

Accelerate Leadership Program

Leadership development for entrepreneurs
and SMEs in Canada's plant-based food,
feed and ingredients sector

LEADERSHIP PROGRAM



Accelerate Your Leadership Journey

Build critical skills for effective people leadership and strategic success in high-growth emerging industries



PROGRAM OVERVIEW

The *Accelerate Leadership Program*, created in collaboration by Protein Industries Canada and The Ivey Academy, is designed to give entrepreneurs and SMEs in Canada's ingredient manufacturing, food processing and bioproducts sector the skills and talent they need to succeed. By focusing on knowledge upgrades in areas often overlooked in education offered to the plant-ingredient food and ingredients sector, the Accelerate program will enable SMEs to more easily and more quickly grow their businesses and market footprint, strengthening Canada's ingredient manufacturing, food processing and bioproducts sector.

This three-month program is delivered through an accessible hybrid of both online and in person learning, allowing for timely delivery of on-demand content and networking opportunities. Work with a dedicated executive coach, professional actors, and top-tier Ivey faculty in this intensive development experience, building an action plan to immediately apply your learning back at work. Come away from the program with the enhanced leadership skills you need to lead people, drive change, and effectively position your organization for success.

WHO WILL BENEFIT

This program is available to Canadian businesses that are members of Protein Industries Canada and those that are a part of Canada's agri-food ecosystem.

Attendees are entrepreneurs and executives in Canada's ingredient manufacturing and food processing sector seeking a tailored, intensive leadership development experience to help their organizations scale and grow.



WHAT YOU LEARN

- 1 **Transformational Leadership:** Develop leadership approaches that boost team performance, foster collaboration, and build a thriving workplace culture.
- 2 **Resolving Conflicts with Confidence:** Gain expertise in addressing difficult interpersonal dynamics and providing constructive feedback with integrity.
- 3 **Mastering Negotiations and Influence:** Learn to approach multi-faceted negotiations with precision and guide critical conversations for impactful outcomes.
- 4 **Inclusive Business Practices:** Explore frameworks for embedding Indigenous perspectives and practices into business strategies for meaningful economic reconciliation.
- 5 **Financial Insights and Tools:** Acquire advanced skills in financial planning, resource allocation, and assessing business sustainability using applied scenarios.
- 6 **Tech-Savvy Leadership:** Strengthen your understanding of cybersecurity and data management to safeguard assets and leverage technology in strategic decision-making.
- 7 **Sales Success Strategies:** Discover cutting-edge sales practices to refine customer targeting, nurture key relationships, and lead high-performing sales teams



Put Your Learning into Practice

Our approach is deeply experiential, grounded in case research, and facilitated by top Ivey faculty.

HOW YOU LEARN

Experience the hands-on, interactive approach that sets Ivey apart. Our Case Method of learning is not about textbooks and lectures – it’s about learning by doing. *Accelerate Leadership Program* participants identify specific, practical takeaways through deep discussion and simulations, then plan how to implement learning with feedback from other leaders. Finish the program with new skills, crowdsourced wisdom, and a clear strategy to tackle specific challenges back at work.

Our approach is deeply experiential, grounded in real-world case research, and facilitated by top Ivey Business School faculty. Our promise is meaningful and enduring behaviour transformation.

The Ivey Case Method

Ivey faculty guide the class through real-world case learning, drawing out key takeaways along with new ideas and perspectives. Every individual is encouraged to actively engage with both peers and faculty, bringing diverse viewpoints to the learning experience.

Participants then break out into smaller groups, sharing experiences, exchanging ideas, and collaborating to solve challenges together with other leaders before bringing shared insights back to the classroom.



39,000 Real-World Cases

Ivey Publishing is the second-largest producer of business cases in the world. Our faculty draw on thousands of original products in the Ivey collection, with more than 300 classroom-tested case studies added each year.

Case learning at Ivey is often facilitated by the faculty member who authored the case – and regularly features live interactions with real-life case protagonists.

SIMULATIONS & ROLE-PLAY

Facing realistic simulated challenges, you’ll test action against immediate feedback. Play out complex scenarios on accelerated timelines, choosing to follow or ignore timely infusions of information, data, and advice. Following each simulation, join Ivey faculty for a synthesis and debrief, working in concert with other leaders to find actionable takeaways for yourself and your organization.

Simulations and case studies are engaging, interactive methods of generating novel solutions and seeing patterns in uncertain circumstances. By working in small groups and engaging with professional actors, participants apply leadership skills and navigate team dynamics – just like in real life.

Discover New Personal Insights

Ivey coaches form one-to-one partnerships with individual participants, helping you apply key takeaways and stay motivated.



IVEY-CERTIFIED COACHES

Ivey Executive Coaches understand the opportunities of today's complex business environment. Through the LIFT certification, our executive coaches master Ivey's unique approach to experiential learning and stay connected with leading-edge business trends and frameworks. Drawing on diverse backgrounds across private sector, government, and non-profit organizations, they deliver firsthand insights on leadership.

Before and after the *Accelerate Leadership Program*, connect with a coach 1-to-1 to help apply your learning and get set for success. Work through a 360 Assessment, address barriers, stay accountable, and accelerate your decision-making based on new insights from the program. Working with Ivey Executive Coaches, you are your own case study.

"The pace of change and the degree of uncertainty in almost all spheres of our lives today make it difficult, if not impossible for leaders to predict the outcome of their decisions and actions. Executive coaches can support leaders and teams in acting intentionally to achieve the most impactful outcomes in their complex business context.

Coaches guide individual leaders to make decisions with reflection, self-awareness and deeper analysis of issues and perspectives. For organizations and teams, coaches can assist in developing collaborative learning cultures where teams can move forward with radical and respectful candour."

SHAKEEL BHARMAL
Ivey Academy Executive Coach



ASSESSMENT TOOLS

Our individual and peer assessment tools enable you to unlock deeper self-awareness, encouraging reflection on your learning journey throughout the program. Gain data-driven insights and apply valuable new personal discoveries to your constantly evolving identity as a leader. By reflecting on 360-degree feedback from your peers with the help of an executive coach, you'll identify specific ways to enhance your leadership.

Create Immediate Impact at Work

Identify an opportunity to lead change in your organization, then build a ready-to-implement strategy.



LEADERSHIP CHALLENGE PROJECT

Every organization relies on engaged, dedicated leaders to navigate complex change. During the program, you work with faculty and other leaders to develop an action plan focused on one specific project or opportunity in your role. Throughout the learning experience, consult with other participants in Canada's agri-foods sector, share best practices and innovation, and work with an executive coach to stay motivated and accountable. Following the program, you'll be ready to take practical steps towards solving your challenge with the help of your dedicated executive coach.

This approach not only stretches participants to see new perspectives — it solves real problems facing organizations and amplifies your return on investment, preparing you to take tangible steps immediately upon your return to work.

"I'm delighted that you are interested in the Accelerate Leadership Program. What a great opportunity to let you pause and invest in your own development. We promise that the time you take away from work will be worthwhile — you'll come away with a range of important and relevant leadership skills to help you build collaborative teams, navigate challenging conversations, lead change successfully, and empower your team for performance. I look forward to meeting you in the program!"

DAVE LOREE

Professor of Leadership and Faculty Director at The Ivey Academy
Ivey Business School



PROJECT EXAMPLES

- A** Rebuilding team engagement through inclusive leadership. An organization is experiencing higher than normal rates of employee turnover in recent years. Company-wide surveys have also indicated lower morale – employees are not feeling valued and recognized for their work, which has made it more difficult to implement a range of new initiatives. A department leader within the organization is seeking new ways to revitalize their area group and encourage a strong sense of team cohesion. Their challenge as a leader is boosting employee engagement, without adding to already elevated individual workloads. How do they position their team for a successful rebound?
- B** Balancing authority and influence to implement a strategic vision. A director was recently promoted within their organization, and now oversees employees that were previously their peers. This is generating ongoing friction among the team and making communication challenging. The leader is uncertain of how to foster consistent alignment between their own values – innovation, continuous improvement – and the team's sense of ownership over various projects. Their challenge is balancing persuasion and authority, asserting their strategic vision for the department without resorting to 'command and control.' How do they orient their leadership to new responsibilities?
- C** Coordinating a successful product launch in a matrix environment. A leader is tasked with spearheading an important new product launch that involves significant cross-departmental collaboration. The project requires highly technical skillsets and will draw on key members of various teams who don't all report directly to the individual leader. Their challenge is twofold; managing upwards to set expectations with various C-level stakeholders and leveraging informal influence to ensure that the project is properly resourced. How do they stay on track and deliver a quality product?

Designed to Enhance Leadership

Interactive learning is delivered through a blend of case discussion, interactive simulations, and personalized coaching.

MODULE 1: FOUNDATIONS OF LEADERSHIP TRANSFORMATION

Format: 3 days of in-person learning

Location: Calgary, Alberta

This intensive, hands-on module sets the stage for your leadership development journey by focusing on transforming personal and team leadership styles.

What You'll Explore:

- **Leadership Transformation:** Understand how leadership shapes organizational culture and business results.
- **Talent Development:** Learn strategies to identify, develop, and retain top talent, while minimizing the impact of unconscious bias in decision-making.
- **Performance Management:** Practice radical candour in tough conversations with high-performing yet challenging team members, through live role-play scenarios with professional actors.
- **Effective Negotiation Principles:** Master preparation, planning, and overcoming biases in negotiation through case-based exercises.
- **Collaborative Negotiations:** Dive into complex, multi-issue negotiation scenarios to build trust, manage trade-offs, and create shared value.
- **Team Negotiations:** Strengthen internal alignment and team collaboration through immersive team-on-team negotiation simulations.

CONTEMPORARY LEADERSHIP WEBINAR #1: STRATEGIC CYBERSECURITY LEADERSHIP

Format: 1.5-hour live virtual session

Cybersecurity is a critical business enabler, especially in safeguarding intellectual property and sensitive data within the plant-based protein sector. This interactive webinar equips leaders with insights into building a resilient security culture and aligning cybersecurity investments with organizational strategy.

What You'll Explore:

- Strategies for fostering cross-departmental collaboration to address security risks.
- The economics of cybersecurity, including risk prioritization and investment strategies.
- Best practices for effective incident response and crisis management.
- Ethical considerations and challenges of emerging technologies like AI and blockchain in food systems.

MODULE 2: BUILDING LEADERSHIP CAPABILITIES FOR COMPLEX CHALLENGES

Format: Five 4-hour live virtual sessions over three weeks

This module enhances leadership impact through targeted skill-building sessions.

What You'll Explore:

- **Leadership Communication Competencies:** Develop the skills to foster meaningful connections, strengthen executive presence, and lead with authenticity and influence.
- **Persuasive Communication and Virtual Influence:** Master techniques to build credibility online, present persuasively, and deliver impactful feedback in virtual and hybrid settings.
- **Navigating Challenging Conversations:** Learn to approach high-stakes and emotionally charged discussions with confidence and emotional intelligence, turning conflict into productive dialogue.
- **Economic Reconciliation (Part 1):** Understand Indigenous worldviews, Canada's commitments to reconciliation, and the impact of colonization on land and economic systems.
- **Economic Reconciliation (Part 2):** Explore innovative approaches to decolonizing financial markets, including the Two-Eyed Seeing approach, and envision how your organization can support economic reconciliation. These interactive sessions combine facilitated discussions, small group exercises, and peer learning to ensure robust skill-building from anywhere.

CONTEMPORARY LEADERSHIP WEBINAR #2: DATA-INFORMED LEADERSHIP

Format: 1.5-hour live virtual session

In today's data-driven world, leaders must harness the power of information.

What You'll Explore:

- The role of data management in supporting informed and impactful decision-making.
- Strategies for interpreting and communicating insights in collaborative decision-making processes.
- Challenges of group decision-making in data-rich environments and how to navigate them.

MODULE 3: FINANCIAL AND SALES LEADERSHIP IN ACTION

• **Format:** 3 days of in-person learning

• **Location:** Calgary, Alberta

The final module solidifies leadership skills by focusing on financial acumen and strategic sales practices

What You'll Explore:

- **Financial Foundations:** Gain a comprehensive understanding of accounting principles, financial statements, and cost behaviors to assess business health and viability.
- **Forecasting and Resource Planning:** Learn to project income statements, prepare cash budgets, and manage working capital effectively to align operations with growth objectives.
- **Long-Term Investment Decisions:** Apply capital budgeting techniques, including NPV and IRR, to evaluate major investments and build compelling business cases.
- **Sales Strategy and Effectiveness:** Reframe misconceptions about sales, understand the evolution of the function, and identify best practices for high-performing sales teams.
- **Managing Sales Debt:** Diagnose customer relationships, align teams around ideal customer profiles, and create strategies to retain and grow profitable clients.
- **The Art and Science of Sales:** Master the nuances of the sales process, combining big-picture strategies with small, impactful actions for long-term success.

Capstone Learning Integration:

- Develop and present an actionable plan addressing a real-world challenge, incorporating insights gained from the program. Receive feedback from peers, faculty, and executive coaches.



Rated #1 for Executive Education across Canada by *Financial Times*.

ALUMNI BENEFITS

Upon completion of the *Accelerate Leadership Program*, you'll receive a personalized digital credential and certificate from Ivey — Canada's top-ranked business school. Your digital badge connects to a unique URL, allowing you to showcase your commitment to professional development on social media, websites, and personal profiles.

As a graduate, you'll join a network of more than 10,000 savvy professionals from across all sectors who hold leading roles in companies, governments, and non-profit organizations around the world. You'll join a community of peers that supports continued

learning throughout your leadership journey. This powerful alumni network is a long-term resource for participants to share business opportunities or seek advice on life and career challenges. With access to ongoing events and opportunities to connect across the Ivey ecosystem, you'll build a valuable network of professional peers.

Following the program, stay connected with Ivey to enjoy exclusive thought leadership content, learning events, and opportunities to network with your fellow alumni

Lifelong Returns on Investment

Join the Ivey Business School community — an exclusive group of executive leaders.

“Innovative entrepreneurs and SMEs are helping drive Canada’s plant-based food and ingredients sector forward. With an increased focus on developing their business acumen, leadership abilities and securing capital investment, they can increase their competitiveness in both the Canadian and global markets. The Accelerate program at Ivey Business School at Western University can help them reach this goal, preparing them for the future and helping Canada meet the growing global demand for healthy and sustainable plant-based protein.”

BILL GREUEL
Former CEO, Protein Industries Canada



Experience Ivey

At The Ivey Academy, you'll explore new perspectives while taking time for mindfulness, reflection, and practice away from the demands of work. Logistical details are fully accommodated by the Program Manager — a high-level concierge who ensures that the learning experience is distraction-free.

The Accelerate Leadership Program is delivered at The Ampersand, a premier complex in downtown Calgary, Alberta, including modern event spaces, advanced technology infrastructure, and a variety of on-site amenities. Its central location provides easy access to local attractions, dining, and accommodations, making it an ideal choice for business professionals seeking a dynamic and convenient environment for events and conferences.

You'll also learn through live online sessions using any computer, tablet, or mobile device. Virtual learning technology allows faculty to assign instant breakout groups during a larger session; share

experiences, exchange ideas, and collaborate to solve challenges together with your fellow participants.

Between sessions, prepare using videos, readings, and case-studies — delivered at a flexible pace through our online learning management system. Discuss ideas with your peers via a private forum and complete guided self-reflections assigned by the faculty to help apply key takeaways in your own role.

Choose Ivey and Learn in a fun, warm, and supportive environment with a curated group of like-minded professionals. Return to your role with an open mind and increased confidence, ready to tackle any opportunity.

For More Information

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