

HASKAYNE Executive EDUCATION

Custom Program Solutions: Building Leaders to Realize Vision

WinSport - Winter Sport Institute

WinSport owns and operates Canada Olympic Park in Calgary, Alberta, the Bill Warren Training Centre at the Canmore Nordic Centre in Canmore, Alberta, and the Beckie Scott High Performance Training Centre on the Haig Glacier, Alberta. These facilities support Canadian high-performance athletes and introduce thousands of individuals from around the province to sport each year.

Over the past few years, WinSport has created a vision to become one of the most unique winter sport environments in the world, where athletes of all levels and disciplines have access to world-class facilities and services to train and maintain an active lifestyle. With a strong desire to accelerate changes to reach the chosen vision, WinSport realized a need to develop their leadership acumen. After evaluating numerous education providers, WinSport chose Haskayne Executive Education as their education partner to develop and deliver a multi-tiered custom leadership program.

Working Together

The first tier, the Directors Program, was designed for 26 WinSport directors and managers to develop a new business model and an understanding of development forces, keys to success and the new strategic direction. The second tier, the Manager's Program, was designed to link the outcomes of the first tier where managers could develop an understanding and execute the strategy of the executives. Each program established knowledge benchmarks and prioritized leadership development topics. As concepts were introduced, Haskayne faculty applied actual WinSport scenarios and facilitated in-class experiential exercises to increase the 'stickiness' of the participants' learning. Action Learning Projects ("ALPs") took the concepts past the classroom as participants worked as small teams to develop real life tactics that could be used to help the organization achieve its strategic goals.

The program learning objectives were measured by post-module evaluations and post-program application of learning. Through these measures and the results of the ALPs, WinSport has acclaimed the programs as a success. Karen Brodie, WinSport's Director of Human Resources states, "Even from day one Haskayne was able to drill down to the core of what we really needed in our custom program. The focus was on our needs as priority and the level of service, especially outside the four walls of the classroom, went beyond expectations. The follow-up and support after the programs has been on-going and proven a genuine interest in the success of our organization. The results have already had a dynamic impact on certain areas of our organization."

“Overall we were very pleased with the program. Our team became a more cohesive group and the Action Learning Plans have had either a direct or indirect effect on building toward our vision. Our organization is stronger now than before working with Haskayne Executive Education.”

WinSport President/CEO
Barry M. Heck

WinSport's participants have realized value and growth both professionally and personally from the program:

"I think this program really opened my eyes to the strategy of the organization and helped me to view things differently."

"Excellent – valuable tools and concepts to set up our organization for success. With the information we learned, I was able to identify my leadership strengths, and also areas for improvement."

"Very good – best thing WinSport has done to realize the organization's vision! Better relationship with other teams too."

"The information made me very curious about resources available to me and my team - made me a more confident and efficient leader."

The Results - Achieving the Vision

The program helped WinSport to connect its dispersed operations to create a cohesive leadership team. Geographically distributed departments were able to develop an understanding of other operations and how everyone could work together to reach their common goal. Through the ALP process, program participants implemented program concepts and were matched with Haskayne subject matter experts to define and develop their projects. Although the organization's needs and goals changed throughout the process, the ALPs evolved to provide WinSport with some key learnings and the building blocks to push the organization forward. Some ALP successes include:

- The expansion of the learners' ski and snowboard area, in addition to the future development of a tube park, as a result of an innovative and realistic utilization plan for the space at Canada Olympic Park.
- A strategic plan to develop a state-of-the-art aerial acrobatics centre that would allow winter athletes to train in the summer months, further enhancing WinSport's ability to offer a unique sport environment. This centre could provide a focal point for a future capital funding drive.
- A comprehensive event matrix was created to help maximize revenue opportunities within venue and event bookings through an entrepreneurial approach.
- As a result of the overall experience, the organization has created a communication committee, which helps address a previous weakness within the team and the disconnect between various departments.

Due to the success of the WinSport and Haskayne Custom Leadership program, the decision has been made to extend the partnership in the future with a People & Projects Development program. Brodie states, "We are really looking forward to the next program after having such great success with the first. Our leadership team continues to build confidence and continues to move us closer to achieving our strategic vision."

Contact us today for an executive education needs assessment:

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