

Grow your career.
Level up for the future.

Schulich Masterclass Certificate in Venture Operations

Level Up with IZABELLA GABOWICZ, VP of
Operations at Q2



Schulich
School of Business
Executive Education

YORK U



Schulich Masterclass Certificate in **Venture Operations**

In a word, a successful Operations professional is a generalist. Do you know how to structure unstructured problems? How to surface what is working and what isn't or identify where to focus limited resources? Well, you can learn from a leading star in the industry.

Meet Izabella Gabowicz, VP of Operations at Q2 and join her in 30 hours of online study, to network, meet the right people and bolster your Operations toolkit.

Grow your career.
Level up for the future.



30 hours of study over 6 weeks



Book this program [online](#)



Schulich Masterclass Certificate in **Venture Operations**

Knock the necessary practical knowledge out of the park with modules on the responsibilities and key performance indicators of functional areas within a business, critical processes and systems, internal and stakeholder communications. Don't worry, you'll cover all the relevant topics, such as income statements and estimating the impact, value, risk and accountabilities of actions.

But don't stop there: this program is a backstage pass to the secret steps on achieving executive-level positions in Venture Operations and meeting an established leader in the industry.



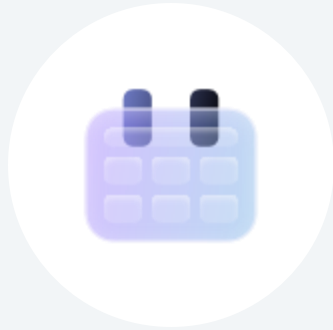
30 hours of study over 6 weeks



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Program Highlights



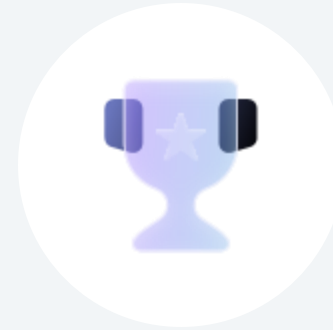
30 hours of Study

Rich learning in just
30 hours of study over
6 weeks



Amazing Education for Busy Professionals

Learn from the Vice President of a
leading provider of digital banking
in convenient online format, either
asynchronously or live.



Learn from the Pros

Get private access to pre-
recorded or live lessons with
Izabella Gabowicz, VP of
Operations at Q2. Get a leg
up in the industry by
connecting with one of its
stars.



Masterclass Certificate

After completing the program,
receive an authentic digital
badge from the #1 business
school in Canada that
employers will recognize.



Program Faculty



Izabella Gabowicz

VP of Operations at Q2

Izabella was a Business Solution Architect with IBM Global Services, working on multiple large-scale, strategic initiatives from concept to implementation. She has over 20 years of experience working in client services and success for enterprise clients in Telecommunications, Financial Services and Airlines.

Featured in *Your Turn*, a book about 150 successful women in Canada, dedicated to empowering the next generation of female leaders, Izabella is a Bronze Stevie Award winner for Female Executive of the Year in 2018 and was named one of Canada's top women in FinTech by Digital Finance Institute in 2019. Izabella is the Board Chair of Peerscale, a leadership organization for technology executives. Izabella holds an Honours B.Sc. in Cognitive Science and Artificial Intelligence from the University of Toronto and was awarded a patent for catalogue-driven order management for rule definition.



As a veteran COO, and someone who built a startup from incubation through acquisition, I will be sharing my knowledge and passion for structuring a young company's Operations in order to scale effectively and thrive in the tech industry.

Izabella Gabowicz, *VP of Operations at Q2*



Program Content



Module 1: Generalists and Cross-Functionality

Succeeding in Venture Operations requires operational leaders to be jacks-of-all-trades, able to empathize and communicate effectively across an organization. To begin, this module will review common organizational structures in venture-backable companies and the roles of the various functions. Collaboratively tackling challenges cross-functionally requires learners to understand the accountabilities and objectives of each function, and how their productivity and performance are measured.

- Review different functions in a typical venture start-up or scale-up company
- Distinguish between productivity metrics and key performance indicators
- Identify an important issue within the company that requires action and consider the impacts to the related parties

Module 2: The Grown-Up in the Room

No venture is absent of risk, and being able to identify and manage that risk often falls to operational leadership. For a company to execute successfully, it is essential to appreciate what the big hurdles and pitfalls can be, and still figure out a path forward. This second module will introduce some of the hats that an operator may be expected to wear in a smaller company, such as contract negotiation, HR coordinator, or regulatory SME.

- Review key concepts of services, vendor and employment agreements
- Discuss the impacts of current, proposed, or potential regulation on business operations
- Analyze potential risks involved with a company's strategies or activities, with right-sized approaches to managing such risks

Program Content



Module 3: The Story Behind the Numbers

At the end of the day, successful Operations comes down to basic business fundamentals: Is your company making money (and with what efficiency)? Are your customers receiving value from your service? An operator needs to be able to understand the answers to both questions, and to be able to report up and down in a way that provides the listener with the “So what?” to any numbers they present. This module will explain the basics of the Income Statement, SLAs, and challenge learners to consider the cost of decisions made.

- Differentiate between service-level objectives (SLOs) and service-level agreements (SLAs), between bookings and revenue, between types of revenue, and between cost of service and operating expense
- Analyze the costs and benefits of a proposed fix to your identified business issue, contrasted against not addressing the issue
- Compose an executive summary for both the issue and the proposed fix that succinctly highlights the key numbers and why they matter

Module 4: A Well-Oiled Machine

Knowing what to do and doing it well do not flow automatically from one to the other. Building a smooth-running machine comes down to people all working together effectively. In this people-focused module, the emphasis will begin with a discussion of roles and responsibilities, and how they fit within a performance management system. Additionally, the module will discuss the complementary topics of cadence and communications to enable continued alignment and empathy.

- Discover the qualities of highly functional working teams
- Review the dimensions of performance management systems that make them more effective
- Build out a communication plan for an initiative that would implement the proposed fix, identifying audience and frequency

Program Content



Module 5: Build for Success

One of the challenges with growing as a venture-backable company is that what works at 5 people isn't what works at 25, or at 50, or at 100. It is important for an operator to think about what the processes for decision-making, planning, and prioritization should look like before they become political or bureaucratic – while also thinking about how to right-size them with speed. This penultimate module will also discuss the concepts of time span and altitude as a framing mechanism to focus on the right level of detail.

- Recommend approaches to intentional team building and rebuilding
- Reflect on which processes may be ready for revamp to continue to realize the organization's objectives
- Recognize the decision-making process for tackling the proposed fix, and ideate if there are any quick wins that could accelerate buy-in

Module 6: Row Together

The role of the COO of a venture-backable organization is to lead the execution of the strategies set by the Board of Directors and top-line executive team. Without an operating system to set the goals to strive toward and align the objectives and efforts of the teams, everyone could be expending a lot of effort but working at cross purposes. In the final module of the course, learners will receive a primer on the commonly encountered goal setting framework of objectives and key results (OKRs).

- Distinguish between objectives and key results (OKRs), key performance indicators (KPIs), and management by objectives (MBOs)
- Examine the characteristics of effective OKRs, with rules of thumb for how to improve their quality
- Apply the OKR framework for goal setting to the identified issue, leveraging it as a mechanism to show how progress can be made toward addressing the issue

Who Will Benefit



Mid-Career Operations Leaders

This program is for early to mid-stage Operations professionals with a minimum of 2-5 years of work experience. Managers in Operations roles can build toward executive leadership positions in Operations or as COOs at start-up or scale-up companies. Having specialized training in Operations will allow you to close job offers or obtain promotions to leadership roles in a competitive market.

Completion Benefits

After completing the Schulich Masterclass Certificate in Venture Operations, you'll receive an authentic digital badge from the #1 business school in Canada that employers will recognize.

As more and more companies look for candidates with specific skills, this badge on your CV will be a credible assurance of your achievements and expertise, allowing the right roles to find you faster.



Masterclass Certificate

You've completed a series of unique, high-level modules, which constitute a Masterclass Certificate.

Graduation Networking Event with **Industry Leaders**



Chris Carder

Executive Director, Office of Innovation and Entrepreneurship at Schulich School of Business



CherryRose Tan

Entrepreneur in Residence, Office of Innovation and Entrepreneurship at Schulich School of Business

Join Us in Celebrating **You.**

Celebrate your program graduation with Senior Leaders in the Venture Ecosystem and Leaders from the Schulich Startups Community. An opportunity to make in-person connections with top professionals and network for future job opportunities. Hosted in downtown Toronto at Schulich ExecEd.



Prashant Matta

General Partner
Panache Ventures



Jenny Do Forno

Chief People
Officer
TouchBistro



Izabella Gabowitz

VP of Operations
Q2



Leen Li

CEO
Wealthsimple
Foundation



Suhail Hafiz

CEO
Contrarian
Investment Partners

Why a Certificate at Schulich ExecEd?

There will no longer be a single transition from graduation to work in one's life.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

We are #1 Business School in the Country

We have the privilege of being ranked #1 and teaching top students from around the world.

Our Program is Unique

Distinction from growing competition in the job market.

We Provide a Combination of Skill Specialization & Range

Deepen your current skills and acquire new ones.



About Schulich ExecEd

At Schulich ExecEd, the professional development arm of the world class Schulich School of Business, all our programs are non-degree, mid-career acclaimed qualification that employers recognize and that you can add to your CV.

We Provide:

- Short programs building an individual business skill have industry recognized credentials for that skill
- Certificate programs build a wider skill set with a number of key skills
- Masters Certificates are an intense dive into Leadership, Management or specific Business skillsets. This is our highest mid-career professional development business school certification

Key Stats:

- Ranked #1 business school in Canada
- Ranked #12 in global MBA ranking
- Educated over 80,000 professionals across the world.
- Delivered over 4,000 programs virtually and in-person
- 96% of our graduates used knowledge or skills from the program on the job
- 87% of our graduates reported improved job performance
- Worked with over 500 companies worldwide

Over 450 leading faculty in areas of management, leadership, communications, finance, marketing, business development and strategy





Schulich ExecEd, Schulich School of Business at York University

500-222 Bay Street. Toronto, Ontario M5K 1K2

1.800.667.9380

execedinfo@schulich.yorku.ca

execed.schulich.yorku.ca

