

Program Guide

2021

L'effet ^A

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.

L'effet A 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, L'effet A 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 over the next 100 days.

Thank you for your confidence,

John Gallagher

Co-Founder of L'effet A

Why participate in L'effet A programs?

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

The programs enable a company to:

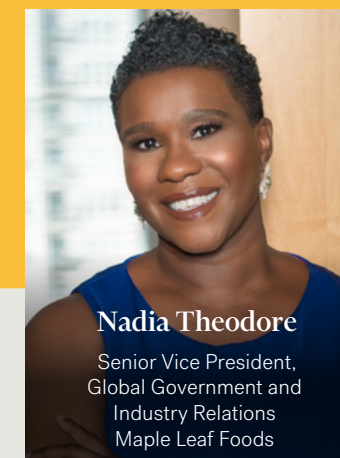
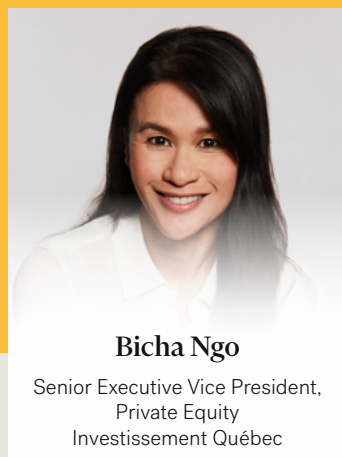
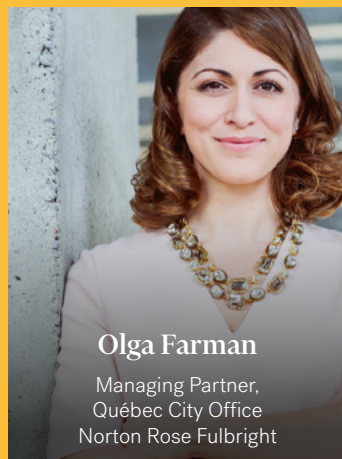
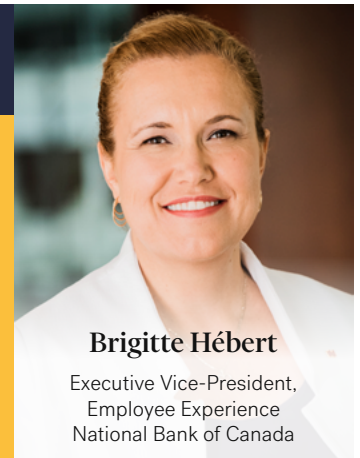
- Cultivate and nurture the leadership potential of their employees;
- Ensure the retention of high-potential employees;
- Develop effective, agile leadership mindsets from in-house talent;
- Encourage business development through the participant network and cultivate internal networking to empower employees.

The programs enable participants to:

- Increase their confidence and express their ambition;
- Develop a leadership mindset;
- Build a solid business network and cultivate internal networking.

Committed leaders who inspire action

A strong point of the L'effet A 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.



Ambition Challenge

Spring 2021
March 19 to June 25

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 are led by a professional coach. Participants will be able to ask questions about what they have learned on each skill set (pillar) as it is being completed.

Défi 100 jours

Spring 2021
March 12 to June 18

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 L'effet A 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 L'effet A 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 L'effet A 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	Défi 100 jours	Défi Leadership
 Learning platform	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.	14 cards		15 cards
 Workshops	Workshops bring participants and leaders together for dynamic activities and discussions.	3 workshops		2 workshops
 Web conferences	Web conferences are live-streamed interviews during which participants can ask L'effet A leaders their questions directly. The recorded content is then made available for participants to view at their convenience.	2 web conferences		2 web conferences
 Triads and squads	Défi 100 jours: Triads are small groups of participants with an emphasis on peer support and networking, to facilitate deeper learning and discussion. Défi Leadership: Squads are small groups of participants focussed on co-development to accelerate participants' professional growth.	4 triad meetings		4 squad meetings
 Group coaching	Three group coaching sessions are organized by L'effet A and led by a professional coach. Participants are able to ask questions about what they have learned on each skill set (pillar) as it is being completed.	3 group coaching session		

Corporate program

Your advantages

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

- 1 Guidance from the L'effet A 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 or more participants, in one or multiple programs;
- 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 over the 100 days.

Accelerate the experience!

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

- Integrating L'effet A 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 Leffet A 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



"Leffet A 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... Leffet A helped me realize this and assert myself fully."

Mélanie Lavoie

Vice-President
Human Resources and Communications
Techno-X Group



"Leffet A 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	GROUPE MUTUEL	RICHTER
AUTODESK	GROUPE TD	RIO TINTO
NATIONAL BANK OF CANADA	GRTGAZ	ROLEX
ROYAL BANK	HATCH	RONA
BIRON GROUPE SANTÉ	HYDRO-QUÉBEC	SAQ
BOMBARDIER	IBM	SAPUTO
CAE	IVANHOÉ CAMBRIDGE	SBB-CFF
CAISSE DE DÉPÔT ET PLACEMENT DU QUÉBEC	INVESTISSEMENTS PSP	SNC LAVALIN
CGI	INVESTISSEMENT QUÉBEC	SOLLIO GROUPE COOPÉRATIF
CHUV	LA CAPITALE	SSQ INSURANCE
CN	LA MOBILIÈRE	STM
CRÉDIT AGRICOLE D'ÎLE DE FRANCE	LANGLOIS LAWYERS	SWISSCOM
DÉCATHLON	LAURASTAR	SWISSQUOTE
DELOITTE	L'ORÉAL	TRANSAT
DESJARDINS	McKESSON	UBISOFT
DISTRIBUTION FRANCE (GRDF)	ONE POINT	UBS
ENERGIE DU JURA	POLYTECHNIQUE MONTRÉAL	VAUDOISE ASSURANCES
ETAT DE VAUD	PRATT & WHITNEY	VIA RAIL
FIERA CAPITAL	PWC	VIDÉOTRON
GAZ RÉSEAU	QUÉBEC INTERNATIONAL	YVES ROCHER
GOOGLE	RAYMOND CHABOT	
	GRANT THORNTON	

FOR MORE INFORMATION, CONTACT THE L'EFFET A TEAM

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APPENDICES

Program schedules

Ambition Challenge Schedule

Spring 2021

March 19 to June 25

Activity	Objectives	Time and Date (Eastern Daylight Time (EDT))
Pre-launch period Introduction card	<ul style="list-style-type: none"> Evaluate your behaviours and mindset Reflect on your personal ambition and choose your challenge 	March 19 to 24
Official launch	<ul style="list-style-type: none"> Understand how the program works Prepare for the next steps 	Wednesday, March 24 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 overcome it Use the given advice to persevere outside of your comfort zone 	Friday, April 9 1 p.m. to 3:30 p.m.
Group coaching	<ul style="list-style-type: none"> One-hour session led by a professional coach 	Friday, April 23 11:30 a.m. to 12:30 p.m.
Web conference 1 Interactive discussion with an invited leader	<ul style="list-style-type: none"> Get inspired by great leaders to leverage your influence and develop your professional network 	Friday, April 30 11:30 a.m. to 12:30 p.m.
Workshop 2 Negotiate to create more opportunities	<ul style="list-style-type: none"> Learn and practice the art of negotiation Be able to negotiate for yourself 	Thursday, May 13 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 	Friday, May 21 11:30 a.m. to 12:30 p.m.
Web conference 2 Interactive discussion with an invited leader	<ul style="list-style-type: none"> Get inspired by the careers of great leaders to develop your influence and your internal network 	Thursday, May 27 11:30 a.m. to 12:30 p.m.
Workshop 3 Master the art of networking	<ul style="list-style-type: none"> Learn how to put networking techniques into practice Make new business contacts 	Thursday, June 10 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 	Thursday, June 17 11:30 a.m. to 12:30 p.m.
The 100 days summary	<ul style="list-style-type: none"> Consolidate your learnings Learn to celebrate your success Build on the momentum you gained over 100 days and reach your objectives beyond the Ambition Challenge 	June 11 to 25

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

Spring 2021

Canada - France - Switzerland

March 12 to June 18

Activity	Objectives	Time and Date (Canada: Eastern Daylight Time (EDT)) (France & Switzerland: Central European Daylight Time (CST))
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 	March 12 to 18
Official launch	<ul style="list-style-type: none"> Understand how the program works Prep for the next steps 	Thursday, March 18 11 a.m. to 12 p.m. (Canada) 4 p.m. to 5 p.m. (France & Switzerland)
Workshop 1 Boost your confidence	<ul style="list-style-type: none"> Clarify your challenge and outline the next steps to make it happen Use the advice shared to persevere outside of your comfort zone 	Thursday, March 25 9 a.m. to 11:30 a.m. (Canada) 2 p.m. to 4:30 p.m. (France & Switzerland)
Web conference 1 Interactive interview	<ul style="list-style-type: none"> Discussion with a leader on the elements required to develop and strengthen your confidence throughout your career. Live question period 	Friday, April 16 11 a.m. to 12 p.m. (Canada) 5 p.m. to 6 p.m. (France & Switzerland)
Workshop 2 Negotiate to create more opportunities	<ul style="list-style-type: none"> Demystify games of influence to better play them Develop your influence and internal network 	Thursday, May 6 9 a.m. to 11:30 a.m. (Canada) 3 p.m. to 5:30 p.m. (France & Switzerland)
Web conference 2 Interactive interview	<ul style="list-style-type: none"> Discussion with a leader to understand how to network develop your influence and have a greater impact every day. Live question period 	Thursday, May 20 11 a.m. to 12 p.m. (Canada) 5 p.m. to 6 p.m. (France & Switzerland)
Workshop 3 Master the art of networking	<ul style="list-style-type: none"> Learn how to put networking techniques into practice Develop new business contacts 	Thursday, June 3 (Canada) 4 p.m. to 6:30 p.m. Tuesday, June 8 (France & Switzerland) 4 p.m. to 6:30 p.m.
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> 	June 4 to 18

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.

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 19 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 	Tuesday, November 16 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:

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