

Program Guide

2021

The **A**Effect

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Greater diversity for everyone's benefit

We are living in an era of major social change that is pushing organizations to rethink their ways of doing things. In this context, leaders of small and large companies are linked by a shared conviction: that diversity is now an indispensable factor in rising to meet 21st century challenges.

The A Effect has made it its mission to boost the presence of women from diverse backgrounds at different organizational levels. By leveraging each woman's individual strengths and distinctive approaches, we will see a greater variety of leaders emerge with complementary traits and skills. We believe it is urgent to encourage leaders -women as well as men - to adopt leadership styles that reflect who they are, so they can bring all the nuance and depth needed by our companies.

Having provided training to over 3,000 professional women and managers from some one hundred companies in various sectors, The A Effect is the ideal partner to support organizations in boosting the presence of women in decision-making roles. We are determined to propel female talent and contribute to creating inclusive, innovative and diverse corporate cultures.

To find out how to reap the full benefits of our programs, we invite you to read this guide. It is sure to answer some of your questions and, most importantly, help you better understand what you or your participants will experience.

Thank you for your confidence,

John Gallagher

Co-Founder of The A Effect

Why participate in The A Effect's programs

The A Effect's professional development programs contribute to the development of an organizational culture that encourages women to thrive.

They allow the organization to:

- Meet gender equality targets more quickly.
- Unlock the leadership potential of female employees.
- Ensure higher female talent retention.
- Support internal and external business network development.

They help participants to:

- Better communicate their ambition.
- Develop the mindset of an agile and efficient leader.
- Support internal and external business network development.

Ambition Challenge

Fall 2021

September 17 to December 17

The Ambition Challenge professional development program aims to help participants reshape their mindsets and adopt new behaviours, so they can better demonstrate their ambition and maximize their talents for the benefit of the whole company. The program accelerates the development of three main skill sets (pillars):

- **Confidence:** Boost your self-confidence;

- **Risk-taking:** Learn strategic risk management;

- **Influence:** Build a solid business network and develop your political acumen.

Objective

Learn to communicate your ambition more clearly

- Eliminate imposter syndrome and get out of your comfort zone;
- Learn strategic risk management;
- Refine your negotiation skills;
- Build a solid business network and develop your political acumen.

Who is this program for?

For all women who wish to make their goals and ambitions known within their company.

The only requirement: a minimum of 5 years of professional experience.

A differentiating element in the Ambition Challenge: Group coaching

Three group coaching sessions facilitated by a professional coach. Participants will have the opportunity to ask questions in connection with the pillar they just completed.

Given that participants taking part in the program in English come from various countries around the world, the coaching sessions strengthen the support offered to ensure they integrate the skills they have learned.

Défi 100 jours

Fall 2021

September 10 to December 10

The Ambition Challenge professional development program is available in French under the name *Défi 100 jours*. Same program, same methodology, just without the group coaching. To learn more about the program activities, check out the program schedule in the Appendices.

Défi Leadership

This program is only offered in French and in the fall.

Fall 2021

September 8 to December 15

The *Défi Leadership* was created specifically for women managers who want to play their role with confidence in a changing labour market. Throughout the program, participants deepen their understanding of three leadership skills sets (pillars):

- **Confidence:** Lead with more assurance thanks to better self-knowledge;
- **Courage:** Foster authentic feedback-based communication within a team;
- **Curiosity:** Enhance and cultivate a diversified network to improve strategic vision and leadership.

Goal

Learn to own your leadership role

- Integrate introspective practices to refine and develop your leadership style;
- Define the unique value you contribute;
- Activate your professional network through concrete actions;
- Improve your decision-making skills.

Who is this program for?

For all women managers who wish to develop an agile and authentic leadership mindset.

The only requirement: hold a management position with at least one employee under your supervision.

Exclusive to the *Défi Leadership*: Squad co-development

Co-development is an effective and proven skill development and problem-solving method. To accelerate managers' growth during the *Défi Leadership* and beyond, each participant is assigned to a small group – a squad – with whom three meetings are planned.

Here are a few advantages of this approach:

- Increases creativity and critical thinking to promote problem-solving;
- Leverages collective intelligence;
- Improves self-awareness through contact with others;
- Engages and empowers participants in their professional development.

An approach that promotes lasting behavioural change

The The A Effect professional development programs are based on a unique methodology that brings together a variety of learning strategies that reinforce the acquisition of new behaviours.

1 Combine introspection and action

Weekly challenges and self-reflection exercises. To better assert their leadership, participants are introduced to introspective practices that will allow them to take concrete action in their daily routines.

2 Find inspiration in various successful business leaders

Being exposed to various successful business leaders makes it easier for participants to see themselves in a leadership role and adopt a more ambitious mindset within their organization. Their behavioural transformations are shaped by shared advice and experience, as well as through privileged access to The A Effect leaders.

3 Learn with a network of women

Group activities, whether during workshops or in squads, help create a genuine learning community that supports ongoing behavioural change, encourages participants to outdo themselves, and motivates them to act.

4 Reap the benefits of microlearning techniques

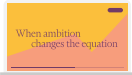




Research in neuroeducation has shown that spaced repetition of information improves learning. The content of The A Effect programs is therefore split up and repeated to foster the retention of information.

5 Grow by setting a personal challenge

To put the program into practice and encourage concrete action, each participant is asked to set a professional challenge to take up during these 100 days.

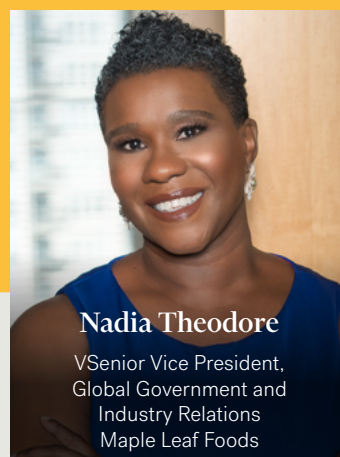
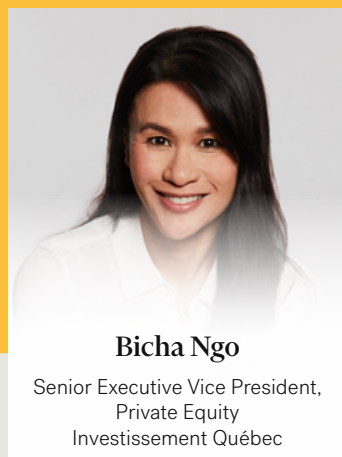
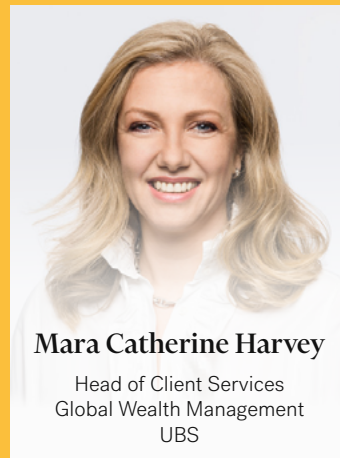
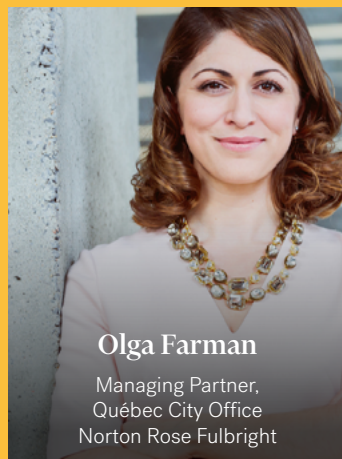
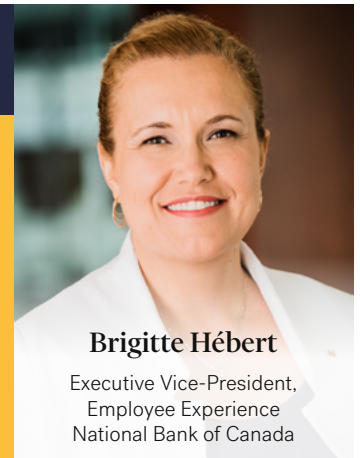
A transformative experience

Learning strategies are broken down into several elements throughout the 100 days.

		Ambition Challenge	<i>Défi 100 jours</i>	<i>Défi Leadership</i>
 <p>Learning platform</p>	<p>Online training used here gives participants unlimited access to a series of activity cards, including articles, videos from experts, self-reflection exercises, and challenges to complete during the 100 days.</p>	14 cards		15 cards
 <p>Workshops</p>	<p>Workshops bring participants and leaders together for dynamic activities and discussions.</p>	3 workshops		2 workshops
 <p>Web conferences</p>	<p>Web conferences are live-streamed interviews during which participants can ask The A Effect leaders their questions directly. The recorded content is then made available for participants to view at their convenience.</p>	2 web conferences		2 web conferences
 <p>Triads and squads</p>	<p><i>Défi 100 jours:</i> Triads are small groups of participants focusing on mutual support and networking. They help participants deepen their learning, in addition to enriching interactions.</p> <p><i>Défi Leadership:</i> Squads are small groups of participants focussed on co-development to accelerate participants' professional growth.</p>	4 triad meetings		4 squad meetings
 <p>Group coaching</p>	<p>Three sessions organized by The A Effect and facilitated by a professional coach. At the end of each pillar, participants can ask questions related to what they have learned.</p>	3 group coaching session		

Committed leaders who inspire action

A strong point of the The A Effect experience is how it draws inspiration from women and men who have climbed the corporate ladder. Here are some of the leaders that share their best advice within the framework of our various programs.



Corporate program

Your advantages

By registering a minimum of five participants in the same cohort, your company benefits from:

- 1 Guidance from the The A Effect client service team before, during, and after the program;
- 2 An internal pre-launch presentation to explain the program to participating employees and their managers (for companies with 11 participants or more, in one or multiple program);
- 3 Access to the corporate toolbox, which outlines the key program stages and provides communication tools to help with engagement before, during, and after the program;
- 4 A special discounted rate based on the number of participants (participants from different programs can be combined to benefit from the preferential rate);
- 5 A final report that recaps employees' experience and shows their progress.

Accelerate the experience!

An effective learning environment fosters new skills integration and behavioural transformation. The A Effect programs are offered on a turnkey basis but, depending on internal resources, companies can provide additional support to their participants by:

- Integrating The A Effect programs to their leadership and/or diversity and inclusion strategies;
- Naming a team member as program coordinator, for even more personalized follow-ups;
- Personalizing the programs based on their workplace culture, by having their leaders take part in certain moments of the programs.

Graduates already show tangible results*

One year after completing the *Défi 100 jours*:

97 %

of participants would recommend the *Défi 100 jours* to a colleague or a friend.

86 %

say they have taken the initiative to manage a new project in their organization.

89 %

say they have better self-confidence.

96 %

have applied what they have learned in the performance of their duties.

* Survey conducted in partnership with polling firm Léger in February 2020.

Company testimonials



"I saw bold transformation take place for the vast majority of The A Effect participants. Women confided that the greatest insight was learning to DARE."

Marie-Huguette Cormier

Executive Vice-President
Human Resources and Communications
Desjardins

A partner since 2017



"The A Effect participants have not only gained confidence in their abilities, they have understood the true value of networking and have taken charge of their own development. Many women have spoken of applying for and obtaining jobs they would never have had the courage to pursue prior to participating in the program."

Dan Sharkey

Vice-President
Global Human Resources
CAE

A partner since 2017

Graduate testimonials



"I realized that I was my own enemy. I was in my own way... The A Effect helped me realize this and assert myself fully."

Mélanie Lavoie

Vice-President
Human Resources and Communications
Techno-X Group



"The A Effect gave me the confidence I needed to take risks and seize opportunities. Now I'm a manager, a position I only hoped to achieve ten years from now!"

Isabelle Brancoli

Casualty Unit Claims Manager
Intact Insurance

Companies who put their trust in us

ACCENTURE AMF
AUTODESK
BOMBARDIER
CAE
CAISSE DE DÉPÔT ET
PLACEMENT DU QUÉBEC
CGI
CN
CRÉDIT AGRICOLE
D'ÎLE DE FRANCE
DÉCATHLON
DELOITTE
DESJARDINS
DISTRIBUTION FRANCE
(GRDF)
ETAT DE VAUD
FIERA CAPITAL
GAZ RÉSEAU
GOOGLE
GROUPE MUTUEL
GROUPE TD
GRTGAZ

HATCH
HYDRO-QUÉBEC
IBM
IVANHOÉ CAMBRIDGE
INVESTISSEMENTS PSP
INVESTISSEMENT QUÉBEC
LA CAPITALE
LA MOBILIÈRE
LANGLOIS LAWYERS
LAURASTAR
L'ORÉAL
McKESSON
NATIONAL BANK OF CANADA
ONE POINT
POLYTECHNIQUE MONTRÉAL
PRATT & WHITNEY
PWC
QUÉBEC INTERNATIONAL
RAYMOND CHABOT
GRANT THORNTON
RICHTER

RIO TINTO
ROLEX
ROMANDE ENERGIE
RONA
ROYAL BANK
SAQ
SAPUTO
SBB-CFF
SNC LAVALIN
SOLLIO GROUPE COOPÉRATIF
SSQ INSURANCE
STM
SWISSCOM
SWISSQUOTE
TRANSAT
UBISOFT
UBS
VAUDOISE ASSURANCES
VIA RAIL
VIDÉOTRON
YVES ROCHER

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APPENDICES

Program schedules

Ambition Challenge Schedule

Fall 2021

September 17 to December 17

Activity	Objectives	Date and Time Eastern Time (ET)
Pre-launch period Introduction card	<ul style="list-style-type: none"> Evaluate your behaviours and mindset Reflect on your personal ambition in order to choose your challenge 	September 17 to 22
Official launch	<ul style="list-style-type: none"> Understand how the program works Prepare for the next steps 	Wednesday, September 22 11:30 a.m. to 12:30 p.m.
Workshop 1 Boost your confidence	<ul style="list-style-type: none"> Clarify your challenge and outline the next steps to meet it Learn how to get out of your comfort zone to build your confidence little by little 	Wednesday, September 29 1 p.m. to 3:30 p.m.
Group coaching 1	<ul style="list-style-type: none"> One-hour session led by a professional coach 	Wednesday, October 13 11:30 a.m. to 12:30 p.m.
Web conference 1 A matter of confidence	<ul style="list-style-type: none"> Get inspired by a great leader to build your confidence and solidify it throughout your career 	Wednesday, October 20 11:30 a.m. to 12:30 p.m.
Workshop 2 Take strategic risks	<ul style="list-style-type: none"> Learn how to take risks on a regular basis to propel your ambition Develop best practices in negotiation for your organization and for yourself 	Wednesday, November 10 1 p.m. to 3:30 p.m.
Group coaching 2	<ul style="list-style-type: none"> One-hour session led by a professional coach 	Tuesday, November 16 11:30 a.m. to 12:30 p.m.
Web conference 2 A matter of influence	<ul style="list-style-type: none"> Get inspired by the career of a great leader to develop your influence and your internal network 	Wednesday, November 24 11:30 a.m. to 12:30 p.m.
Workshop 3 Expand your influence	<ul style="list-style-type: none"> Learn how to put networking techniques into practice Develop more than a network: your community 	Wednesday, December 8 1 p.m. to 3:30 p.m.
Group coaching 3	<ul style="list-style-type: none"> One-hour session led by a professional coach 	Tuesday, December 14 11:30 a.m. to 12:30 p.m.
The 100 days summary	<ul style="list-style-type: none"> Consolidate your learnings Celebrate your success Build on the momentum you gained over 100 days and reach your objectives beyond the Ambition Challenge 	December 9 to 17

Triad meetings

Objectives

- Deepen the learning of the program with fellow triad members
- Encourage collaboration and self-improvement through a network of participants

1	2	3	4	5 (optional)
Between September 24 and October 3	Between October 8 and 17	Between October 29 and November 7	Between November 19 and 28	Between December 17 and 26

Notes:

Dates are subject to change.

Events are broadcast live but also recorded and posted on the learning platform within 48 hours of their livestream.

Défi 100 jours Schedule Canada - France - Switzerland

Fall 2021

September 10 to December 10

Activity	Objectives	Time and Date (Eastern Time (ET)) (France & Switzerland: Central European Time (CET))
Pre-launch period Introduction	<ul style="list-style-type: none"> Evaluate your behaviours and mindset Reflect on your personal ambition to decide on a challenge 	September 10 to 16
Official launch	<ul style="list-style-type: none"> Understand how the program works Prep for the next steps 	Thursday, September 16 11 a.m. to 12 p.m. (Canada) 5 p.m. to 6 p.m. (France & Switzerland)
Workshop 1 Boost your confidence	<ul style="list-style-type: none"> Clarify your challenge and outline the next steps to meet it Learn how to get out of your comfort zone to build your confidence little by little 	Thursday, September 23 9 a.m. to 11:30 a.m. (Canada) 3 p.m. to 5:30 p.m. (France & Switzerland)
Web conference 1 A matter of confidence	<ul style="list-style-type: none"> Get inspired by a great leader to build your confidence and solidify it throughout your career 	Thursday, October 14 11 a.m. to 12 p.m. (Canada) 5 p.m. to 6 p.m. (France & Switzerland)
Workshop 2 Take strategic risks	<ul style="list-style-type: none"> Learn how to take risks on a regular basis to propel your ambition Develop best practices in negotiation for your organization and for yourself 	Thursday, November 4 9 a.m. to 11:30 a.m. (Canada) 2 p.m. to 4:30 p.m. (France & Switzerland)
Web conference 2 A matter of influence	<ul style="list-style-type: none"> Get inspired by the career of a great leader to develop your influence and your internal network 	Monday, November 15 11 a.m. to 12 p.m. (Canada) 5 p.m. to 6 p.m. (France & Switzerland)
Workshop 3 Expand your influence	<ul style="list-style-type: none"> Learn how to put networking techniques into practice Develop more than a network: your community 	Thursday, December 2 12 p.m. to 4:15 p.m. (Canada) 6 p.m. to 8:15 p.m. (France & Switzerland)
Summary of the 100 days	<ul style="list-style-type: none"> Consolidate your learnings Learn to celebrate your successes Build on the momentum of the 100 days to continue your development and reach your objectives beyond the <i>Défi 100 jours</i> 	December 3 to 10

Triad meetings

Objectives

- Deepen the learning of the program with fellow triad members
- Encourage collaboration and self-improvement through a network of participants

1	2	3	4	5 (optional)
Between September 18 and 26	Between October 1 and 11	Between October 22 and November 1	Between November 12 and 21	Between December 10 and 26

All events are virtual except for Workshop 3 in France and Switzerland that is scheduled to take place in person in accordance with public health's recommendations.

Notes:

Dates are subject to change.

Events are broadcast live but also recorded and posted on the learning platform within 48 hours of their livestream.

The ^AEffect

Défi Leadership Schedule

Fall 2021

September 8 to December 22

Program	Objectives	Time and Date (based on local time in Montreal)
Pre-launch period Introduction	<ul style="list-style-type: none"> Identify your introspection practices and approach to professional development 	September 8 to 17 11 a.m. to 12 p.m.
Official launch	<ul style="list-style-type: none"> Get the necessary tools and explanations to begin the <i>Défi Leadership</i> with the best mindset possible 	Friday, September 17 11 a.m. to 12 p.m.
Squad – Meeting 1	<ul style="list-style-type: none"> Get to know the members of your squad from the outset Meet in an informal setting Pick a squad leader 	Between September 17 and October 1 (before the first workshop)
Workshop 1 Asserting who you are as a leader	<ul style="list-style-type: none"> Solidify your leadership role and style Clarify your unique value contribution Discuss the impact of authenticity on leadership Do exercises with your squad 	Friday, October 1 9 a.m. to 12 p.m.
Web conference 1 Discussion about courage	<ul style="list-style-type: none"> Make courage a core part of your leadership style Learn how to rally your team even when things get tough 	Tuesday, October 26 11 a.m. to 12 p.m.
Squad – Meeting 2	<ul style="list-style-type: none"> Use co-development and group expertise to resolve problematic situations 	Between October 6 and November 3
Web conference 2 Discussion on becoming a coach-leader	<ul style="list-style-type: none"> Understand how to leverage the coach-leader mindset to mobilize your team and delegate more Learn which circumstances call for this approach 	Friday, November 19 11 a.m. to 12 p.m.
Squad – Meeting 3	<ul style="list-style-type: none"> Use co-development and group expertise to resolve problematic situations 	Between November 5 and December 3 (before workshop 2)
Workshop 2 Being a calm leader	<ul style="list-style-type: none"> Develop a calmer, more creative and more agile mindset in a complex world that is constantly changing Take a step back to become an empathetic and poised leader Make friends with discomfort and use it to develop a lasting leadership style Do exercises with your squad 	Friday, December 3 9 a.m. to 12 p.m.
Squad – Meeting 4	<ul style="list-style-type: none"> Use co-development and group expertise to resolve problematic situations 	Between December 7 and December 14
Summary of the 100 days	<ul style="list-style-type: none"> Do a personalized assessment Anchor your learnings Prepare for ongoing leadership development 	September 6 to 22
Squad – Meeting 5 (2021)	<ul style="list-style-type: none"> Get back into the habit of meeting regularly as a squad 	To be determined between you and your peers

Notes:

Dates are subject to change.

Events are broadcast live but also recorded and posted on the learning platform within 48 hours of their livestream.