

A professional photograph of a woman with blonde hair, smiling at the camera. She is wearing a dark blazer over a white top and a long necklace. In the background, two other people are visible, slightly out of focus, in an office setting with large windows.

HASKAYNE EXECUTIVE EDUCATION

Alberta's leader in professional development



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS



What is Haskayne Executive Education?

Combining cutting-edge research with real world applications, Haskayne Executive Education provides short-term programs for leaders across all levels of your organization. Register for our open enrolment courses for today's most in-demand business skills, or work with us to develop a custom program with content tailored to your organization's needs.

Our programs are well-suited to companies of all sizes, and we've welcomed learners across organizations large and small, from a diverse range of industries including healthcare, not-for-profit, energy and finance. No matter your business, Haskayne Executive Education can help you meet your professional development goals.

Benefits of choosing Haskayne Executive Education

- Learn from knowledgeable instructors who combine their academic research with industry experience;
- Take university-developed courses, covering the most in-demand skillsets for organizational leaders;
- Enrol in short-term courses that you can complete in a matter of weeks or months, allowing you to continue to work and add real-time value to your company;
- Meet like-minded individuals, network, and strengthen relationships with colleagues.

Be part of the Haskayne School of Business

Choosing the Haskayne School of Business at the University of Calgary means that you will be part of a vibrant, dynamic, and entrepreneurial institution that is recognized internationally. Haskayne is a top 10 business school¹ and top 5 research university², where big ideas come to life and bold leaders thrive.

Our instructors have a broad range of business experience combined with academic rigor, providing you with an elevated educational experience that merges theory with practicality. You will immediately apply what you learn to your work and achieve sustained success in your career.

Haskayne was one of the first business schools in Canada to be accredited by the Association to Advance Collegiate Schools of Business (AACSB) in 1985, a stamp of quality held by less than five per cent of the world's schools offering business degree programs.



¹ Maclean's (2021), ² ReSearch Infosource Inc. (2022).

Is Haskayne Executive Education right for you?

We believe that you are a partner in your education. As such, our learning sessions are facilitated, rather than ‘taught’. Our programs are designed to provide you with the tools to create a competitive advantage in your organization and see tangible results that you can immediately apply to your job. We offer courses in-person, online and in blended formats with some deliverables completed at your own pace, making it easy to fit professional development into your busy schedule.

Whether your goal is to become a more strategic thinker, better understand your company’s financials, or make more effective decisions, Haskayne Executive Education has a program that’s right for you.



Who will benefit?

- 1

Individuals
Professional development courses for senior executives, directors, managers and emerging leaders
- 2

Organizations
Custom programs to help companies inspire and develop their talent
- 3

Board directors
Courses to increase board directors’ and executives’ governance expertise
- 4

Real estate professionals
Comprehensive courses to prepare learners for their careers and licensing exams in real estate



Our approach to learning

Depending on the learning outcomes of each program, we may employ a variety of learning tools to help you better understand course content and allow you to apply what you’ve learned to your job, bringing immediate value to you and your organization.

DIAGNOSTIC ASSESSMENT TOOLS

Assessment tools are often incorporated into our programs to evaluate a range of leadership dimensions such as your conflict style, change style and emotional intelligence, accompanied by a debrief session.

EXECUTIVE COACHING

Executive coaching helps you to gain clarity about your areas of strength and potential further areas of development as a leader. Guided by leadership diagnostic assessments and individual debriefs, our executive coaches will help you craft a customized development plan that focuses on your leadership development goals.

ACTION LEARNING

Several of our programs incorporate Action Learning Projects (ALPs). The ALP process provides an opportunity for learners to apply program content, assess knowledge gained and drive action through critical thinking and effective communication.

ALPs are collaboratively designed with the support of your organization, enabling you to apply program content directly to your workplace projects, providing tangible benefits to your organization.

Action Learning Projects deliver results for our learners.
Here are a few examples:

\$5M

over 5 years

saved through the development
of a new auditing process

20%

**annual revenue
increase**

by identifying a new opportunity
in the sales process

\$500K

cost savings

through more effective supply
chain management

Programs for individuals

Our open enrolment programs are designed to develop your leadership abilities and diversify your professional skillset. These programs give you the opportunity to network with other leaders in the business community while learning from by industry-leading subject matter experts who will help you achieve your career goals.

We offer courses in-person, online and in blended formats, including some that allow you to learn at your own pace.

Some of our most popular open enrolment courses are listed below:

Communication for the Senior Leader

Managing your brand, navigating complex political environments, and building relationships are requirements for effective leadership. This program explores the links between leadership and communication, enabling you to connect with your organization effectively, whether in person or in writing.

Financial Feminism Investing Lab

The Financial Feminism Investing Lab is curated in partnership with The51 to provide early-stage investors with the capability and confidence to activate their capital to drive innovation and advance the Canadian economy, while improving gender equality. The lab explores initial investing stages, evaluates the logistics of investment, and monitors performance assessment.

Financial Literacy

This hands-on workshop allows you to gain a deeper understanding of the fundamentals of finance and learn about the major factors used in making investment decisions. Becoming proficient in the language of finance will allow you to communicate the financial objectives to your organization more effectively and will sharpen your skills when assessing the strengths and weaknesses of financial competitors.

Presenting as a Leader

This program will help you develop your presentation skills, from creating engaging slideshows to connecting with your audience through body language and expression. You will be given the opportunity to practice presentations in active learning sessions with extensive personalized feedback. You will emerge from this program with new skills in developing inspirational presentations with clear and visually appealing content.

Skilled Negotiating

Building effective negotiating techniques can help you achieve win-win outcomes when navigating complex situations. Learn to analyze your position within a negotiation and apply strategies to handle difficult circumstances. In this program, you can expect to strengthen your negotiating skills and learn how to avoid common pitfalls that can sabotage an effective negotiation.

Strategic Leadership Development

Strategic Leadership Development will help you to shift your thinking from day-to-day tasks to a more strategic outlook, while becoming a more effective, resilient and dynamic leader. Expect to expand your knowledge in topics such as strategic focus, effective decision making and growing your personal brand. You will be provided with personalized mentorship and coaching to support you in the practical application of concepts.



Programs for organizations

Haskayne Executive Education offers customized learning solutions to meet the unique needs of your organization. No matter your industry or the size of your company, we will create an effective professional development program to help your talent gain valuable skills to foster continuous growth and meet your organizational goals. Our team will work with subject matter experts within your organization to design a program that will have a meaningful impact on productivity and individual achievement.

A customized program offers the benefit of disrupting siloed thinking and provides new tools that are specific to the needs of your business. Using modern learning techniques, our custom programs use contextualized, hands-on workshops and coaching.

We have developed custom programs in many different subject areas, including:

- Leadership skills
- Board and private equity governance
- Personal communications
- Marketing and sales
- Presentation skills
- Innovation and entrepreneurial thinking
- Finance and accounting
- Operational leadership
- Information technology systems
- Coaching and mentoring

Making an impact with organizations



Case study: Foothills Medical Centre

During the COVID-19 pandemic, Calgary-based hospital, Foothills Medical Centre (FMC) wanted to find a way to help frontline leaders support their staff and meet the demands of the extraordinary circumstances they were facing. FMC reached out to Haskayne Executive Education, a trusted partner who had previously guided several cohorts of patient care and unit care managers through a customized Leadership Development Program. They asked Haskayne Executive Education to create a program to help maintain participants’ mental well-being and further develop resiliency skills while dealing with chaos, change and uncertainty.

Christine Guss, Director, Foothills Medical Centre, Inpatient and Ambulatory Surgical Services, explains the motivation behind the program: “We really value our people. They are our most important asset. We want to support the frontline leaders, so they can take care of our staff, who take care of our patients and families. This is important always, but especially when the pandemic response has placed such extraordinary and ongoing demands of the people who lead our frontline teams.”

In October 2020, weekly sessions were delivered virtually to over one hundred managers, leaders and physicians, who were able to express some of their main concerns and stressors. Using this information, facilitators were able to provide tools for the participants to find ways to reduce their stress and build resilience, including prioritization, balance and setting boundaries.

“This series was offered to our leadership team in a time of great stress. [Haskayne Executive Education] anticipated this and set us up for success and engagement from the very first moment we logged in. This sense of community made me feel less isolated and normalized some of the feelings I was experiencing.”

Barbara Jones, *Manager, Cardiac Surgery Services, Foothills Medical Centre*



Case study: Spartan Controls

Since 2018 Spartan Controls, Western Canada’s leading automation process technology, solutions, and service provider, has partnered with Haskayne Executive Education to design and deliver an Emerging Leaders’ Program that focuses on leadership development intertwined with strong business acumen to provide significant return on investment for the organization. The program is structured around existing internal leadership frameworks and competencies. Modules built over 9 months include experiences around strategic thinking, coaching and mentoring, creating value and innovation, financial literacy and decision making, leading through change and building better teams.

The program includes a significant Action Learning Project component, which has been spearheaded by an internal innovation council and senior sponsorship. Action Learning Projects allow Spartan’s employees to work on projects that will have meaningful impact on the organization.

Inclusion of peer coaching through learning teams has been successful in building accountability and developing a culture of learning. Additional work delivered to more

seasoned managers and directors was delivered in a “bootcamp” format to immerse them into the tools and frameworks being delivered in the larger program.

With the COVID-19 pandemic and the shift to online learning, Haskayne also developed programming to support Spartan Controls’ managers, providing tangible tools to support customers through this volatile and uncertain period while fostering innovation and effective teamwork.

“Right from our first meeting, we knew Haskayne was the right choice for Spartan to partner with in the creation of our Emerging Leaders’ Program. They took the time to fully understand what we were looking for in a leadership program and over the course of the last three years, have become resident experts in understanding Spartan from a business and cultural perspective. They get us!”

Susan Poynter, *Vice President, Human Resources, Spartan Controls*

Programs for board directors

Haskayne Executive Education offers programs that help board directors practice good corporate governance and explore new ways to foster trust and agreement among their peers.

Directors Education Program

The Directors Education Program (DEP) is the gold standard for directors' education in Canada and is a necessary step toward receiving accreditation as a certified corporate director from the Institute of Corporate Directors (ICD). As a director, you face a long list of boardroom responsibilities, from company strategy and compensation solutions to complying with laws and ethical standards. This program helps you overcome these challenges and build the necessary skills to be an effective leader. The DEP is delivered in four three-day modules by leading governance experts. Participants in the DEP will benefit from the collective knowledge of national and local academics, and an expanded network of professional peers.

Enhancing Private Equity Governance

Researchers at the Haskayne School of Business developed Canada's first course specifically designed to meet the governance needs of early-stage start-ups. This unique program brings together entrepreneurs and high-potential ventures with seasoned advisors who have governance and entrepreneurial experience. This pairing ensures a mutually beneficial learning experience and long-term relationships that can support the ultimate success of start-ups.

Not-for-Profit Governance Essentials Program

The Not-for-Profit Governance Essentials Program (NFP GEP) helps not-for-profit leaders understand the fundamentals of non-profit governance through extensive use of team-based learning. The courses offered will help leaders understand their fiduciary responsibilities, build group decision-making skills and apply change management principles to elevate board effectiveness. The practical learnings from this program can be immediately applied to everyday governance of NFP organizations.

"The Private Equity Governance program provides an excellent foundation for private equity governance. I have personally experienced strong and effective governance in the private equity/venture capital arena, as well as the absence of good governance, which has often been a contributing reason for business failure and investor loss. There are many distinctive differences between public company governance and private equity governance, and I am hopeful that other directors enroll in future offerings to broaden their skills in this area."

Gary Bentham, BTM Advisory

Programs for real estate professionals

Haskayne Executive Education offers courses designed and taught by industry-leading real estate professionals and experts. The real estate courses offered through Haskayne Executive Education provide you with industry-recognized credentials and skills that you can immediately apply to your career in real estate. Through our partnerships with the Westman Centre for Real Estate Studies and the Real Estate Development Institute (REDI), Haskayne's real estate programming allows students to learn from Canada's most prominent real estate experts.

Real Estate Council of Alberta pre-licensing courses

These preparatory courses provide you with a foundation to not only pass your Real Estate Council of Alberta (RECA) license exam, but also set you up to thrive in your real estate career from the get-go. Haskayne's RECA pre-licensing courses provide learners with rigorous, in-depth, quality course content and allow you to make valuable connections within the real estate industry. These courses include real life case-studies taught by local real estate experts, which allows you to gain valuable insight into current market conditions and set you up for your future career prospects.

Real Estate Development Leadership certificate

The Real Estate Development Leadership (REDL) certificate provides a suite of courses focused on the development process for residential, commercial and industrial properties. Facilitated by industry experts, their local perspective on real estate development provides you with a realistic and practical understanding of the complexities of real estate development in Alberta and beyond. Some of the courses offered cover topics such as real estate law, financing, marketing and sales strategies, as well as emerging topics like PropTech and private equity. Learners can complete individual courses of interest or combine them to earn the REDL Certificate, a 126-hour program comprised of 5 core courses and 2 electives. Most participants aim to complete the program in one to two years, but the option for a fast-tracked program is available.

REDI Canada

The Real Estate Development Institute of Canada (REDI Canada), Canada's leader in real estate development education, delivers educational programs for private and public sectors, organizations, and industry professionals.

Visit redicanada.org for more information.

Westman Centre for Real Estate Studies

The Westman Centre for Real Estate Studies focuses on developing the next generation of leaders for Calgary's entrepreneurial real estate industry through teaching, research and community engagement activities. Their robust curriculum is taught by outstanding instructors who strive to provide a well-rounded real estate education.

Visit haskayne.ucalgary.ca/westman-centre for more information.

“Professional development is always a priority. A sustainable future means implementing new strategies, not reverting to methods used in the past. Haskayne Executive Education offers programs with real world practicality and innovation to achieve the next step for your organization and for your career.”

Prudence Hoffman, *Engineering Manager*
Honeywell Process Solutions

“After completing my course, I was energized and ready to tackle the significant issues our industry faces and to find opportunities we could not see before. Haskayne Executive Education offered a forum that was thought provoking, creative and made learning fun.”

Keith Steeves, *CFO, NAL Resources*

A few organizations we’ve worked with:

- ATB Financial
- Calgary Police Services
- Calfrac
- Calgary Stampede
- Cenovus Energy
- The City of Calgary
- Enbridge
- ENMAX
- Jayman Homes
- Nutrien
- SAIT Polytechnic
- Shaw Communications
- SMART Technologies
- Spartan Controls
- Vecova
- WinSport

Next steps

If you’re ready to take the next step towards developing your business and leadership skills, we’re here to support you. We can help you with everything from program registration to flexible payment schemes to suit your specific needs.

Visit **haskayneexeced.ca** to get started.

A grant to lower your tuition cost

Haskayne Executive Education programs are eligible for the Canada-Alberta Job Grant, which can cover up to two-thirds of program costs for eligible employees and businesses. For the most up to date information and eligibility criteria, get in touch with **execed@haskayne.ucalgary.ca**.



Ready to enrol?

Contact us

Haskayne Executive Education

University of Calgary
2500 University Drive NW
Calgary, Alberta T2N 1N4

403.220.6600

haskayneexeced.ca

execed@haskayne.ucalgary.ca



UNIVERSITY OF CALGARY
HASKAYNE SCHOOL OF BUSINESS