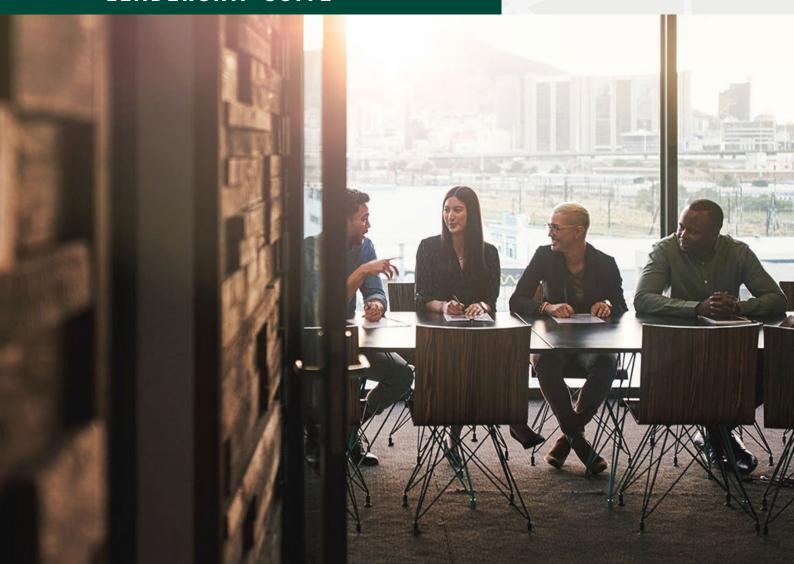




# Ivey Executive Program

Canada's premier leadership experience for senior executives

### LEADERSHIP SUITE



# An Enhanced Outlook on Leadership

For executives entering senior roles, effective leadership means thinking strategically about the big picture.



### **PROGRAM OVERVIEW**

As a top leader you need to find new ways to encourage innovation, coach emerging talent, and manage complex change over time. The **Ivey Executive Program** is how you prepare for that next level of responsibility.

Attracting a diverse cohort of leaders from across Canada and around the world, the program guides participants through contemporary business cases, virtual group simulations, and Ivey-certified executive coaching. You will practice implementing strategy, influencing others, leveraging diversity, and empowering teams – while using self- and peerassessments to better understand your personal motivations as a leader.

Throughout the program, explore and discuss real-world scenarios with top Ivey faculty facilitators, guest speakers, and senior executives from across all industries, building a network of peers and connections that persists long after. Join the Ivey Executive Program and expand your leadership capabilities for the complex, global business environment of the future.

# WHO WILL BENEFIT The Ivey Executive Program is designed for senior executives with at least 15 years of experience in leading organizational units and with P&L responsibility. Leaders who join the program are proactively seeking to refresh and update their leadership skills – often having been identified for succession and promotion to the top levels within their organizations. Your next role, or the role you hold now, will require advanced intra- and inter-organizational management skills and abilities.

### **WHAT YOU LEARN**

Enhance your ability to apply critical strategic perspectives.

Deepen your awareness of key trends affecting business – and the opportunities they present. Assess your organization's competitive advantage and position for success amidst rapidly changing market dynamics. Test new growth strategies, evaluate options, and avoid pitfalls.

Build a broad functional perspective across your organization.

Embrace a complex view of your entire organization, incorporating various interconnected strategic and operational priorities. Navigate formal and informal networks of influence, leading powerful collaborating across a matrix in multi-unit initiatives.

Lead strategic change and drive innovation through agility.

Bring an entrepreneurial mindset into your organization. Recognize and evaluate new business opportunities, successfully bringing them to market while avoiding the hazards of strategic drift. Structure creativity and idea generation for consistent success.

Empower and engage your teams, peers, and direct reports.

Shape a healthy and happy organizational culture by leveraging the benefits of inclusion and diversity – navigating unconscious power and identity dynamics. Coach leaders and enable others for exceptional performance by embracing their unique qualities.

Connect with your authentic leadership presence.

Examine your personal leadership style and find ways to meaningfully relate with those around you. Stretch your vision and leadership purpose to project instrinsic authority, using storytelling techniques to motivate others. Communicate with confidence – in any context.



# Put Your Learning into Practice

Our approach is integrated, interactive, grounded in real-world case research, and facilitated by top Ivey faculty.

### **HOW YOU LEARN**

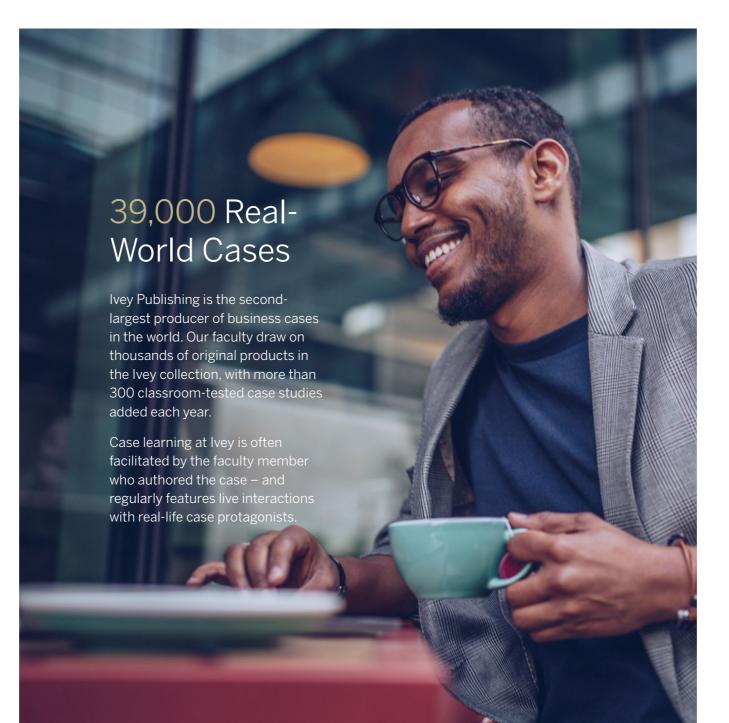
Experience the hands-on, integrated, and interactive approach that sets Ivey apart. Our Case Method of learning is not about textbooks and lectures – it's about learning by doing.

Cases are based on real organizations facing real challenges and opportunities. Featuring interviews with top executives, a case provides a deeply-researched look at the inner-workings and outcomes of tough decisions in leading organizations. Throughout the experience, **Ivey Executive Program** participants use cases to identify specific, practical takeaways for their own context, developing an implementation plan through discussion with other leaders. You'll finish the program with new skills, crowdsourced wisdom, and a clear strategy to tackle specific challenges back at work.

### **Ivey Case Method**

Your Ivey faculty team guides the class through realworld case learning, drawing out key takeaways along with new ideas and perspectives. Every individual is encouraged to actively engage with both peers and faculty, bringing diverse viewpoints to the learning experience.

Participants then break out into smaller groups, sharing experiences, exchanging ideas, and collaborating to solve challenges together with other leaders before bringing shared insights back to the classroom.



## SCENARIOS AND ROLE-PLAY

In the **Ivey Executive Program** you will face realistic simulated challenges, testing action against immediate feedback. By working through case materials, participants play out complex situations on accelerated timelines, choosing to follow or ignore timely infusions of information, data, and advice. Following each case discussion, join Ivey faculty for a synthesis and debrief, collaborating with other leaders to find actionable takeaways for yourself and your organization.

Case studies are an engaging, interactive method of generating novel solutions and seeing patterns in uncertain circumstances. By working in small groups and engaging with professional actors, participants apply leadership skills and navigate team dynamics – just like in real life.

### Discover Personal Insights

Ivey Executive
Coaches form oneto-one partnerships
with participants,
helping you apply key
takeaways and stay
motivated.

"The pace of change and the degree of uncertainty in almost all spheres of our lives today make it difficult, if not impossible for leaders to predict the outcome of their decisions and actions. Executive coaches can support leaders and teams in acting intentionally to achieve the most impactful outcomes in their complex business context.

Coaches guide individual leaders to make decisions with reflection, self-awareness and deeper analysis of issues and perspectives. For organizations and teams, coaches can assist in developing collaborative learning cultures where teams can move forward with radical and respectful candour."

#### SHAKEEL BHARMAL

Ivey Academy Executive Coach





## IVEY-CERTIFIED COACHES

Ivey Executive Coaches understand the opportunities of today's complex business environment. Through the Ivey certification process, coaches master our unique approach to experiential learning and stay connected with leading-edge business trends and frameworks. Drawing on diverse backgrounds across private sector, government, and non-profit organizations, they deliver firsthand insights on leadership.

During the **Ivey Executive Program**, your coach becomes a confidential thinking and sparring partner, sharing and challenging your ideas. They help you navigate "in the moment" challenges, illuminate blind spots, and accelerate decision-making. Once the program is complete, continue connecting with your coach to stay accountable and sustain your learning. Working with an Ivey Executive Coach, you are your own case study.

# ASSESSMENT TOOLS

Our individual and peer assessment tools enable you to unlock deeper self-awareness – encouraging reflection throughout your learning journey. Gain data-driven insights and apply valuable new personal discoveries to your constantly evolving identity as a leader.

In the **Ivey Executive Program**, you work with your executive coach to understand and interpret the results of a SIGMA Radius 360 assessment with contributions from your peers and direct reports at work. Unlock the perspective you need for true personal growth.

### Create Immediate Strategic Impact

Identify an opportunity to lead change in your organization and build a peerreviewed strategy.



### THE LEAP PROJECT

Every organization relies on engaged, dedicated leaders to navigate complex change. During the **Ivey Executive Program**, you work with faculty, coaches, and other leaders to develop an action plan focused on one specific project or opportunity in your organization. We call this Learning Embedded in Action and Practice.

Throughout the learning experience, consult with other participants in various industries, share best practices and innovation, and work with an executive coach to stay motivated and accountable. Following

the program, you will be ready to take practical steps towards solving your challenge.

This approach not only stretches participants to see new perspectives — it solves real problems facing organizations and amplifies your return on investment. Program alumni have led significant projects on behalf of their organizations, including business model shifts, revitalizing organizational culture, innovation and product design, expanding to new markets, and more.

"The program has given me a new lens through which to approach business challenges. The resounding takeaway about the difference between assigning solutions vs. assigning tasks to my direct reports as a leader. The executive coaching component to the program helped me think through some tough situations and the direction set through a combination of the coaching sessions and course curriculum has helped me to be a more effective and inclusive leader."

### **DIMITRY SHLYONSKY**

Senior Director, PMO CROSSFUZE

### **PROJECT EXAMPLES**

### Building international manufacturing capacity, logistics, and supply chains

An organization with no experience in offshore manufacturing is facing a steep learning curve. The project leader needs to create alignment, protect intellectual property, navigate a digital transition, and quickly learn to manage in a joint venture. The leader set up key systems and developed a strong foundation for the relationships to get the joint venture started in the right direction.

### Developing a culture of inclusive innovation

An organization has prioritized employee engagement and inclusion in a shift away from 'command and control.' The project leader needs to balance a company-wide focus on short-term results with other pressures like talent retention, recent downsizing, and rapid technology transformation. The leader prioritized a small set of targeted initiatives to engage champions and build a network of change agents, then prepared for a next stage roll out of innovation processes.

### Implementing enterprise-wide shared data and services

An organization is stalled twelve months into a comprehensive digital transformation. The project leaders needs to find ways of encouraging a more consultative process, bringing multiple teams and departments to gether to restart the initiative. The leader implemented a creative, high-engagement process that drove practical results and moved the project forward quickly.





# Designed for Executive Leaders

### **MODULE ONE**

### Six full days of in-residence learning and evening social events

- Reinforce the fundamentals of strategy, finance, marketing, and operations in the context of expanding operations.
- Discern your impact on other others, working through peer assessments and deep self-reflection with a leadership coach.
- Borrow insights from leading innovators during an off-site visit field visit, motivating your own exploration of new markets.
- Develop your leadership presence and improve your ability to empower others through interactive workshops.
- Practice building the business case for a new direction and learn to set action in motion with a full-day, team-taught case.

### **MODULE TWO**

#### Live interactive sessions delivered online

- Apply leading-edge business research and insights to your own organization, critically examining the impact of environmental sustainability, ESG, artificial intelligence, big data, connectivity, cybersecurity, and inequality.
- Discover the practical applications of future-casting, drawing best practices and innovation from discussion with other leaders, faculty, and guests across varied industries.

Interactive learning is delivered through a blend of team teaching, case discussion, simulations, and coaching.

### **MODULE THREE**

### Five full days of in-residence learning and evening social events

- Draw inspiration from field site visits with firms developing novel solutions on the horizons of sustainability, digital transformation, and social equity.
- Encapsulate learning takeaways from the entire program with a team-based simulation and case competition, receiving feedback from the full faculty team and guest Executives in Residence.
- Expand your mindset with a workshop on development through creative pursuits. Find inspiration and drive through art and music.
- Integrate new ways to engage employees from structures and habits to equity and inclusion.
- Summarize and prepare to launch your L.E.A.P. project back at work, collecting insights from your program peers through practice presentations.
- Map out the next steps in your personal leadership journey.

### **POST-PROGRAM**

#### Sustained learning for measurable success

- Working with your private executive coach, stay accountable to your goals and your L.E.A.P. project by revisiting key learning takeaways.
- Join exclusive virtual networking events for your alumni group. Stay connected, learn together, and strengthen your lifelong learning community.

### A Network of Professional Peers

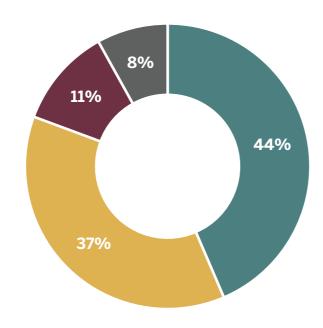
Learning in the Ivey Executive Program comes from your peers – across industries, geography, and lived experience.

### **PROGRAM ALUMNI**

Alumni of The Ivey Academy form lifelong connections with classmates. As a graduate, you'll join a network of more than 10,000 savvy professionals from across all sectors who hold leading roles in companies, governments, and non-profit organizations around the world.

Participants in the Ivey Executive Program represent diverse industries, backgrounds, and organizations. When you graduate from the program you join a community of peers that supports continued learning throughout your leadership journey.

This powerful alumni group is a long-term resource for participants to share business opportunities or seek advice on life and career challenges. With access to ongoing events and opportunities to connect across the lvey ecosystem, you'll build a valuable network of professional peers.



- PRESIDENT, VP, C-SUITE
- GM, DIRECTOR
- MANAGER. TEAM LEADER
- OTHER























International



**Public Sector** 







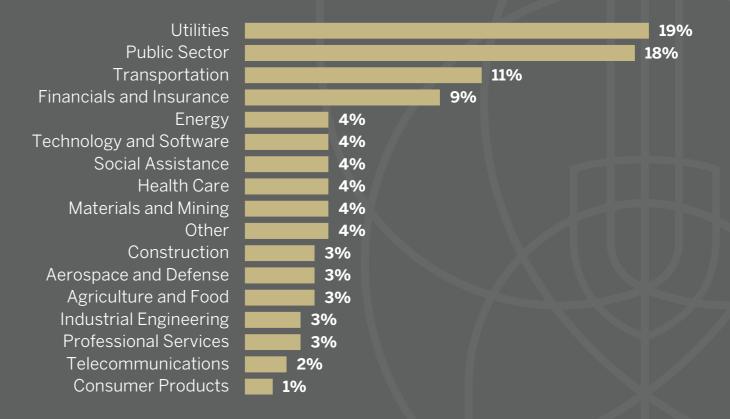
7%

Non-Profit

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Women

Average Age



"The Ivey Executive Program has impacted the way that I think, behave, and present myself at work. It also allowed me to share my new insights throughout the organization and promote the importance of continuous learning. The experience has enabled and motivated me to be more self-aware, to be an exceptional leader, and to appreciate the value of a diverse network of peers."

#### SHAWN VORDING

Vice President, Sales
CARFAX CANADA



### Lifelong Returns on Investment

Join the Ivey Business School community: an exclusive, connected, international group of executive leaders.

"The design of this program creates a perfect collision of case study work and peer sharing that elevates the learning for everyone. The quality and expertise of the faculty, coupled with their ability to stretch you to bring more of your true self to the table, was incredible. As a woman leader, I will be more aware of my strengths and have the courage to step forward fearlessly."

### **RHONDA CHOJA**

Vice President, Corporate and Advisory Services **LIBRO CREDIT** 

### 77

# Rated #1 for Executive Education across Canada by *Financial Times*.

### **ALUMNI CREDENTIALS**

Upon completion of the Ivey Executive Program, you will receive a powerful digital credential and printed certificate from Ivey — Canada's top-ranked business school.

Your digital badge connects to a unique URL, allowing you to showcase your commitment to professional development on social media, websites, portfolios, and professional networks. When someone in your network views your certification online, they will see your

personalized program certificate and a comprehensive account of the skills you have earned through your program experience.

Stay connected with Ivey and enjoy exclusive thought leadership content, event invites, and opportunities to network with your fellow alumni. All graduates of The Ivey Academy also receive a 25-per-cent discount towards future enrolment in select programs.

### **Experience Ivey**

At The Ivey Academy, participants explore new perspectives while taking time for mindfulness, reflection, and practice away from the demands of work. Logistical details such as hotel reservations, meals, and program materials are fully accommodated by the Program Manager – a high-level concierge who ensures that the learning experience is distraction-free.

The Ivey Executive Program is delivered at Ivey Spencer Leadership Centre, offering a refined and unique learning environment for business professionals. Housed in a Georgian-era manor with 30 acres of parkland and gardens, Spencer has 125 guest suites, 14,000 sq. ft. of event space, three amphitheatres, hiking trails, five restaurants, a fitness centre, and free onsite parking.

Between sessions, prepare using videos, readings, and case-studies delivered at a flexible pace through

our virtual learning management system. Discuss ideas with your peers via a private forum and complete guided self-reflections assigned by the faculty to help apply key takeaways from the learning experience,

You will also build connections with The Ivey Academy faculty, chosen from a diverse pool of experienced executives, acclaimed academic researchers, and industry experts. Drawing on original research and thought leadership from nine internal Ivey centres and institutes, they are global leaders in cutting-edge fields.

Choose Ivey and learn in a fun, warm, and supportive environment with a curated group of like-minded professionals. Return to your role with an open mind and increased confidence, ready to face any opportunity.







# For More Information

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