

#1 in Canada for  
Open Enrolment  
THE FINANCIAL TIMES 2020

Jointly developed with Odgers Berndtson, this program will help you develop the intellectual and emotional agility, decision-making, problem-solving and communications skills required for success.

**“The program was well paced, with a qualified and interesting cohort and great instructors (both Rotman professors and expert consultants). There was an appropriate mix of presentation, Q&A, and practical application. Guest speakers with on the ground experience in similar roles helped transcribe the concepts from business cases into the real world.”**

**Robin Madsen**  
CFO, CalSTRS

### Develop your core capabilities.

Today's CFOs are expected to be strategic business partners with the CEO, drive and fuel sustained growth, work effectively with the board, deal with investors, manage people, interact effectively with stakeholders and drive strategic change. All of that is on top of the traditional core financial and reporting duties. The CFO leadership program is designed to help participants assess and develop three critical skills in order to succeed in this critical leadership role.

### Three pillars of CFO leadership.

The concept behind the CFO Leadership Program arose from conversations between Rotman, and Odgers Berndtson's CFO and Leadership Practices, as well as consultations with North America's leading CFOs, CEOs and audit chairs. Our conversations with this exclusive advisory board identified three critical CFO success factors which we refer to as the Three Pillars of CFO Leadership™:

- » Leadership in the C-Suite
- » Strategic Agility and Business Acumen
- » Managing Key Stakeholder Relations.

### We're here to help.

This highly personalized program focuses on positive behavior change. Each member of the program will have the opportunity to receive a **customized leadership assessment, work one-on-one with an executive coach, and develop a personal action learning plan**. The program is limited to a select group of executives nominated by their CFO, CEO or audit chairs. The rigorous application process ensures that you will be in the company of your peers.

**10 virtual half-day sessions**  
November 9-December 10,  
2020

Monday & Thursday  
10am-2pm EST

Fireside Chats  
Thursdays 2-3pm EST

**Location:**  
Online

**Program Fee:**  
\$9,520 CAD + HST

**Questions?**  
Contact Sharon Doopan:  
sharon.doopan@rotman.  
utoronto.ca or 416-578-4952



## Schedule

Subject to change

Day 1	Day 2	Day 3	Day 4	Day 5
<ul style="list-style-type: none"> <li>» Program introduction</li> <li>» View from the Top: The Successful CFO</li> <li>» Navigating the Transition to General Management</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Creating Powerful Messages</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Data Analytics</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Breaking Down Silos</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Negotiation, Influence, and Decision Making</li> </ul>
Day 6	Day 7	Day 8	Day 9	Day 10
<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Governance: Board &amp; Audit Committee</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Strategy &amp; Competitive Advantage</li> </ul>	<ul style="list-style-type: none"> <li>» Data Analytics</li> <li>» Leadership Assessment Debrief and Leading Through Disruption</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Understanding and Managing Key Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>» Reflections and Action Plans</li> <li>» Building a Winning Culture</li> <li>» Applying Your Learning: Personal Action Plans</li> </ul>
<ul style="list-style-type: none"> <li>» <b>Guest speaker:</b> CEO/CFO Partnership with Pavi Binning</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Panel:</b> Private Equity with Jeff Brown &amp; Marie-Claude Boisvert</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Guest Speaker:</b> AI Strategy &amp; Development with Eli Fathi</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Guest Speaker:</b> Global CFO Perspective with Andrew Bonfield</li> </ul>	<ul style="list-style-type: none"> <li>» <b>Guest Speaker:</b> Navigating the Future with Kristel Van der Elst</li> </ul>

### Flexible Learning Design during COVID-19

Don't feel alone while you learn online. We've designed this program to respect both the current challenges of working from home while maintaining and building connections with a class of your peers across different industries and organizations. You'll still gain the networking and learning benefits of our in-class programs while learning from the comfort of your own home with a schedule adapted to your current needs.