Your transformation starts here

Professional Development Programs 2018-2019

Learn more about our top-ranked programs and custom solutions

www.sauder.ubc.ca/exec_ed  |  exec.ed@sauder.ubc.ca
604.822.8400  |  1.800.618.3932

Getting to UBC Sauder Executive Education at Robson Square
We are walking distance from the Burrard, Granville and Vancouver City Centre stations. Underground parking is accessed off Howe Street at Nelson.
When you're always looking forward, the world looks to you.

When you’re always looking forward, the world looks to you. Canada’s inclusive and collaborative management style, focus on social responsibility and a desire to do the ‘right thing’ are concepts resonating more and more on a global stage. Here at UBC Sauder Executive Education, we believe doing the right thing can also be good business and incorporate that approach into our programming.

Learn from – and with – the best

Financial Times, the global authority on business education, has ranked UBC Sauder Executive Education among the world’s best. Our professional development ‘open programs’ made the list for the seventh consecutive year and for the first time we were recognized for our customized programming, powerful solutions and cutting-edge tools for in-house training.

More than 130 program sessions offered year-round

Like this business world, our programs are ever-evolving. We offer more than 60 unique programs, delivered in person and online, covering a broad range of current business topics to meet your development interests and organizational goals.

An invaluable network

From every corner of the world and every business sector, our programs are filled with diverse business leaders facing challenges similar to your own.

Re-energize

Because our programs are designed to give you the means to excel immediately, you’ll return to your workplace ready for whatever may come your way.

Below are our most compelling reasons why UBC Sauder Executive Education is the best choice for you and your organization.

Find your fit

No matter what sector you’re in or what your area of expertise, our programs can help you grow professionally and personally.

An immersive experience

Take time to focus on the big picture. Built on relevant, practical content, our classes are typically small, allowing for one-to-one attention and hands-on learning.

Our instructors are global leaders

Our faculty’s industry experience means they understand firsthand the challenges you face. They bring the latest in management thinking to the classroom, applying cutting-edge research unique to UBC Sauder.

In an interview with global publication, Developing Leaders, Bruce Wiesner, Associate Dean for Executive Education at the UBC Sauder School of Business, talks about what the world can learn from Canadian leadership and management styles.

Bruce Wiesner, Associate Dean, UBC Sauder School of Business
Powerful programs and custom learning solutions

NOW IS THE TIME TO INVEST IN DEVELOPING THE SKILLS NEEDED TO GROW AND COMPETE

High-impact short programs
Between one and three days long, our programs are ever changing to meet the needs of today’s business managers and leaders. Choose from more than 130 program sessions. Taught by world-leading faculty and top industry experts, you’ll walk away with both strategic and practical tools to help your organization better succeed in today’s increasingly competitive global business environment.

Completely customizable
Our team can co-create a custom program for your organization and deliver it however best suits you: at UBC Robson Square in downtown Vancouver, in residence or on-site. Plus, we can create an online program that your employees can access anywhere, any time.

Certificate accreditation
Enhance your skills in one or more of our designated tracks and move up the career ladder with a UBC Sauder Executive Education certificate, an accreditation that employers can see as a qualification they can value and trust.

Intensives
Popular among progressive business leaders, our advanced week long leadership and strategy programs in residence are highly interactive programs, giving you unparalleled access to the world’s leading business thinkers, who use innovative teaching methods and real-world case studies to help transform your business practice.

Discover our new digital marketing programs
From digital strategy and marketing to analytics and social media, our cutting-edge courses will prime you to succeed in this constantly evolving landscape. We offer everything from refreshers to comprehensive certificate and diploma programs – in the classroom, online or through a combination of the two.

Learn more about our top-ranked programs and custom solutions
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Internationally recognized faculty

OUR FACULTY ARE EXPERIENCED BUSINESS ADVISORS AND GLOBAL THOUGHT LEADERS

Featured here are a few UBC Sauder faculty who teach executive education programs.

Timothy (Tim) Silk
Senior Instructor, Marketing and Behavioural Science Division

Tim teaches brand management, new product development and consumer behaviour. A leading expert in pricing and promotion-related consumer behaviour, he has consulted for major organizations including Bell Canada, Best Buy and Visa. He has also helped shape consumer-friendly policies for the Canadian and US governments. Formerly he was a marketing manager for a soft-drink company and an advertising account executive.

Tim teaches in these Executive Education programs:
- Building Brand Power
- Product and Service Management Boot Camp

Joandrea (Joey) Hoegg
Associate Professor and Chair, Marketing and Behavioural Science Division

Joey teaches consumer insights and marketing research. Her expertise includes the influence of product and advertising design on consumers, and how brands develop relationships with their customers. Joey has worked in marketing research and communications and consulted for a variety of firms including non-profit organizations and internet start-ups.

Joey teaches in this Executive Education program:
- Integrated Management Program
Mahesh Nagarajan
Professor and Chair, Operations and Logistics Division

Mahesh is a Professor in the Operations and Logistics Division at UBC Sauder School of Business. His areas of expertise include operations and supply chain management. He has consulted for major organizations in North America, Asia and Europe.

Mahesh teaches in these Executive Education programs:
- Fundamentals of Business Process Management
- Integrated Management Program

Rob Prowse
Adjunct Professor, Organizational Behaviour and Human Resources Division

Rob is an Adjunct Professor of Organizational Behaviour and Human Resources at UBC Sauder School of Business. He also works with organizations globally through his consulting practice, where he focuses on organizational design, leadership, performance management and people development strategies. His clients include Scotiabank, GlaxoSmithKline and Ledcor Group.

Rob teaches in these Executive Education programs:
- Essential Management Skills
- Performance Management
Choose from over 130 program sessions, offered year-round

September 2018 to August 2019

Our one to six-day programs are intensive learning experiences, designed to minimize time away from the office.

Leadership

EXPAND YOUR LEADERSHIP HORIZONS

Achieving a Leadership Presence TM
Delivered in partnership with The Humphrey Group Inc., this course is for business leaders who wish to develop a senior executive presence. Step confidently onto any stage, and hold the room with an unmistakable bearing that distinguishes you as a strong and seasoned leader. (2 days)

Art and Practice of Adaptive Leadership
This course explores Adaptive Leadership, a ground-breaking capacity building and leadership coaching approach developed at Harvard University. Adapt effectively to disruption. Activate the potential in people. Practice collaborative methods for driving systemic change. (2 days)

Building Bench Strength
Learn how to design a succession and talent development plan for your organization. Take stock of your organization’s state of readiness to fill critical leadership vacancies. Assess your current talent depth and create a plan to increase it. (2 days)

Coaching and Mentoring
In this action-packed workshop, you will learn critical coaching and mentoring skills for driving improved performance. Develop competencies and confidence in your team members. Adopt a “can-do” attitude for getting the job done well. (2 days)

Leadership Resilience
Leadership resilience represents one of the keys to a healthy organization. This course helps build resilience on individual, team and organizational levels. Explore ways to protect your personal energy, support the agility of your teams, and promote organizational sustainability. (1 day)

Leading High Performance Teams
Organizations continue to shed traditional hierarchies in favour of empowered work teams. This course is designed to equip leaders with the hands-on tools they need to build high-performance teams that are engaged, purposeful, inspired and customer-centric. (2 days)

Leading in a Unionized Workplace
Lead appropriately and confidently within a unionized setting. Develop a framework for interpreting the collective agreement. Learn constructive ways to deal with grievances and disciplinary action. Reduce reactance through honest two-way communication. (2 days)

Leading with Energy
Great leaders face chronic demands on their energy throughout the day, every day. Learn methods for increasing your energy capacity, and manage your personal energy for effective leadership actions. Recover from stress and recharge your batteries for a fresh start. (2 days)

Leveraging Culture to Drive Strategy
This course identifies the cultural factors that make companies unique. Clarify your organization’s culture and map out a plan to enhance it. Explore the most effective leverage points for maintaining your culture’s strengths. Create a great place to work. (2 days)

Meeting the Leadership Challenge
This unique program in residence will challenge you to define your personal leadership strengths and values, and leverage them for organizational success. Become the senior business leader you were meant to be. (6 days)

Mindful Leadership
Discover mindfulness as a means for growing your capacity as a centered leader. Build mindfulness skills to improve your personal effectiveness and well-being, the engagement and satisfaction of your team, and organizational results. (2 days)

Taking the Stage
Delivered in partnership with The Humphrey Group Inc., this high-impact course helps women speak with courage and confidence so they can be seen and heard as leaders. Adopt a “taking the stage” mindset. Script yourself as a leader and unlock the power of your voice. (2 days)

Winning with Talent
Learn a variety of proven techniques for talent management. Accelerate your own talent by developing a leadership vision and skills that promote talent growth. Win the “talent wars” by attracting and retaining the people best able to deliver the organizational strategy. (2 days)
CREATE MORE VALUE FOR YOUR ORGANIZATION

Strategy & Change

CREATE MORE VALUE FOR YOUR ORGANIZATION

Driving Innovation through Design Thinking [New]
Design thinking fosters the performance of innovation initiatives by blending creativity, analysis and collaboration. Offered by HEC Montreal Executive Education, this hands-on workshop examines the core principles of this powerful, practical approach to creating value. (2 days)

Harnessing Creativity for Organizational Growth
CEO/CFOs worldwide identify creativity and innovation as critical skills that companies must master in order to thrive in the new economy. This course explores creativity as a powerful organizational engine for solving complex challenges and driving business innovation. (2 days)

Leading and Executing Change [Advanced]
Learn tools and techniques for planning and executing the changes needed to drive your company’s strategy. Develop a game plan to build support. Sustain momentum for change while applying a disciplined approach to communicate clearly, resource accurately and avoid surprises. (2 days)

Strategic Decision Making
Practice techniques for making better strategic decisions in the face of complexity and uncertainty. Identify critical strategic dimensions on which to ground your decisions. Discover your options, predict consequences and link decision-making issues to strategic goals. (2 days)

Strategy and Innovation [Advanced]
This program in residence enables senior leaders to tackle the most complex strategic challenges. Capture strategic value from innovation. Plan for the future and keep your business ahead of the competition. (5 days)

Strategy Playbook [New]
This course integrates the best practices of strategic thinking, planning and execution. Think strategically to set the organizational vision. Cascade the vision into executable operational and tactical game plans. Help staff align their activities to support strategic goals. (1 day)

The Chartered Director Program [Advanced]
Delivered in partnership with The Directors College, this program allows corporate board members and executives to explore practical governance issues, and leads to the nationally recognized C.Dir. designation. (5 modules)

Understanding and Managing Change [Foundation]
Explore how change impacts people, and what you as a leader can do to help others survive and thrive through the upheaval. Practice vital skills for helping those who are struggling with change. Support your team in times of uncertainty and facilitate the transition process. (2 days)

General Management & Business Acumen

TOOLS TO MAKE EVERY OPPORTUNITY MATTER

Big Data and Artificial Intelligence [New]
Offered by HEC Montreal Executive Education, this course breaks big data and artificial intelligence down into bite-size chunks. Learn the strategic impacts of these recent innovations and how to make the most of them without the need for budget-busting investments in new technology. (2 days)

Critical Thinking and Problem Solving for Public Service Leaders [New]
Explore concepts and skills for solution-oriented decision making in a public sector setting. Diversify your facilitation techniques and customize your situational problem-solving approach. Increase your chances of success when presenting recommendations to top decision makers. (2 days)

Employment Law Essentials
This course describes the legislation regulating work standards, conduct, dismissal, discrimination and other vital elements of the employment relationship. It also looks at legal developments in emerging areas such as the use of technology in the workplace and privacy protection. (2 days)

Essential Management Skills [Fundamental]
Designed for new managers, this hands-on course develops fundamental core competencies for managerial success. Build dexterity in motivation, communication, team leadership, conflict and change management, negotiation, decision making, and other key areas. (5 days)

Financial Statement Analysis for the Non-Accountant
Acquire a basic understanding of financial statements and the application of key financial analysis tools. Explore the relationships between investment, operational and financing decisions. Identify the danger signals when assessing the viability of an enterprise. (2 days)

Fundamentals of Finance and Accounting for Non-Managers
Develop a working knowledge of accounting and financial management. Build your confidence in reading financial information. Apply basic financial techniques to support your decision-making process. Integrate financial information with other business functions. (3 days)

Fundamentals of Professional Human Resource Management
Designed for new and aspiring human resource practitioners, this course addresses all nine components of the Chartered Professional in Human Resources (CPHR) Competency Framework that establishes the national knowledge and experience standards for professional certification. (4 Fridays)

Increasing Your Productivity
This course offers a unique approach to increasing your productivity at work and at home. Develop clear and measurable goals you can realistically reach. Apply proven tools and techniques to increase your focus, energy, adaptability and effectiveness. (2 days)

Integrated Management Program
This course provides an integrated understanding of business: financial management, operations, performance management, marketing and strategy. Expand your skill set with applied exercises and gain a holistic view of managing increasingly complex organizations. (3 days)

Leadership Excellence for Administrative Professionals
Achieving administrative excellence requires taking a leadership mindset. This course develops key administration management competencies with a specific focus on leadership thinking, communication, problem solving, decision making and working within a dispersed work environment. (2 days)

Performance Management
Discover techniques for managing performance on an ongoing basis. Diagnose performance opportunities and problems, reinforce exemplary behaviour and motivate people to give their best. Create a work environment where people can grow while achieving mission-critical results. (2 days)

Time Management Skills [New]
Explore proven time management techniques that will help you make the most of every day. Accomplish more by becoming less reactive and more proactive. Make better time allocation decisions, and overcome self-defeating time management habits. (1 day)

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Adaptive Communication: Thinking on Your Feet

The word “improv” is usually associated with comedy, but it is equally applicable in business. Become a more agile leader by integrating improvisational skills into your managerial toolkit. Develop a “ready for anything” mindset, and respond rapidly and confidently in dynamic environments. (1 day)

Communicating in a Global Work Environment

Explore the communication behaviours that deliver value in an internationally networked environment. Grow your awareness of diversity and globalization, and learn proven tools for navigating the complexities of globalization in your time of organized change. (1 day)

Effective Writing for Business

Apply a reader-focused mindset for planning, organizing, drafting and evaluating written messages that are more effective. Grow your confidence and credibility. Overcome obstacles to success, and increase your effectiveness when addressing others with more or equal authority. (2 days)

Communication Skills for Managers

Great communication is essential to great leadership. Sharpen your communication and leadership impact through self-reflection, dialogue and activity-based development. Consider why you communicate the way you do, and make commitments to improve your approach. (2 days)

Conflict Management Strategies

Explore ways to make conflict management a core element of organizational strategy through the adoption of conflict resolution processes. Practice techniques for managing conflict on personal and team levels and for applying a conflict resolution process in your organization. (2 days)

Effective Writing for Business

Apply a reader-focused mindset for planning, organizing, drafting and evaluating written messages that capture the interest and commitment of busy readers. Engage in skill-building exercises designed to increase your proficiency as a writer of impactful emails, letters and business proposals. (2 days)

Persuasion and Influence

Practice effective persuasion tactics under a variety of situations. Build trust with your audience, communicate clearly to your stakeholders. Appeal to people’s emotional and intellectual sides. Exercise constructive influence throughout the organization. (2 days)

Presenting as a Leader™

Delivered in partnership with The Humphrey Group Inc., this course will take you from an informational to an inspirational presentation style. Most of the program is spent in small groups, where you will get hands-on practice in creating scripts, delivering presentations and handling Q&As. (2 days)

Storytelling for Leaders™

Delivered in partnership with The Humphrey Group Inc., this course will help you use storytelling as a powerful leadership tool. Tap into the stories you have within you and use them to authentically influence your audience. (1 day)

Strategies and Skills of Negotiation

Learn effective strategies and techniques for a variety of negotiation situations; from two-party/single issue, to complex negotiations involving multiple issues and parties, to negotiating online. Engage in applied exercises to build real-world negotiation proficiency. (3 days)

Communication & Negotiation

BEFORE GOOD RESULTS, GOOD COMMUNICATION

COMMUNICATION & NEGOTIATION

PROJECT & PROCESS MANAGEMENT

MORE APPLIED KNOWLEDGE MEANS BETTER RESULTS

Business Analysis Essentials

Learn the functions of the Business Analyst in supporting business projects. Gain tools and techniques you can immediately apply back at work to evaluate business opportunities and to elicit, prioritize, communicate and validate requirements throughout the project life cycle. (2 days)

Controlling Project Scope, Time and Cost

Scope, schedule and cost are issues that lead to many conflicts throughout the project life cycle. Learn practical control techniques for planning, managing and balancing these and other key project constraints. Develop processes that meet stakeholder needs while keeping projects on track. (2 days)

Engaging and Managing Stakeholders

A key success factor in any enterprise is managing stakeholders’ expectations. Identify the right stakeholders, obtain their buy-in and align their requirements to organizational strategies. Build a pragmatic approach to continuously engage and influence key stakeholders. (2 days)

Fundamentals of Business Process Management

The daily operations of most firms involve the flow of goods and services through processes. Explore basic concepts and practices in designing and managing business processes. Get applied experience in process mapping, process improvement and process change management. (2 days)

Lean Green Belt™

This program develops the basic Lean concepts and tools you need to drive measurable improvements and stronger teamwork in your organization. It includes expert coaching on applied project work that may lead to Lean Green Belt certification. (5 days)

Lean Six Sigma Yellow Belt™

This workshop introduces the tools and methodologies of LSS. Expand your familiarity with the DMAIC framework. Explore how LSS can be used in strategic initiatives and projects across different industries. Build hands-on skills that you can apply immediately back at work. (2 days)

Procurement and Contract Management Practices

Develop knowledge and skills for effective business and project procurement. Learn a step-by-step process for converting business or project needs into outsourced goods and services. Select the best suppliers and manage stakeholders involved in the supply chain. (2 days)

Project Management Essentials

This course looks at the total project management process: from planning and organizing to implementing and closing. It also describes scope, quality, time, risk, communication and stakeholders, and the human factors that play an important role in every project. (3 days)

Project Management for Administrative Professionals

Feeling overwhelmed by tasks and deadlines? Use project management techniques to plan and manage your project workloads with less stress and better results. Direct your time, energy and resources wisely. Communicate and work effectively with others. (2 days)

Project Portfolio Management

Adapted

This course describes a disciplined process for linking the organization’s vision and strategy with its project work. In-depth company strategy and use it to drive better portfolio governance. Develop and use project execution processes that support organizational goals. (2 days)

Risk Management Essentials

Risk management is a proactive process for resolving problems before they occur. It’s also about managing the positive outcomes of risk. Opportunity. Explore a structured process for identifying and managing both the negative and positive impacts of risk. (2 days)

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### Marketing & Business Development

#### MASTER YOUR MARKET

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Start Date</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Building Brand Power</td>
<td>Oct 30</td>
<td>2 days</td>
</tr>
<tr>
<td>Data Analytics for Managerial Decision Making</td>
<td>Oct 30</td>
<td>2 days</td>
</tr>
<tr>
<td>Developing a Customer-centric Strategy</td>
<td>Nov 20-30</td>
<td>2 days</td>
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<tr>
<td>Essentials of Business Development</td>
<td>Jan 25</td>
<td>2 days</td>
</tr>
<tr>
<td>Product and Service Management Boot Camp</td>
<td>Dec 5-6</td>
<td>2 days</td>
</tr>
<tr>
<td>Sales Acumen for Non-Sales Professionals</td>
<td>Oct 3-5</td>
<td>2 days</td>
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<tr>
<td>Tech Routes to Market</td>
<td>Nov 14-16</td>
<td>2 days</td>
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### Digital Marketing

#### BUILD INNOVATIVE DIGITAL STRATEGIES

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Start Date</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Digital Strategy</td>
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<td>2 days</td>
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<tr>
<td>Strategic Thinking in the Digital Context</td>
<td>F 2018</td>
<td>2 days</td>
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<tr>
<td>Digital ROI</td>
<td>W 2018</td>
<td>2 days</td>
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<tr>
<td>Digital Readiness</td>
<td>S 2018</td>
<td>2 days</td>
</tr>
<tr>
<td>Digital Leadership and Performance</td>
<td>F 2019</td>
<td>2 days</td>
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</tbody>
</table>

### Learn more about our top-ranked programs and custom solutions

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Digital Content and Communications (CONT)

**Project Management for Digital Communications**
Assess project requirements to meet business goals and define measures of success. Determine when to build in accountability and help clients take the lead in digital asset management in a sustainable and responsible way.

**User Experience Strategy**
Develop a user experience strategy, including creating deliverables like personas, concept models and user journeys that translate into actionable recommendations and useful, usable and compelling designs.

Digital Analytics

**Introduction to Web Analytics**
Discover how web analytics can drive higher profits, improve customer experience, and provide measurable value for your business. Offered in partnership with the Digital Analytics Association.

**Web Analytics for Site Optimization**
Optimize websites and other digital offerings to improve visitor conversion rates. Evaluate information architecture and navigation, content structure, page and link strategy, visitor activity and internal website search engine optimization. Offered in partnership with the Digital Analytics Association.

**Measuring Marketing Campaigns Online**
Discover how to identify the critical metrics needed to assess and achieve greater ROI for marketing initiatives. Explore technologies and online research tools with an emphasis on campaign measurement and testing. Offered in partnership with the Digital Analytics Association.

**Creating and Managing the Analytical Business Culture**
Examine essential management strategies and processes for successful digital analytics deployment. Learn how to use data-driven decision making to drive organizational buy-in. Offered in partnership with the Digital Analytics Association.

Social Media

**Social Media Foundations**
Investigate the fundamental steps in building a social media campaign while managing risk and overall organizational concerns. Evaluate how different organizations and communities can use social media to meet their business goals.

**Social Media Metrics**
Decide whether to assess qualitatively or quantitatively. Determine the best metrics for your business objectives and learn how to measure efforts beyond publishing through a lens of engagement, influence and market activation.

**Social Media Strategy and Marketing**
Develop a social media marketing campaign that impacts and defines customer engagement and behaviour. Make your brand pop amongst all the social media noise.

**Social Media Governance**
Examine the risks, rewards, opportunities and threats associated with the use of social channels by employees, and build steps toward an effective social media policy.

**Social Media Monetization**
Discover concrete tools to help define and establish communities that match business goals. Explore business models such as advertising, digital merchandising and branded content that best suit these different groups to maximize success.

**Social Media and Content Marketing**
Establish a content development pipeline and research viable content topics for your brand. Promote your content through social media channels, and track the results of your strategy.

**Accelerated Digital Marketing Diploma**

Intensive Full-Time Program with Practicum
This four-month program is tailored to those who are new to digital marketing and want to develop job-ready skills in this area. Engage in classroom sessions and practicum designed to build your ability to help organizations meet their strategic marketing and business goals.