



**TEC**CANADA

# TEC Inside for Emerging Leaders

**Featuring TEC Canada's Top Gun**

## Susan Motkaluk

April 2023 | Version 2.0



2023 SDM (Sustainable Development & Monitoring) Inc.  
All Rights Reserved. Confidential. Not to be distributed outside SDM





# Table of Contents

1	Introduction
3	Program Benefits
4	Program Details
7	Ideal Member Criteria
11	The Power of The Peer Group
15	Susan Motkaluk TEC Chair + CV
17	Why Join TEC?
18	TEC Videos
19	Membership Forms



# TEC Inside for Emerging Leaders

## About The Program

The TEC Inside (TI) for Emerging Leaders Program cultivates and develops core leadership competencies for employees at the middle management level. TEC Inside for Emerging leaders allows members to enroll from multiple companies. Discover below why the Emerging Leaders Program can bring additional value to your members and their organizations.

## Program Overview

CEO and KEY Executive members often ask Chairs what they can do to develop and retain the critical players on their team. The Emerging Leaders Program provides structured leadership development, specifically tailored for middle-management employees. This two-year program prepares rising stars to become the next generation of senior leadership. Under the guidance of a TEC Canada Chair, participants develop 12 core leadership competencies and the confidence to deliver on company goals. Unlike other leadership programs that squeeze material into a few back-to-back sessions without implementation strategies or follow-up, TEC Inside for Emerging Leaders will focus on one topic at a time to encourage mastery and application of these skills. Members are challenged and motivated to advance their career within their current company, rather than seek outside opportunities.

### Program at a Glance

#### Target Members

**Directors, Managers & Individual Contributors** who are “rising stars” or being groomed for senior management. No member selection interviews needed.

#### Meeting Frequency

**6 All-Day Meetings per year, held every other month.**

#### Speaker Frequency

**A speaker per meeting, covering a set topic.** Speakers will tailor content to the audience and create exercises and material to help the Chair facilitate the afternoon session.

#### Group Size

**Ideally 20 members per group.** Minimum of 14 and up to 20 members. Multiple members per company is encouraged.

#### Pricing

**\$5,280 per member.** Annual pre-pay. No multiple-member discount.

#### Venue

**Neutral venue.** Catalyst Commons Co-Working Community within the Catalyst 137 Development in Kitchener, Ontario

#### Duration

**Two-year program covering 12 topics.** Members will prepay Year 1, and then prepay Year 2 prior to the 2nd year. Member companies can replace member’s seat with another employee if needed.



# TEC Inside for Emerging Leaders

## Why it Works

The TEC Inside for Emerging Leaders Program develops mid-level managers from the inside-out, with a focus on personal, interpersonal, team and organizational leadership proficiencies. Each group meeting covers one core topic through a presentation by an expert TEC Canada speaker followed by a Chair-facilitated session that reinforces the learnings of the topic and promotes real-world application. The program has four key components that set it apart from other leadership development programs:

- **Ongoing commitment:** Two years of 12 full-day meetings held every other month.
- **Intentionally designed curriculum:** Focus on the 12 core leadership competencies, with each meeting deep-diving into one core topic.
- **Dual-lens structure:** An expert TEC Canada speaker at every meeting who leads an interactive workshop on a leadership competency, followed by a seasoned TEC Canada Chair who teaches the mastery of it.
- **Continual reinforcement:** Members collaborate with peers from inside and outside their companies to accelerate the application of their leadership skills and effectiveness.

## Who are "Emerging Leaders"?

The program is specifically tailored for the middle management level of an organization. Employees best suited for this program include, but are not limited to: managers, senior managers, directors and individual contributors. These employees have been identified as high performers who are on the fast track to an elevated leadership role within their company. The program is especially helpful for members who are:

- First-time managers.
- High-performers lacking formal leadership/management training.
- Being groomed for the next level of leadership.

The executive leadership team often recognizes the value that these individuals bring to the table and are willing to invest in their development in order to not only retain them, but foster their growth as an influential contributor to the overall organization.

# Program Benefits

Through their work with TEC Canada and applying new skills on-the-job, Emerging Leaders become well-rounded and equipped to execute on high-level initiatives to help lead teams effectively. The program doesn't just provide significant value to the participant, but to the sponsoring CEO and KEY Executive members and their organizations.

## Benefits to the Program Participant:

- **Cultivate their core leadership competencies.** Training and development in 12 leadership competencies with an emphasis on four key areas: personal, inter-personal, team and organizational leadership.
- **Career Progression.** Advance their career within their organization. Gain the confidence and proficiency to take on a greater leadership role vs. seeking an outside opportunity.
- **Expand their network.** Access valuable opportunities to expand their sphere of influence and gain professional contacts from other members.
- **Identify a trusted mentor.** Build a mentor-mentee relationship with the senior manager who sponsored their membership.

## Benefits to the Participant's Organization:

- **Improve execution.** Elevate the competency of all levels of leadership to develop an organization that is effective, adaptable and empowered.
- **Employee retention.** Incentivize top talent to seek advancement in-house through a culture of leadership development.
- **Bench strength.** Fill mission-critical leadership roles with trusted, empowered employees.
- **Enhanced culture.** Professional leaders model your company values, are ambassadors of the brand, and help raise the bar for those in their sphere.

The Peer Group provides a unique circle of communication and growth that empowers each member to make better decisions and gain deeper insights.

"Not only are circles themselves inherently balanced and equal, but within the circle, we are all equal"

Susan Motkaluk





# Program Details

## Morning Sessions

### *TEC Canada Speaker Presentation*

TEC speakers are a fundamental part of the TEC Inside for Emerging Leaders Program. Each speaker is an expert who aligns their content and approach with a specific topic, tailored to the Emerging Leaders audience. In addition to their morning presentation, speakers are asked to prepare supporting handouts for the group and provide the Chair with suggestions on how to further explore the topic during the Chair-facilitated afternoon session. A dedicated TEC Canada Speaker Program Specialist is available to assist with booking recommendations for each topic.

## Afternoon Sessions

### *Chair-facilitated Session*

The afternoon Chair-facilitated session provides continued learning on the designated topic. Working with both the speaker and TEC Canada, while injecting their own expertise, Chairs will run an interactive session to enhance the learnings of the morning speaker.

## Retention Standards

Trust between members is paramount to the success of a group. Ample time must be given to members to develop that trust; therefore, member retention is an important factor in a group's overall health.

## Program Pricing

The Emerging Leaders Program costs \$5,280 per year per member; the total cost of the two-year program is \$10,560. Membership fees are a non-refundable annual pre-pay cost each year. Multi-member discounts are not available to sponsoring companies. Unlike other TEC Canada groups, the Emerging Leaders Program assigns membership to the sponsoring company, not the participant; in effect, the sponsoring company is purchasing a "seat."

The company may substitute a new participant at any time during the program. The organization need only complete a new application for the desired substitute. Organizations may take advantage of this flexibility for any reason, though commonly because they desire certain individuals to acquire certain skills or because their initial participant has left the company.





# PROGRAM FORMAT

The ideal TEC Inside for Emerging Leaders group size is 14 – 20 members. Unlike a traditional TEC Inside group, TI for Emerging Leaders allows for members from multiple companies to be a part of the group. Members attend six all-day group meetings per year, held every other month. The morning session features a TEC Canada speaker, followed by a Chair-facilitated session in the afternoon to take a deeper dive into the topic. Each meeting will be dedicated to one topic only. The 12 core leadership competencies covered throughout the program include:

## Personal

### MODULE 1

#### Self-Awareness

- » Leadership Assessment
- » Leadership Style
- » Personal Growth
- » Stress Management

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Identify their leadership style using an assessment tool and begin identifying leadership styles of the people they work with
- Determine three goals for personal and three goals for professional growth
- Identify at least one best practice strategy for personal stress management

### MODULE 5

#### Execution

- » Focus
- » Results-Oriented
- » Time Management
- » Productivity

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Recognize and apply strategies for effective meeting facilitation and delegation
- Understand the importance of accountability within a team to support time management and prioritization
- Assess personal and team productivity through the effective application of business metrics

## Interpersonal

### MODULE 2

#### Communication

- » Meaningful Conversations
- » Presentation Skills
- » Motivating Others

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Identify key adult learning principles and their impact on communication styles
- Apply at least two strategies to engage in meaningful conversations with team members
- Practice three techniques that build public speaking confidence and clarity
- Understand root causes of conflict and practice strategies for resolution

### MODULE 6

#### Performance Management

- » Performance Reviews
- » Mentoring
- » Goal setting
- » Conflict Resolution

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Understand and identify types of motivation
- Leverage types of motivation to facilitate more actionable performance reviews
- Practice frameworks that assist team members in the design and managing of goal setting

## Team

### MODULE 3

#### Team Management

- » Building Effective Teams
- » Delegation
- » Empowerment
- » Meeting Facilitation

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Identify key roles in their team and use methodologies to build effective teams
- Recognize the importance of relationship building in team settings and how to build genuine professional connections

## Organizational

### MODULE 4

#### Business Finance

- » Financial Objectives
- » Key Metrics & Ratios
- » Financial Drivers
- » Key Performance

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Formulate and understand the different types of business financial objectives
- Identify key macro and microfinancial drivers that can influence performance
- Understand key performance indicators and the metrics impact the business



# Year Two PROGRAM FORMAT



## Personal

### MODULE 7 Executive Presence

- » Credibility
- » Authenticity
- » Clarity
- » Professional Influence

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Recognize and reflect the value of authenticity, credibility, and clarity as key leadership competencies
- Understand how to apply professional influence in their workplace

### MODULE 12 Personal Accountability

- » Resilience
- » Courage
- » Ownership Mentality
- » Efficacy

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Display vulnerability and courage when establishing accountability practices for teams
- Identify and practice techniques for creating healthy personal and professional boundaries
- Develop and define personal strategies for creating resilience

## Interpersonal

### MODULE 8 Emotional Intelligence

- » EQ vs. IQ
- » Empathy
- » Listening Skills
- » Adaptability

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Define emotional intelligence
- Practice techniques to foster greater emotional intelligence
- Demonstrate and practice active listening
- Understand the role emotional awareness and intelligence plays in the ability to adapt and embrace change

## Team

### MODULE 9 Change Management

- » Gap Analysis
- » Readiness Assessment
- » Leading through Change
- » Continuous Improvement

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Understand individuals' response to change
- Develop the tools to determine readiness assessment
- Recognize the additional leadership skills required to lead through change
- Communication planning for change

## Organizational

### MODULE 10 Business Strategy

- » Vision
- » Design Thinking
- » Innovation
- » Strategic Planning

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Examine and practice tools and skills for effective strategic planning
- Plan and execute elements of design thinking
- Understand the role innovation plays in strategy and how to incorporate innovation in the planning process
- Understand how to improve execution of a given strategic plan

### MODULE 11 Customer Focus

- » Customer-centric Approach
- » Sales Management
- » Brand Ambassadorship
- » Customer Service

**Key Learning Objectives**  
*At the conclusion of this module, the members will:*

- Define and implement a customer-centric approach
- Demonstrate an understanding of effective sales management
- Distinguish the importance of brand ambassadorship



## Ideal Member Criteria

- Middle Managers
- High Potential Personnel in your Organization who you would like to develop
- High Potential Succession Planning Leaders
- C-Suite Executives
- Results Driven & Ambitious Individuals
- High Potential Leaders you would like to Progressively Advance
- Mid-level, High Potential Candidates who would like to Advance
- Those Open to Learning and expanding their Growth
- Those who Demonstrate a Commitment to Career Development
- Those who Exhibit Characteristics of Leadership and need Development



# 2023-2025 Exclusive Kitchener/Waterloo Session

## PROGRAM SPECIFICS

---

The summary below provides distinct information related the upcoming group, beginning in May 2023 on Wednesdays. Venue is at Catalyst 137 within Catalyst Commons

---

### Frequency

#### *When we meet...*

We will be meeting in-person at various venues every second month, over the course of two years. Confirmed dates for all twelve meetings are noted below and on the calendar provided.

MODULE 1 Self-Awareness	May 24, 2023
MODULE 2 Communication	July 26, 2023
MODULE 3 Team Management	September 20, 2023
MODULE 4 Business Finance	November 22, 2023
MODULE 5 Execution	January 24, 2024
MODULE 6 Performance Management	March 20, 2024
MODULE 7 Executive Presence	May 22, 2024
MODULE 8 Emotional Intelligence	July 24, 2024
MODULE 9 Change Management	September 25, 2024
MODULE 10 Business Strategy	November 20, 2024
MODULE 11 Customer Focus	January 22, 2025
MODULE 12 Personal Accountability	March 19, 2025

# Calendar 23/24

## Kitchener Waterloo Session

2023

### APRIL

S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1	2	3	4	5	6

### MAY

S	M	T	W	T	F	S
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

### JUNE

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1

2023

### JULY

S	M	T	W	T	F	S
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

### AUGUST

S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

### SEPTEMBER

S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

2023

### OCTOBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

### NOVEMBER

S	M	T	W	T	F	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

### DECEMBER

S	M	T	W	T	F	S
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

2024

### JANUARY

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

### FEBRUARY

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	1	2

### MARCH

S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

Kitchener  
Waterloo  
Session

Calendar  
24/25

2024

APRIL

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4

MAY

S	M	T	W	T	F	S
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

JUNE

S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1	2	3	4	5	6

2024

JULY

S	M	T	W	T	F	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3

AUGUST

S	M	T	W	T	F	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

2024

OCTOBER

S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

NOVEMBER

S	M	T	W	T	F	S
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

DECEMBER

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

2025

JANUARY

S	M	T	W	T	F	S
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

FEBRUARY

S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	1

MARCH

S	M	T	W	T	F	S
23	24	25	26	27	28	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	1

# SUSAN MOTKALUK

B.A.Sc., P.ENG.



## PROFILE

With 25+ years in executive leadership, I have led organizations through substantial growth and sustainable solutions. I am a community builder with a focus on partnerships, communication, and finding common goals with multiple stakeholders.

In my previous role with the City of SwiftCurrent, I led the strategic plan for revitalizing the downtown market and infrastructure in response to Saskatchewan's rapid business growth. I broke records of development activity from 2011-2015. I secured a billion-dollar investment for a gas-fired electrical generation station for the city, furthering solidifying SwiftCurrent's reputation as a business epicenter.

Most recently as CEO of the Southbridge Development Corporation, I created and implemented a 10-year strategy for a community hub-based model for long-term care facilities.

## CONTACT



519.897.5965



susan@sdminc.ca



www.sdminc.ca



<https://www.linkedin.com/in/susan-motkaluk-23b57566/>

## CURRENT ROLES

---

### TEC Canada Chair

2018 - Present

I lead TEC 325, a group of CEOs and executives in developing and advancing their leadership capacity. Recently recognized as TEC Canada's Top Gun.

### Chairman of the Board | Value Connect Inc.

2019 - Present

I serve as Chairman of the Board for Value Connect Inc., a technology leader in automated appraisal quality control and compliance.

## ADDITIONAL OFFERINGS

---

### Board work as a Board Member

I assist with Governance, and shareholder & investor relations.

### Fractional CEO Work

I will commit a specific amount of time to assist your organization in an executive, leadership role.

### Management Consulting

I offer consulting services to your executives and leadership teams on a contract basis.

## SKILLS

---

- Innovation
- Strategic Planning
- Leadership Development
- Risk Management
- Change Management
- Board Collaboration
- Facilities Expansion
- Balancing Operations
- Technical Projects Management
- Powerful Negotiator



# SUSAN MOTKALUK

B.A.Sc., P.ENG.

## LEADERSHIP FEATS

---

**Dramatic Turn Arounds**  
**Transformational Leader & Catalyst for Lasting Significant Growth**  
**Business Focused Visionary**

---

### **Stakeholder Centered Certified Coach** **Recipient of 2023 Chair Excellence Award**

- **Workflow & Technology efficiencies:** Placed the corporation in a position of choice employer; negotiated IAFF, IBEW, CUPE contracts in record time resulting in 10% operational savings due to reduced man-hours and legal fees. Never achieved before in the history of union negotiations for the Corporation. Created a united loyal team.
- **Achieved unattainable Growth:** Expanded 20% tax base City of Waterloo by creating United Nations Award-winning development approvals program such that the undevelopable West Side of Waterloo was built out.
- **Unprecedented Growth:** My tenure at Swift Current resulted in 5 consecutive years of record-breaking growth up 167% in one year and year-over-year record-breaking 5-year period to the entire history of Swift Current. Through re-branding and aggressive customer-centric service led the corporation throughout periods of economic change and unprecedented growth; leading 5-member executive team and spearheading customer-centric service, limiting expenses and identifying opportunity; oversaw and led improved operations internal/external strategic alliances, asset management, regulatory relationships, managed 15 direct reports and 250 dotted line reports, secured \$700 million gas plant, \$80 million LTC, etc.
- **Saved Impossible Project:** \$100 million Fort McMurray Regional Airport by creating millions in new revenue.
- **Saved Impossible Project:** \$300 million MacDonald Island by creating millions new revenue.
- **Community and Employee Relations:** Maintained approachable, community-friendly image, promoting brand image through speaking engagements and community activities dramatically improved stakeholder relations and public opinion; created Green Energy Strategy for the Province of Ontario resulting in a re-branding of the rural countryside and created a new green economy worth \$\$\$ billions; won an innovation and vision provincial award



# Why Join TEC?

## **TECCANADA** The Executive Committee

### We Understand the Needs of Canadian Business Leaders Better than Anyone

We are here for Canadian leaders and Canadian businesses first. Built on 60 years of business expertise, TEC packages a perfected and powerful approach that is unrivalled. From a solid foundation of expert Chairs and partners we stand united for mutual success.

We understand and respect the unique needs of today's business leaders, harnessing the strength and accountability of the group. We are open-minded and offer a safe arena to expand in the face of challenges. We light the path, blaze the trail and drive growth.

As you progress through Canada's most comprehensive executive and leadership development program, you'll find yourself transforming. You'll approach complex issues and uncertainty with more confidence. Acquire the ability to make better decisions in your business and personal life. Be ready to advance to the next level.

## DEEPER INSIGHTS, REAL IMPACT.

Click for Video

<https://www.youtube.com/watch?v=hqjy5wD8InQ>



## KEY BENEFITS OF JOINING TEC

Click for Video

<https://www.youtube.com/watch?v=YnGx6wGvXuo>



## PERFECTED & POWERFUL APPROACH

Click for Video

[https://www.youtube.com/watch?v=3MfKa9DQt\\_s](https://www.youtube.com/watch?v=3MfKa9DQt_s)





SUSTAINABLE DEVELOPMENT  
&  
MONITORING INCORPORATED