



Alcan Inc.

The Alcan management and HR teams recognize that effective leadership at the supervisor level is one of the most significant factors currently impacting the company’s ability to achieve its corporate targets and goals. The need for strong leadership and management at the supervisor level is clear; however the changing of the business context within which the company operates will require novel approaches to supervisor development.

"It is quite remarkable how SFU manages to offer such an accessible, high-quality program this far from its Vancouver campus. It gives us a lot of options."

- Josey Girard, HR Manager, Alcan Primary Metal

To address this need, Alcan’s organizational development team has built a comprehensive framework for a supervisor development program. This three-phased framework outlines a core curriculum in which all Alcan supervisors must have an adequate level of proficiency. Phase 3 of the Alcan Supervisor Development Program is designed to build on the topics and issues covered in Phase 1 and 2 of the program by developing advanced managerial competencies for high potential employees. This phase covers higher order supervisory aspects in the areas of managing business operations, developing an appreciation for the ethical aspects of business, navigating the financial complexities of the organization, making effective strategic choices and developing overall managerial skills.

Supervisor Development Program – Phase III

The program is divided into four modules, each involving three-day executive session and module completion assignments, and culminates in the Leadership Challenge. The executive sessions will cover topics related to Business Operations, Business Ethics, Driving Results and Leadership, and will enable participants to further develop their supervisory abilities. Each executive session and related module completion assignment will focus on Alcan specific examples and issues. The tools and techniques discussed in the executive sessions will be immediately applicable for each participant in their position as a supervisor.





Course Descriptions

Orientation & Business Operations Design

The orientation to the Alcan Supervisor Development program Phase 3 will introduce participants to the entire phase and provide an opportunity for them to get to know the SFU faculty. The afternoon of the orientation will focus on presentation and communication skills. Participants will be asked to make a persuasive presentation on a subject related to their work that they would like to take action on. Participants will also be introduced to leadership and learning styles and conduct personal assessments that will benefit them in their learning throughout the program.

The Business Operations and Design seminar deals with the concepts and techniques involved in the design of high performance manufacturing/operational systems. It focuses on the elements of systems and their interactions with each other; the concepts of balance, physical design, material and information flows, concurrent activities, autonomous work groups, transportation and distribution, inventory and resource management, purchasing, and material handling.

"As our leading resource, LSG continues to provide creative business solutions in customizing our organizational development strategies by demonstrating flexibility and authenticity through their services!"

- Sonya Dhami, HR Advisor, Organizational Development, Alcan Primary Metal

Business Ethics

Today's leaders and managers are increasingly recognizing that their effectiveness in dealing with interactions among diverse interests – both within the organization and external to it – will be critical to their success. Understanding and managing the interactions along the interface between Alcan and its internal and external stakeholders is becoming an increasingly critical component of managerial competency and organizational success. This module attempts to introduce the ethical perspectives that must be

considered by organizational leaders and develop critical thinking skills that will enable participants to apply this perspective in their organization.

Driving Financial Results

Strong problem solving and decision-making skills allow us to respond quickly to financial issues and strategic planning demands in a professional manner. This module aims to develop participants' financial resource management and strategic decision-making acumen, in order to prepare them for decisions that need to be made in the organizational setting.

The financial modeling and strategic decision-making approaches in this module have applications in a broad range of disciplines including design, operations, managing financial risks and business case development. The goal of this seminar is to challenge traditional and often ineffective forms of strategic decision-making. Participants will use both "hard" and "soft" analytical tools to evaluate decisions facing Alcan, and will be introduced to best practice frameworks for financial and strategic decision-making.



Leadership

This module is designed to provide participants with the opportunity to develop and improve their managerial competencies for effectively leading organizations. The courses will explore concepts and theories regarding the multiple roles managers play in their organizations, as leaders who motivate and manage their staff, as team-members who collaborate to achieve a common goal, and as corporate representatives who act as the liaison among internal and external stakeholders. The courses will assist participants in developing and balancing critical management competencies at the individual, interpersonal, team, and organizational level.

The Leadership Challenge

During the Leadership Challenge phase of the program, participants will use the skills learned to date to tackle real issues for Alcan. The focus will be for them to choose a project that they are currently working on and provide an analysis of issues that occurred during the project and how they were dealt with. With coaching provided by the instructors, this will be done in an exploratory, reflective and cross-functional manner.

The objectives of the Leadership Challenge are:

- To expand the participants' understanding of the application of project management principles.
- To target and develop specific project management skills.
- To apply the newly developed skills to real Alcan issues, with the aim of improving practices throughout the firm.

"Having university programs available creates an atmosphere that allows employees to concentrate on both the company's and their own personal development. It is tremendously motivating and I believe it is one of the reasons we are able to get and keep such talented people."

**- Josey Girard, HR Manager, Alcan
Primary Metal**