

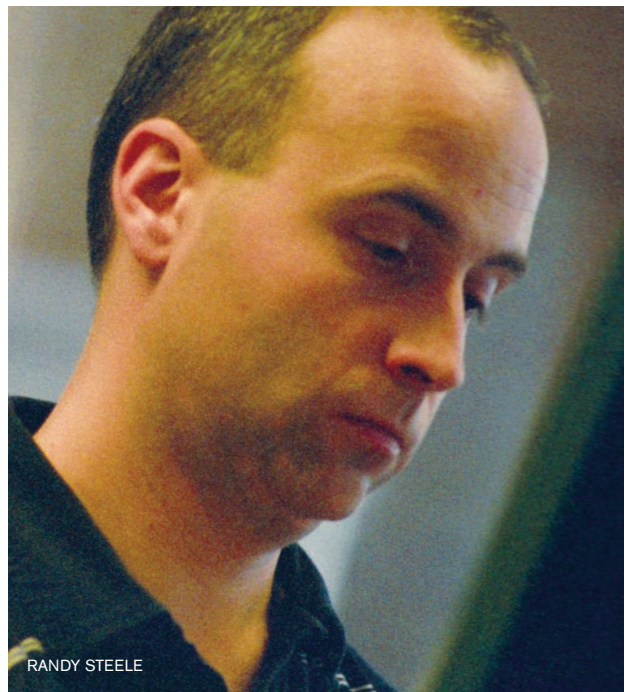


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Manager of Capital Management
TELUS Corporation

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LEADERSHIP SYNERGY

Reaping rewards with multiple programs

BY KATIE DANIEL

The Certificate of Leadership Excellence recognizes individuals who have made significant advances in leadership and personal growth by taking five Leadership Development programs. More and more participants are taking successive Leadership Development programs because of the cumulative impact these programs deliver. The five programs can be taken in any order; we recommend taking the program that most meets your immediate leadership needs.

Investing the time, energy and resources necessary for professional development has its benefits, and for those who have made the commitment to the five-program Certificate of Leadership Excellence, the reward is a whole greater than the sum of its parts. That synergy of leadership development comes through clearly in the experience of three leaders who recently obtained their certificate.

Randy Steele is central area foreman with Pengrowth Corporation, a Canadian oil and gas producer. Based at the Judy Creek production facilities near Swan Hills in northern Alberta, Steele is responsible for all of the production complex operations and maintenance.

Steele's first program was Building Personal Leadership, which he attended along with a small group of other Pengrowth employees, including their human resources manager. Steele relates that the program "really changed the way that I live my life. I looked at myself that week in a way that I hadn't in the past. I learned that there is more to life than work. I used to put my work ahead of all else, and it was not healthy for me, or my family. I have since changed to work at work, and play at home, spending valuable time with my wife and young family. Even with this change, I seem to be able to get more completed at work in a shorter time span, which has really created a win-win."

Of the cumulative effect of the five programs, which Steele took over the course of five years, he says, "The fact that each program interrelated with the others was quite unique. Each has some basic overlap of information that is touched on in a slightly different way. An example is the systems thinking model. During my first program, I didn't really appreciate how it could work for me. After the third program, I was using it to assess processes within our oil business."

Catherine Spriggs is a social worker with the British Columbia Ministry of Children and Family Development in Fort Nelson, in northern B.C. She also runs a consulting firm for event planning in the oil and gas industry.

Spriggs was searching for a master's program in leadership, to no avail, when an education advisor with the Metis Nation of British Columbia (a Leadership Development alumni himself) suggested that the Certificate of Excellence might be her answer. Building Personal Leadership was also her first program, and "once I did one, I knew it was for me." It took some negotiation with her employer, and she used holiday time, unpaid leave, and foregone

bonuses to accomplish her goal in a record-breaking thirteen months. "The core pieces in each program are unique, but tie into the next program. I learned core skills that I could integrate at work, then also apply to the next program. It was so clear to me that this was not an experience I could get at a university. I was learning from the connection in that room, from each of the people. I have my class photos in my office and when I look at them, it's like my own cheerleading team. I'm in communication with almost all of my learning partners, and get e-mails and phone calls on a weekly basis."

Jim Boyd is a manager of Capital Management with TELUS Corporation, one of Canada's leading providers of data, internet, wireless, voice, and wireless communications services. Based in Calgary, Boyd is responsible for investments in the company's infrastructure and technology, and his group supports the needs of over 9,500 people across Canada.

Boyd completed the certificate in four years, and echoes the value of the cumulative five-program experience. "You are learning leadership skills in each program, but each one comes at it from a different angle. Team, personal, innovation, results – it's all leadership, but the different perspectives add up." Boyd also valued the ability to get outside the telecommunications business and interact with others. "I wanted to talk to non-profits, oil, government, big business. That diversity adds value. I think I participated with people from every province in Canada, the Territories, and from a few US states, so it gives great insight to different cultures, different ways of thinking."

For different reasons, each certificate recipient heartily recommends the experience to others.

Randy Steele – "The key has been the rigor that is put into the pre-course thought, and the post-course re-entry objectives and their subsequent follow-up. The fact that you don't complete your program until the follow-up is complete is a very powerful mechanism to ensure that new behaviours are implemented. It is all too easy to go to a course, and walk out the door at the end of the week, and that is where it ends – no organizational change, no impact on the company that sponsored the training. The Banff model works very well to put the learning into action."

Jim Boyd – "Once I completed the first program, it sealed the deal. I was intent on getting the certificate. Look at the Leadership Compass, the program descriptions, and see what fits you. Get away from work. From the time you check in to the last day, you are looked after. You are informed, helped, and supported. The days are long, but you focus. You concentrate solely. You come back refreshed."

Catherine Spriggs – "This place is an awakening. I learned that leadership is what you give, and that it comes back to you tenfold. Make the commitment and go for it. This is a valuable, formulative experience that is far-reaching. It helps you live your life, it doesn't just help you get a job."