for detailed impact evaluation results)

## Sustained Application of Skills

- A substantial 98.7% of participants from the first two cohorts reported that they were successfully applying what they learned from the program. This high rate of application indicates that the program's content was not only relevant but also deeply integrated into participants' daily work practices.

## Positive Organizational Outcomes

- A tangible positive outcome is that the retention rate among program participants is more than 10 per cent points higher than among those who have not attended the program (96.1% retention among participants, compared with 83.3% retention among employees who have not attended the program). Additionally, participants reported seeing tangible positive results from their application of program learnings. 96.6% of respondents agreed that they were already observing positive outcomes from the program, and 96.3% expected to see further positive results in the future. Specific examples include improved day-to-day communication, more effective strategic planning, and enhanced confidence in handling complex leadership challenges.

## Increased Confidence and Leadership Presence

- Many participants noted a significant boost in their confidence as leaders. Approximately 93.9% reported that they felt more confident in their leadership roles since completing the program. This increase in confidence is critical for driving leadership effectiveness and ensuring leaders at Qualico can inspire and guide their teams effectively.

## Promotion and Career Growth

- As of February 2025, 12.6% of LDP alumni have been promoted. The program also contributed to career growth, with some participants reporting increased responsibilities as a direct result of their enhanced leadership capabilities. This indicates that the program not only developed leadership skills but also positioned participants for upward mobility within the company.

## Strengthened Strategic Thinking and Collaboration

- Participants reported improved strategic thinking, particularly in aligning their actions with organizational goals and making more informed decisions. The program also fostered better collaboration across different levels and departments within Qualico, leading to a more cohesive and strategically aligned organization.

# The Program's Impact on Qualico's Identified Challenges

The Qualico Leadership Development Program has had a significant impact on addressing the identified needs within the organization, particularly in the areas of organizational fragmentation, leadership gaps, and the need for a formalized leadership framework.

Challenge	Changes caused by the program	Impact
<b>Organizational Fragmentation</b> As Qualico expanded, the organization became decentralized, with varied local practices leading to fragmentation in leadership and decision-making.	Through its structured curriculum and focus on collaborative learning, the program helped leaders from different regions and business units to align their practices and decision-making processes with the broader strategic goals of the company.	Participants noted the impact of the program on improving collaboration across divisions: This enhanced collaboration has been key to breaking down silos and fostering a more cohesive organizational culture, ensuring that leaders are making decisions that consider the entire organization, rather than just their immediate locales.
<b>Closing Leadership Gaps</b> Many leaders at Qualico had risen through the ranks due to their technical expertise rather than their leadership capabilities, resulting in gaps in areas such as strategic thinking, collaboration, and long-term planning.	The program specifically targeted these gaps by providing leaders with the tools, frameworks, and coaching support necessary to enhance their strategic capabilities and leadership effectiveness.	Participants reported substantial improvements in their ability to think strategically and lead more effectively. This demonstrates the program's effectiveness in equipping leaders with the skills needed to navigate complex organizational changes and manage teams more effectively.
<b>Need for a Formalized Leadership Framework</b> Qualico needed a standardized blueprint for leadership development.	The program introduced a formalized Leadership Competency Framework that provided a unified set of competencies for leaders across the organization. This framework served as the foundation for the program and was crucial in aligning the leadership development efforts across different business units.	Participants recognized the value of this formalized approach. This ensured that all leaders, regardless of their business unit or location, were working towards a common set of goals and competencies, thereby creating a more consistent and aligned leadership culture across the organization.



# Concluding Remarks

The Qualico Leadership Development Program stands as a testament to the power of strategic alignment, customization, and collaboration in leadership development. By addressing critical leadership gaps and fostering a unified leadership culture, the program has positioned Qualico for sustained success in a complex and rapidly changing environment. The program's impact on both individual leaders and the organization as a whole demonstrates the importance of investing in tailored, purpose-driven development initiatives that align with long-term strategic goals. This program has not only enhanced leadership capabilities but also strengthened Qualico's foundation for future growth and innovation.



The Qualico Leadership Development Program has significantly enhanced our leaders' understanding of their roles, resulting in more effective and confident leadership. Additionally, by fostering collaboration among peers across the organization, the program has encouraged the sharing of ideas and solutions, increasing communication between business units, and boosting Qualico's overall productivity and innovation. Our senior leadership have expressed their appreciation for these positive impacts, recognizing the program's alignment with Qualico's values and goals.

**GARY WILLIMENT**

**Vice-President, Corporate Human Resources at Qualico**

# Appendices

## APPENDIX A

# Results from Post-Program Surveys

## CONFIDENCE GROWTH IN EACH LDP LEARNING GOAL AS REPORTED BY PARTICIPANTS (SCALE 1 TO 7)

Learning Goals	ELDP	MDP	SLDP	EDP	Average by goal
Demonstrating leadership by inspiring and guiding team members as a role model	6	6	5.8	5.8	5.90
Committing to ongoing learning and adaptation in the leadership role	6.4	6.4	6.1	6.3	6.30
Promoting a positive work environment through consistent actions and communication	6.3	6.4	5.9	6.4	6.25
Prioritizing and achieve exceptional performance in all tasks and projects	5.6	6.1	5.6	6	5.83
Providing regular feedback to team members to aid their career growth	5.8	6.2	6.1	6.2	6.08
Offering coaching and mentoring to help team members achieve their career development goals	6	6	6.1	6	6.03
Demonstrating effective negotiation skills in team interactions	5.6	6.2	5.6	5.8	5.80
Handling conflicts proactively and promoting shared value within the team and organization	6	6	5.7	6.2	5.98
Incorporating data-driven analysis in decision-making	5.8	6.2	5.3	6	5.83
<b>Average by Program</b>	<b>5.94</b>	<b>6.17</b>	<b>5.8</b>	<b>6.1</b>	<b>6.00</b>



## APPENDIX A

# Results from Post-Program Surveys

### SATISFACTION METRICS FROM POST-PROGRAM SURVEYS

Satisfaction metric	ELDP	MDP	SLDP	EDP	Average by metric
Program Organization (Scale 1 to 7)	6.6	6.5	6.4	6.8	6.58
Participation (Scale 1 to 7)	6.5	6.7	6.8	6.9	6.73
Learning Activities (Scale 1 to 7)	6.7	6.3	6.2	6.6	6.45
Relevance to role (Scale 1 to 7)	6.6	6.1	6.2	5.9	6.20
Facilitators (Scale 1 to 7)	6.9	6.6	6.9	6.8	6.80
Coaching (Scale 1 to 7)	6.2	6.2	6.1	6.8	6.33
Communications (Scale 1 to 7)	6.2	6.4	6.2	6.4	6.30
Support (Scale 1 to 7)	6.7	6.7	6.6	6.9	6.73
<b>Overall Evaluation (Scale 1 to 7)</b>	<b>6.7</b>	<b>6.7</b>	<b>6.6</b>	<b>6.9</b>	<b>6.73</b>
NPS (Scale -100 to 100)	80	96	76.5	96	87.00

## APPENDIX A

# Sample Comments from participants



[I plan to increase] cohesion between departments via a better understanding of our business unit's value proposition and ensuring all departments are working towards the same goal. Are we building more affordable homes/condos for first time buyers or are we targeting a different market? We always seem to internally struggle with this. – MDP Participant

I am hoping to take my leadership role in my department to the next level. I am already using what I have learned to delegate more but at the same time guiding as opposed to directing. – SLDP Participant

[I am] building a better work environment for all employees in our company, not just my staff. Making sure to take a step back to engage with my staff and perform check ins on a regular basis. I applied that this week and have already seen a less strenuous work environment. – EDP Participant

## APPENDIX B

# Results from Impact Surveys

Question: I am successfully applying what I learned in the program	Percentage	Count
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neutral	1%	2
Somewhat Agree	17%	28
Agree	58%	93
Strongly Agree	24%	38

Question: The program was a worthwhile use of my time	Percentage	Count
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neutral	1%	2
Somewhat Agree	3%	4
Agree	31%	46
Strongly Agree	65%	97

Question: I am already seeing positive results from this program.	Percentage	Count
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neutral	3%	5
Somewhat Agree	17%	25
Agree	53%	79
Strongly Agree	27%	40

Question: I am expecting positive results from this program in the future.	Percentage	Count
Strongly Disagree	0%	0
Disagree	0%	0
Somewhat Disagree	0%	0
Neutral	3%	5
Somewhat Agree	11%	16
Agree	48%	71
Strongly Agree	38%	57



## APPENDIX B

# Results from Impact Surveys

Question: I've felt more confident in my leadership role since I completed the program.	Percentage	Count
Strongly Disagree	0%	0
Disagree	1%	1
Somewhat Disagree	0%	0
Neutral	5%	8
Somewhat Agree	11%	50
Agree	48%	74
Strongly Agree	37%	50



### SAMPLE PARTICIPANT COMMENTS BY THEMES:

- **Sustained Application of Skills:** "I have applied the teachings from the Shoe Company scenario when it comes to our divisions growth plans. We need to align all our decisions with essentially a low cost/ high volume model instead of trying to cater to everyone but adding in premium product or offerings."
- **Positive Organizational Outcomes:** "Until the program, I had been following the corporate requirements for producing a business plan. As a direct result of the program, I have recently finished the first Long Range Business Plan for my company."
- **Increased Confidence and Leadership Presence:** "I found a lot of helpful information in the negotiation parts of the program. Breaking them down around the idea that it is all communication, actually helped me in many other areas of our business."
- **Promotion and Career Growth:** "[I've developed] two teams since I have taken this course. And I have also been promoted, seeing the hard work and dedication pay off. The course material was a great addition to this effort."
- **Strengthened Strategic Thinking and Collaboration:** "I've used the SWOT style analysis that we used multiple times with my team to ensure we've mitigated risks prior to implementing business decisions or recommendations."

## APPENDIX B

# Results from Impact Surveys

### SAMPLE PARTICIPANT COMMENTS BY IMPACT GOAL:

- Participants noted the impact of the program on improving collaboration across divisions: *"The program has helped me be more definitive. It has also helped me identify areas where I can lead collaborations with multiple departments/levels".*
- Participants reported substantial improvements in their ability to think strategically and lead more effectively: *"Since completing the training, our organization has been working through large process changes and on-boarding of new staff. The program has helped me manage and engage with my staff through this transition, and has helped me improve my communication and expectations of staff"*
- Participants recognized the value of a formalized leadership framework: *"The program helped me identify areas of growth and areas of strength. In doing so, I was able to put a great deal of emphasis on the areas of growth while continuing to refine the areas of strength".*

