



**CFO  
Leadership  
Beyond Finance  
Program**

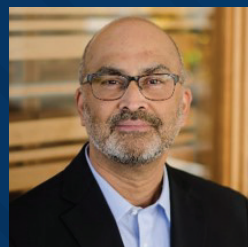
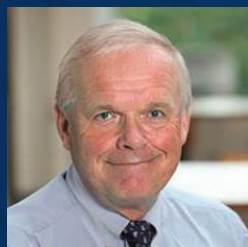


**Canadian Training  
Grants Available!**

[leadershipbeyondfinance.com](http://leadershipbeyondfinance.com)



LEADING SMITH SCHOOL OF BUSINESS PROFESSORS PROVIDING BEST-IN-CLASS CURRICULUM TO PARTICIPANTS



## FEI CANADA **CFO LEADERSHIP BEYOND FINANCE** PROGRAM

**Outstanding  
Exclusive  
In-Residency  
Program**

This unique program is an engaging in-residency program delivered over 3 modules at the Kingbridge Conference Centre in King City, Ontario. This enriches your experience beyond the classroom learning.

**Program includes:**

- In-residency program
- Accommodation
- Food & beverage
- All course materials and access to professors
- Complimentary registration to FEI Canada Annual Conference
- Qualifies for up to 70 CPD Credits
- One year FEI Canada membership for qualified non-members



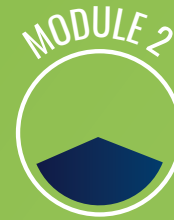
**UNIVERSITY FACULTY  
ARE FROM EXECUTIVE  
MBA PROGRAMS**



CFO  
Leadership  
Beyond Finance  
Program

# FINANCIAL EXECUTIVES INTERNATIONAL CANADA (FEI CANADA) CFO LEADERSHIP BEYOND FINANCE PROGRAM

→ 3 Modules



→ 12 days in-residence



→ CFO in-residence



→ 8 world renowned professors



→ 70 CPD credits

QUALIFIES FOR UP TO **70** CPD CREDITS

# FEI CANADA CFO LEADERSHIP BEYOND FINANCE PROGRAM



## EFFECTIVE LEADERSHIP

The role of the CFO today goes well beyond traditional definitions as their company's financial stewards. Now, more than ever, they are called upon to be strategic partners and consultants who are responsible for driving the overall health of the organizations that they lead. The financial executive faces new challenges, fast paced environments, more responsibilities, and must work smarter with fewer resources. C-Level leaders now require a broadened perspective that goes beyond finance to encompass enterprise-wide concerns. FEI Canada's CFO Leadership Beyond Finance Program will equip senior financial executives with the insights they need to become more effective leaders and better strategic advisors.

## NETWORKING

While in residence, the participants have opportunities to network with their fellow participants, exchange ideas and discuss experiences. Following the program, all graduates are participants in the Alumni networking events, continued learning experiences and a private LinkedIn discussion group.

## EXECUTIVES-IN-RESIDENCE

Participants will benefit from the experience of program leaders and industry executives, who will bring classroom sessions to life and enable participants to discuss opportunities and challenges in a confidential setting. Participants can begin mapping program content to specific circumstances and build an action plan for next steps while being coached by Queen's outstanding faculty and our Executives-in-Residence.



Queen's Executive Education is ranked **#1 IN CANADA** by Bloomberg Businessweek.

# FEI CANADA CFO LEADERSHIP BEYOND FINANCE PROGRAM



## UNIQUELY-TAILORED FOR CFOS

Three strong themes: Leadership, Strategy, Leading Change and Strategic Execution

- World-class session leaders who provide practical leading-edge content, with a CFO-level focus
- Top executives-in-residence, including several Canada's CFO of the Year™ Award recipients, who bring real life experience to the classroom.

## BRIDGING KNOWLEDGE GAPS

FEI Canada has undertaken research that has identified knowledge gaps between the competitiveness of today's CFOs and what they must know to excel at their evolved roles. This Executive Education Program will ensure senior financial executives can bridge these gaps.

## TOP-TIER EXECUTIVE EDUCATION PROGRAM

To develop this best-in-class program, FEI Canada has partnered with Queen's University, Smith School of Business who are ranked #1 in Canada by Bloomberg Businessweek.



*"The CFO Leadership Beyond Finance Program was an excellent opportunity to connect with other senior finance executives and CFOs in a collaborative and engaging manner. It was a great balance of leadership coaching, strategic decision-making beyond finance, and governance – coupled with the opportunity to network and share experiences with other CFOs. It helped me further enhance my ability to be a strategic business partner and advisor to my CEO, executive team, and Board of Directors."*

**David McIsaac**

*CFO Leadership Beyond Finance Program - Cohort 2*



# IN-RESIDENCY PROGRAM

Enrich your Experience Beyond the Classroom Learning.

CFO Leadership Beyond Finance is an in-residency program providing an immersive experience fostered by an environment conducive to learning and connecting. Each four day module creates a networking opportunity with your peers that is the A+ of this program. During the course of three modules, strong business and personal relationships are formed that continue long after the session is completed.



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PLEASE CALL TOLL-FREE  
FOR MORE INFORMATION:  
**1.866.677.3007**



## ADVISORY BOARD & CFO-IN-RESIDENCE

Adding to this year's program are subject matter experts, including seven of Canada's CFO of the Year Award™ recipients, who contribute their real life experiences and industry knowledge to participants in this program.



**PAMELA  
STEER**  
CFO of the Year™,  
CEO, CPA Canada



**DEAN  
MCCANN**  
CFO of the Year™,  
Board Member,  
Audit Committee Chair,  
Walker Industries



**BRIAN  
LAWSON**  
CFO of the Year™,  
Vice-Chair, Brookfield  
Asset Management



**MICHAEL  
ROUSSEAU**  
CFO of the Year™,  
President & CEO,  
Air Canada



**GORD  
NELSON**  
CFO of the Year™,  
Chief Financial Officer,  
Cineplex Inc.



**LAURIE  
TUGMAN**  
President & CEO,  
TDL Canada



**NATHALIE  
BERNIER**  
CFO of the Year™,  
Corporate Director



**BRUCE  
WATERMAN**  
CFO of the Year™,  
Corporate Director



**BILL  
ROSS**  
Business Executive,  
Vercerta



**LOUIS  
MARCOTTE**  
Executive VP & CFO,  
Intact Financial  
Corporation



**WINNIE  
LEUNG**  
Chief Financial Officer,  
Moneris

# SESSION LEADERS

LEADING SMITH SCHOOL OF BUSINESS PROFESSORS PROVIDING BEST-IN-CLASS CURRICULUM TO PARTICIPANTS



JULIAN  
BARLING



KATHRYN  
BROHMAN



SHAI  
DUBEY



JAY  
HANDELMAN



ELSPETH  
MURRAY



PETER  
RICHARDSON



SALMAN  
MUFTI



UNIVERSITY FACULTY ARE FROM  
EXECUTIVE MBA PROGRAMS

## MODULE 01 LEADERSHIP

### Developing a Personal Leadership Plan

Enhance organizational performance by applying the principles of transformational leadership and coaching.

### Creating a High-Performance Organization

Achieve continuous improvement in work processes, teamwork and management practices with a focus on transformational leadership.

### Developing an Executive Presence

Clearly and effectively communicate to a cross-section of key stakeholders.



[leadershipbeyondfinance.com](http://leadershipbeyondfinance.com)

## MODULE 02 STRATEGY & LEADING CHANGE

### Strategic Planning, Risk Management And Implementation

Draft and implement a dynamic and effective strategic plan. Determine the strategic and risk balanced platform that is right for your organization.

### Leading Governance

Gain a better understanding and ensure the appropriate level of oversight of the role of directors and how senior management can best meet and exceed their board's expectations in effectively operating all of the enterprise's activities.

### Negotiation and Consensus Building

Negotiate effectively with customers, suppliers and internal stakeholders.

## MODULE 03 STRATEGIC EXECUTION

### Strategic Finance

Align strategy, leadership and financial decision-making to create long-term value for your organization.

### IT Strategy, Project Management & Execution

Lead and support product and service innovation. Use information and communication technologies to transform business models, improve customer service and streamline supplier relationships.

### Marketing, Sales and Margin Optimization

Align marketing and sales strategies with the business strategy to gain buy-in across the organization.

### Strategic Decision Making

As the capstone session, this case study workshop puts decision-making skills to use, demonstrating how to blend intuition and analytics to make the best next move. Use a practical framework that is designed to help avoid common biases to arrive at, and implement, decisions that are both effective and ethical.

# FEI CANADA CFO LEADERSHIP BEYOND FINANCE PROGRAM

## Canadian Training Grants Available!

### CANADA'S JOB GRANT PROGRAM

Canada's Job Grant Program provides opportunities for employers, individually or in groups, to invest in their workforce, with help from the government. The program provides direct Financial support to individual employers or employer consortia who wish to purchase training for their employees. It is available to small, medium and large businesses with a plan to deliver short-term training to existing and new employees.

**Employers can get up to \$10,000 in government support per person for training costs.**

Visit the link below to find out more about how the grant works in your province:

- Alberta: (<https://www.alberta.ca/canada-alberta-job-grant.aspx>)
- British Columbia: (<https://www.workbc.ca/Employer-Resources/B-C-Employer-Training-Grant.aspx>)
- Manitoba: (<https://www.gov.mb.ca/wd/ites/is/cjg.html>)
- Newfoundland & Labrador: (<https://www.gov.nl.ca/ipgs/employ-support/foremployers/canada-nl-job-grant/>)
- New Brunswick: ([https://www2.gnb.ca/content/gnb/en/services/services\\_renderer.201466.Labour\\_Force\\_Training.html](https://www2.gnb.ca/content/gnb/en/services/services_renderer.201466.Labour_Force_Training.html))
- Northwest Territories: ([https://www.ece.gov.nt.ca/sites/ece/files/resources/canadanorthwest\\_territories\\_job\\_grant\\_brochure.pdf](https://www.ece.gov.nt.ca/sites/ece/files/resources/canadanorthwest_territories_job_grant_brochure.pdf))
- Nova Scotia: (<https://www.mentorworks.ca/government-funding/human-resources-and-training/canada-nova-scotia-job-grant-cnsjg/>)
- Nunavut: (<https://www.gov.nu.ca/family-services/programs-services/canada-nunavut-job-grant-cnjg>)
- Ontario: (<https://www.tcu.gov.on.ca/eng/eopg/cojg/index.html>)
- Prince Edward Island: (<https://www.princeedwardisland.ca/en/service/workplace-skills-training>)
- Saskatchewan: (<https://www.saskatchewan.ca/business/hire-train-and-manage-employees/apply-for-the-canada-saskatchewan-job-grant>)
- Yukon: (<https://yukon.ca/en/education-and-schools>)

## PROGRAM FEE

### EARLY BIRD RATE

|              |                |
|--------------|----------------|
| Member       | \$14,995 + HST |
| Non-Member * | \$15,995 + HST |

### REGULAR RATE

|              |                |
|--------------|----------------|
| Member       | \$16,995 + HST |
| Non-Member * | \$17,995 + HST |

**PLEASE CALL TOLL-FREE FOR MORE INFORMATION: 1.866.677.3007**

\* Non-members who meet qualifying criteria and are accepted into the program, receive a FEI Canada one year membership, access to obtain CPD credits and includes registration to our annual conference.



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## FEI CANADA CFO LEADERSHIP BEYOND FINANCE PROGRAM

SPACE IS LIMITED | ENROLL TODAY



1.866.677.3007

TOLL - FREE CALL



GENERAL INQUIRIES

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PAT TODD

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