



PETER B. GUSTAVSON
School of Business
The world looks different from here.

EFMD Excellence in Practice (EiP) Award

Corporate MBA Program

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Peter B. Gustavson School of Business
University of Victoria



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1.0 Executive Summary

In 2015, the inaugural cohort of TELUS MBA students entered into their first year of studies at the University of Victoria's Peter B. Gustavson School of Business. The MBA degree for TELUS team members—a multinational telecommunications firm headquartered in Vancouver with \$13.1 billion in annual revenues via its nearly 60,000 employees worldwide—included a specialization in leadership and strategy using diverse case studies throughout a two-year curriculum. Course content and deliverables were tailored to leadership and strategy issues specific to TELUS and the telecom industry. This customized degree program combined traditional classroom settings, through six face-to-face residencies in Victoria, British Columbia, with online learning and live, virtual classes, as well as an international residency.

The collaborative nature of the partnership between the Gustavson School and TELUS plays a critical role in its success. Senior leaders at TELUS participate as executives-in-residence, mentors, project champions and guest lecturers. These executives share their leadership knowledge throughout the two years, complementing the academic perspective offered by Gustavson professors. Participants in the TELUS MBA continue to work full-time with allowances provided by the company to accommodate the face-to-face residencies.

The inaugural, pioneer cohort of 20 students will officially graduate in the spring of 2018 with their studies having concluded in October of 2017. TELUS was so overwhelmed with the results that they have commissioned additional cohorts, running through 2023. The second cohort commenced their studies in October 2017 and will finish in 2019. The return on investment for TELUS from the first cohort has been nothing short of remarkable. TELUS calculates that its initial \$1.325 million investment has garnered more than \$350 million in savings and net new revenue opportunities that have come from various program assignments, teamwork, and major consulting projects.



"The TELUS MBA has exceeded our wildest expectations. To realize economies of scale is one thing. To recognize a return on investment is another. But to witness the incredible transformation of team members in parallel with the significant impact they have created across the entire TELUS organization is a testament to the unique value, creativity and dedication that the Gustavson School has brought to the program."

– Dan Pontefract, Chief Envisioner, TELUS

2.0 Introduction

This collaboration brings together a leading business school that prides itself on seeing things differently, with a national telecommunications company based in Canada that was ready to equip its employees with even more tools for success, and wanting to cultivate future leaders with a distinctive mindset.

TELUS

TELUS is Canada's fastest-growing national telecommunications company, with \$13.1 billion of annual revenue and 12.9 million subscriber connections, including 8.8 million wireless subscribers, 1.7 million high-speed Internet subscribers, 1.3 million residential network access lines and 1.1 million TELUS TV customers.

TELUS provides a wide range of communications products and services, including wireless, data, Internet protocol (IP), voice, television, entertainment and video. TELUS is also Canada's largest healthcare IT provider, and TELUS International delivers business process solutions around the globe.

The strategic intent of TELUS is to unleash the power of the Internet to deliver the best solutions to Canadians at home, in the workplace and on the move.

Peter B. Gustavson School of Business, University of Victoria

The Gustavson School is devoted to providing business education that is non-traditional in its approach, creative in its application, and unique in its perspective through its four pillars: International, Integrative, Innovative, and Socially Responsible/Sustainable.

Gustavson has offered specialized executive education since 1993, and fills a growing corporate demand for high-calibre professional development by providing course content tailored to a specific company or sector.

This collaboration with TELUS marks the school's first offering of a degree-level program to a corporate client, while maintaining business education fundamentals and academic rigor inherent in a traditional MBA program.

3.0 The Challenge

Upheaval in the telecommunications industry – and technology-driven changes in education delivery – were key factors in TELUS' reimagining its approach to executive education, and re-examining its support for MBA degrees. TELUS wanted to enhance the professional development strategy for its future corporate leaders through a differentiated approach. Instead of sending individual team members to different universities to earn MBAs or other Masters degrees across the country — where the return often seemed negligible — TELUS issued a Canada-wide RFP to leading business schools asking them to create a customized MBA program based on the company's existing strategic imperatives and its award-winning culture.

Given the dynamic nature of the global telecommunications industry, TELUS leaders sought a unique solution, one that reflected the company's values and balanced the need for purpose and profit. The program had to recognize that the TELUS Leadership Philosophy was a cornerstone for how it conducted business. The delivery had to be, in equal parts, virtual, group-based, and experience-based. Ten universities were asked to submit proposals and the winning one came from the University of Victoria's Peter B. Gustavson School of Business, already a provider of executive education and other specific training to TELUS employees since 2009. Gustavson recommended a private, customized MBA, a twist on the traditional graduate business degree that combined the rigour of a degree program with the tailoring characteristic of its executive education offerings.

Unlike their counterparts in traditional MBA degree programs, TELUS employees pursue their studies through a combination of classroom learning (six residential stints in Victoria and one in an overseas location), video lectures, and virtual interaction using various collaborative technologies. By design, some of the program content in each course is tailored to leadership and strategy issues specific to the organization and the telecom industry. High-performing managers with at least three years' experience and high three-year average performance development scores at TELUS were eligible to apply for the degree. All applicants were then screened for admission by the University of Victoria.



4.0 The Commitment

This initiative marked Gustavson's first customized graduate program and ticked a number of boxes for the University of Victoria, including adding a new revenue stream for the Business School. It allowed Gustavson to do something creative by working closely with a major corporation, and was an opportunity to experiment with new delivery models.

TELUS's goal was to develop a unique Masters program that was true to its culture, direction, leadership, and mission. Its objectives were to:

- Cultivate a deeper understanding of the complexities of values-based leadership at TELUS;
- Encourage a stronger comprehension of strategic context and management that is cross-functional and holistic in nature;
- Develop a greater appreciation of the importance of the organization's culture in driving team members' approaches to leadership, strategic management and personal development; and
- Create resilient leaders who are driven by a relentless focus and a hunger for innovation, collaboration, and change.



The Gustavson School developed a program that embodies four essential outcomes of a graduate-level degree. Participants should: (a) understand and relate to the content of the program and recognize its relevance for themselves (connect what they learn to their identities as leaders and their values, goals and choices); (b) understand and connect the content of the program to the broader institutional, political, socio-cultural, and economic context in which TELUS operates (gain a sense of how enacting what they learn impacts the world around them, and vice versa); (c) apply the right knowledge and tools to address challenges or opportunities in the future; and (d) go beyond the knowledge/tools taught in the program to create new ways of addressing additional challenges or opportunities that will arise over their careers.



“We are proud that TELUS chose the Sardul S. Gill Graduate School to deliver a Master’s program for their future leaders,” says Dean of Gustavson School of Business, Dr. Saul Klein. “Universities need to continually explore innovative ways of delivering content and to ensure that their programs meet market needs. Our collaboration with TELUS gives the business school a wonderful opportunity to work with a leading edge company.”

– Dr. Saul Klein, Dean of Gustavson School of Business

Responsibilities

Gustavson is responsible for all program design, content development, program delivery, provision of all program materials and copyright access, as well as administrative and project management services associated with same, and for coordination and organization of all activities. The program has a designated faculty champion at Gustavson to ensure continuity and quality control, as well as a dedicated program manager to deal with all non-academic matters.

TELUS funds the program entirely and provides technology to complement University of Victoria learning platforms that together provide the online education component and blended delivery model of the program. Gustavson retains full control of program content and delivery, and the academic integrity of its MBA program remains intact.



5.0 Learning and Development Initiatives

TELUS and Gustavson launched their first MBA cohort in October 2015. This was a two-year degree, with a specialization in leadership and strategy, offered through the Sardul S. Gill Graduate School within Gustavson. This was the first customized degree program developed by the School.

The initial cohort comprised 20 TELUS team members from four provinces and eleven cities across Canada, all of whom had significant management experience, scored highly on TELUS performance measures and met the university's graduate admissions requirements. The average age was 39 years and the average TELUS employment tenure was 12 years. The average total years of work experience was 16. The cumulative number of work experience years in the first cohort was 320.

Program Design

In addition to MBA core and specialization courses (such as studies in operations management and corporate 'intrapreneurship'), the focus is on developing participants as leaders within TELUS.

Success at TELUS is exemplified by leaders who drive growth and performance, enable and develop others, foster teamwork and collaboration, and embrace change and innovation while pursuing goal achievement. A key part of the TELUS culture is its social purpose, "we give where we live." Acknowledging this, the TELUS Master's program was designed and organized around four key themes, illustrated in the 4D Model of Leadership below:

Delivering Results focuses on visioning and goal setting, strategic thinking, budgeting and financial management, understanding economic trends, designing structure, managing growth, enhancing services, building the market, and understanding the legal context.

Designing Systems and Culture focuses on implementing control systems, monitoring and measuring performance, evaluating processes and routines, managing operations, building a culture of excellence, coordinating workflow, improving efficiencies, and optimizing information management.

Developing Self and the Team focuses on selecting, evaluating and coaching, managing conflict, dealing with power dynamics, building high performance teams, motivating for peak performance, shaping attitudes, communicating effectively, fostering trust, and designing compensation systems.

Driving Change and Innovation focuses on solving problems creatively, managing and creating change, understanding risk, incorporating sustainability, undertaking corporate intrapreneurship, negotiating effectively, building strategic alliances, and facilitating innovation.

4D Model of Leadership



Eight key assumptions were identified to anchor the process of designing and developing the TELUS Masters of Leadership and Strategy Program:

1. Participants in the program come with significant operational experience and focus;
2. Participants will be primarily Managers and Directors from TELUS (Level 2 and Level 3 leaders);
3. There will be convergence in the length of experience brought to the program by each participant, but diversity in terms of the areas of expertise that participants bring (i.e., participants come to the program from a variety of TELUS departments);
4. Participants will have an undergraduate degree;
5. Following their graduation from the program, participants will continue working at TELUS;
6. Attendance at all residencies, and active participation in all learning activities, is mandatory;
7. Senior managers within TELUS will contribute to the program as Executives in Residence; and
8. Technologies for program delivery will deliver seamlessly all necessary content (including streaming video) and functionality to groups of participants both synchronously and asynchronously. Dedicated tech support will be available to both participants and instructors/administrators at all times.

Program Delivery Details:

Learning Methodologies

The TELUS MBA Program is delivered through a mix of learning methodologies. Course content is delivered in a blended learning approach, using a combination of face to face instruction, online facilitated sessions and asynchronous learning activities using the University's CourseSpaces platform TELUS's WebEx, TELUS Telepresence and other technologies as appropriate to keep the learning continuous, accessible, and relevant.

Face-to-Face Learning (Formal)

Participants meet face-to-face seven times over the two-year program. These residencies take place over six to ten days. Six of these sessions are held in Victoria, and another at a mutually agreed international location. The first cohort travelled to Bucharest, Romania, where TELUS operates a large call centre and BPO facility. Course content is integrated throughout the two years, with participants taking three or four courses at a time.



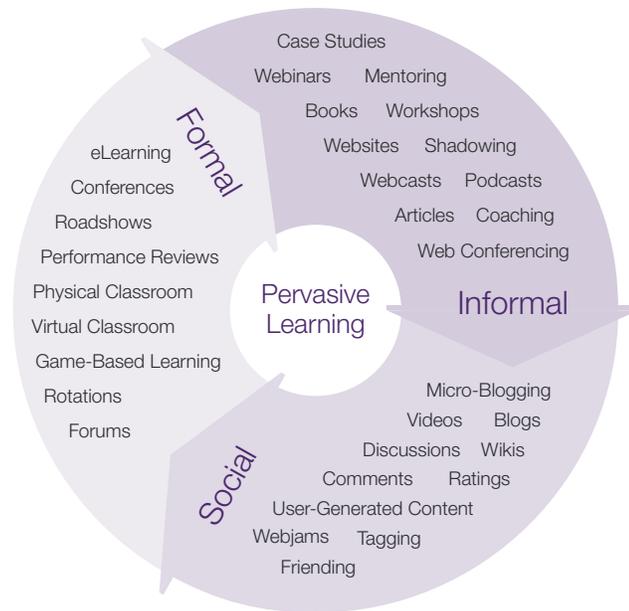
Blended Learning (Formal, Informal and Social)

Participants reflect, discuss, collaborate on, and further their learning in each course via both real-time facilitated sessions (webinars), and the use of asynchronous tools where participation timelines are asynchronous.

Formal learning continues in facilitated sessions in the online environment. Participants receive additional instruction, and class discussions of course concepts are facilitated. Additional content is also delivered through this approach.

Informal learning occurs in discussion forums, webinars, virtual team meetings, and teaching videos that are made available to illustrate course concepts.

Social learning takes place as participants share their ideas and their reflections with one another in a variety of forums and through different methods. Participants work together to construct a virtual learning community that allows them to share and reflect on their learning together throughout the program.



Illustration

This TELUS MBA program was designed to include a blend of learning and collaboration tools and formats, both within individual courses and – more importantly – across the whole program. Courses use a blend of individual, social, formal, and informal formats. For example, within a course on leadership and organizational behaviour, the facilitator introduces an exercise such as the Reciprocity Ring (which is designed to highlight opportunities for collaboration within the cohort). The exercise is then extended beyond the classroom, using online tools to create a virtual Reciprocity Ring that draws upon a significantly larger network of TELUS connections. Similarly, discussion on readings, concepts and models start in the classroom, and then continue virtually. Beyond formal classroom learning, informal and social learning opportunities are seen as absolute necessities for building upon and extending core learning concepts. The program’s “Bridge” exercises were designed to make full use of TELUS’s extensive array of virtual networking tools as a way of ensuring that genuine collaboration, and the development of a strong and effective cohort of leaders within TELUS, continues beyond and between formal face-to-face classroom sessions.

Senior Executives-in-Residence

TELUS executives are involved in the delivery of the program as context experts. Following the introduction of each course during a residency period, TELUS executives speak to how each of the course themes is exemplified within the company. TELUS CEO Darren Entwistle, for example, was the executive-in-residence for the first and last residencies of the first cohort. Other executives included the Chief Corporate Office, Chief Philanthropy Officer, Senior Vice-President of Customer Experience and the President of TELUS International.

Customization

Course content is modified for the TELUS context, incorporating telecommunications industry case studies, examples, and guest speakers. There are several TELUS-specific group and consulting projects interspersed throughout the program, including one in the first cohort that involved working with a TELUS international operation in Bucharest, Romania. Participants apply their skills and knowledge to a variety of customized leadership scenarios revolving around various challenges faced by TELUS.

Unique Features

The program includes two bookends that frame the learning journey and five special projects that serve as “bridges” between the program themes. These distinctive elements require participants to work individually as well as in teams to implement key program concepts. Each bridge connects with a specific TELUS value:

Opening Bookend

The program begins with an intensive module, “Starting the Leadership Journey,” that sets the stage for the learning that will follow by clarifying the notion of leadership itself and highlighting that the starting point of this educational experience is the individual learner. The focus here is on the participants becoming aware of who they are as leaders, who they could be at their best, and what adds meaning to their work, while discovering their inner reservoirs of courage and resilience. The goal is to provide a sense of direction for individual transformation as well as potential roles within TELUS.

Elaboration Bridge

This bridge is designed to develop TELUS’s Communicating and Learning value attributes, by asking participants to learn and teach about important ideas simultaneously. We ask participants to read one of several carefully chosen books, designed to expose them (and TELUS) to some of the most significant challenges currently facing business and global leaders. They reflect on the most significant challenges to organizations and corporate leadership posed in the book, identify the most important lessons that emerge, communicate these key ideas to their peers, and identify opportunities to apply concepts within TELUS.

Innovation Bridge

The purpose of this bridge is to apply ideas generated through the course of the program to a real, ongoing, and important issue confronting TELUS. Working with executive sponsors, cross-functional teams of participants address projects that have been “keeping the executive up at night.” These projects allow team members to pull together their program learning and apply it in a practical, meaningful, and relevant way for TELUS. Teams prepare written reports and deliver presentations to the TELUS Executive Team as well as members of the Gustavson faculty. This bridge builds on the Being Creative, Risk Taking and Implementing, Learning, and Driving Results value attributes of TELUS.

Inspiration Bridge

While TELUS leaders have demonstrated a genuine desire to collaborate, many large, diverse organizations face challenges with actually doing so. As a way of building meaningful bridges within TELUS, participants spend time visiting different parts of the company. Each team spends a “week on the floor” in a different part of the organization – either regionally or functionally different from their past experience. Teams are coached on how to make meaningful observations about what they are seeing, and are expected to come up with practical and useful recommendations for improving collaboration within TELUS. The Inspiration Bridge contributes to the development of skills that fall within the Being Creative, Collaborating, Communicating, Learning and Adapting value attributes of TELUS.

Collaboration Bridge

This bridge is designed to draw out the leader within by immersing each participant in an intense learning-by-enacting exercise. There are two parts to this exercise that run in parallel. Every participant is paired up with a mentor within TELUS for the duration of the program. The mentor is ideally a senior colleague whom the participant finds inspiring. The mentor's primary role is to help the participant become aware of those strengths and weaknesses that others can see but he/she cannot, as well as help the participant discover strengths and weaknesses that neither of them had previously recognized. Concurrently, each participant is expected to mentor a junior colleague within TELUS throughout the program with the same objectives (helping that junior colleague become aware of/discover his/her strengths and weaknesses). The Collaboration Bridge contributes to skill development within the Developing Team Members, and Learning, Communicating, and Demonstrating Integrity value attributes of TELUS.

International Integration Project (IIP)

The IIP subjects TELUS leaders to global best practices and strengthens their appreciation of the challenges and opportunities of managing a globally distributed value chain. Participants are taken on an international field trip designed to expose them to innovations and contexts that stretch their thinking and build their capabilities to operate cross-culturally. Led by Gustavson faculty with expertise in the particular country, participants spend about 10 days visiting different companies, comparing and contrasting them with TELUS. Countries selected could be those in which TELUS already outsources operations (such as India, Philippines, Guatemala) or where significant changes are taking place. The IIP contributes to skill development within the Adapting, Initiating, Driving Results, Risk Taking and Implementing value attributes of TELUS.

Closing Bookend

The program ends with a module on “Reimagining the Leadership Journey,” where major projects are presented. This bookend pulls everything together and sets the stage for the future. The end of this educational experience signals the beginning of a new chapter in participants’ roles and responsibilities as leaders. The intent here is to reflect on the individual transformations that have occurred, acknowledge the impact of being part of a community of leaders, identify individual aspirations, and imagine new possibilities for TELUS.

Delivery

As mentioned, face-to-face delivery of the program takes place in Victoria and abroad. Online components are delivered by making use of Gustavson and TELUS collaboration tools. The digital delivery includes everything from video lectures and discussion boards that are accessed on demand, to virtual classrooms where participants use personalized avatars to interact with instructors and classmates while completing assignments.



6.0 The Impact

Josh Blair is the TELUS Chief Corporate Officer, Executive VP, TELUS Health; President, TELUS Business Solutions West; and Chair, TELUS International. He is the executive sponsor of the TELUS MBA. Mr. Blair believes the ultimate success of the customized degree is measured by the impact of returning employees on the fortunes of TELUS.

“The TELUS MBA is a unique and strategically vital investment in some of our best and brightest team members who advance our Customers First philosophy,” says Mr. Blair. “The feedback from university faculty and the first cohort of students has been excellent, and our graduates are already driving value for TELUS by applying lessons learned into their current roles as well as identifying and pursuing major cost-saving and revenue-generating opportunities across our organization.”

Not only has TELUS garnered more than \$350 million in savings and net new revenue opportunities, many team members from the first cohort have already elevated their careers. Since the first cohort completed their studies in October, 2017, twenty-five percent of the class has been promoted, moving into new roles across TELUS.

The Appendix provides testimonials from each graduate, all of them bearing witness firsthand to the benefits of the program including unique advancements in their personal development and professional performance.

Based on teaching evaluations completed by the participants, the learning experience has been exceptional. The first cohort have given an average rating of 4.66 out of 5 for all TELUS MBA courses. Such evaluations reflect the magic that happens when great teachers work together with great students in a design that allows them all to flourish.

To summarize, the impact of the TELUS MBA has already been felt long and wide across the entirety of the TELUS organization.

Cohort 1

Testimonials



“The TELUS MBA has been one of the most transformative and eye-opening learning experiences that I have had the opportunity to join.”

- Edith Lui



“No other initiative has come close to offering such unprecedented value and immersion into leadership and strategy into the heart of what makes our organization tick.”

- Daniel Kligerman



“The experience has been life altering and I am a better person overall because of it.”

- Americo Viola



“One of the best decisions I have ever made.”

- Jill Schnarr



“The TELUS MBA program was a life-changing experience for me that has deeply impacted every aspect of my life.”

- Moutie Wali

Career Development



Jodi Baxter
Promoted to:
Director, Product Mgt
THPS



Kim Logan
Seconded to:
Director, Smart Cities
Business Futures



Mike Dittrich
Seconded to:
Director, AgriTech/Smart
Farm Business Futures



Zak Bhamani
Shifted to:
Director, Product and
Services, Transformation
Services, THPS



Sabarish Mahadevan
Promoted to:
Director, Information Services
Quality Assurance, BTO

Return on Investment

\$30 million

Savings found across
TELUS related projects or
assignments (outside of
596 consulting project)

\$325 million

Five-year forecasts on
all applicable 596 final
consulting projects with
net new revenue streams

\$355 million

TELUS investment into
Cohort #1: \$1.325m

7.0 Reflections

Future Steps

1. **Cohort #3 – October, 2019 Start Date**
General communications commence October, 2018 – Deadline Jan 25, 2019
2. **TELUS Center for Leadership Excellence and TELUS MBA External**
(in partnership with TELUS Ocean project)
3. **Cohort #1 – 596 Major Projects – Quarterly Updates**
Progress being made – see below

596 Major Projects - Summary Updates

Project name	Major updates
Rise of the Machines/TPS/GMC	<p>Strat check complete.</p> <p>TPS strat check presentation included a deep dive on GMC as part of International GTM initiative.</p> <p>Funding request for GMC. Darren approved.</p> <p>MVP release to market in early Q2.</p> <p>Two pre-commercial customer opportunities. Nova Mobile is in contracting stage and should close before year end. Rigado is the second, pricing is moving forward.</p>
Smart Agriculture/Farm	<p>Letter of Commitment to Smart Agri-Food Supercluster (SASC)</p> <p>Business development activities underway with FarmersEdge and Intelliconn with respect to wholesale IoT data connectivity and IoT marketplace</p> <p>Onboarding Mike Dittrich under secondment to develop Ag practice within Business Futures</p>
Broadband Referral	<p>Referral pilot is being conducted with the UBC eSports team</p> <p>In the midst of finalizing roles after combining Home Solutions & Falcon Marketing organizations</p>
Road to 5G	<p>Presentation to BNE team, and Architecture and OSS team</p> <p>Presentation to CTO team</p>
Onshore/Offshore Parity	<p>Competency based skills map exercise to identify low, middle, and top performers based on “What Great Looks Like” methodology completed.</p> <p>Launched ROCI “Return Of Coaching Investment” Toolkit</p> <p>Enculturation Training for TI New Hire Team Members – in progress</p>

See 596 Project Status Summary Dec 8 2017 document for full report.

8.0 Appendices

Video

Please click on the picture below to access a video outlining how impressed TELUS is with the University of Victoria's Gustavson School of Business:



If you are having difficulties, please click this [link](http://205.250.87.50/wp/ccurvod.optiktv.telus.net/published/telusstudiosott/18032_EFMD_FINAL.mp4) or copy/paste the following http://205.250.87.50/wp/ccurvod.optiktv.telus.net/published/telusstudiosott/18032_EFMD_FINAL.mp4 into your web browser.

Testimonials



The TELUS MBA has certainly been a major milestone in my professional and my personal life. When I started the program I didn't know what to expect besides the usual learnings that an MBA is to deliver, but I found more, much more. Through the TELUS MBA we had the opportunity to apply our learnings to real challenges at TELUS and even more exciting we had the opportunity to present our findings and recommendations to decision makers in those teams affected. Often we had the satisfaction of seeing some of our recommendations being adopted.

But with no doubt the greatest personal benefit from the last two years in the TELUS MBA was that of going through the program with 19 of the most qualified professionals I have met in my entire career. Learning, discussing, challenging and coming up with common understandings and recommendations were experiences that not only helped me to learn about our entire organization but also opened my mind to different ways to analyze and tackle challenges that I face at work on a daily basis.

I am certain that we have been given an amazing toolbox, one that we will be able to use when presented with new challenges at work and that will help us to return to the investment and trust that TELUS put on us when sponsoring this program."

- Hugo Arevalo



“The TELUS MBA program provided me with not only an incredible educational experience, but I also built this incredible network with the 19 cohort members who come from across the TELUS organization. Each course opened my eyes to many new areas of the TELUS organization to focus and offer solutions. We used our intimate knowledge of the TELUS organization to share ideas to improve operations, culture and further drive our values creating incredible personal and corporate ROI.”

- Jodi Baxter



“The TELUS MBA has been a tremendous learning experience on all aspect. The opportunity to discuss the challenges our business faces with 20 colleagues and apply our freshly acquired learning to solving them is unlike anything I could have imagined from any learning experience. I leave this program with a degree, with a high quality toolset that is going to help me throughout my career and maybe most importantly, with a strong network of highly capable individual across my organization that I can leverage to solve any challenges put in front of our organization.”

- Mathieu Bergeron



“The TELUS MBA was an amazing experience – I was able to learn from the comprehensive technical and academic curriculum and have the unique opportunity to strategically apply the learnings to real-life situations in business, and witness the results at TELUS . In addition to a very personal journey of professional and individual development, I built a network of 20 incredibly intelligent high-performing leaders from across the country and across the TELUS organization!”

- Zak Bhamani



“Hands down the most engaging and fulfilling experience of my professional life. Not only did I acquire essential leadership skills and knowledge, the program helped me to gain deeper insight into pursuing all facets of my life with greater purpose and meaning.”

- Mike Dittrich



“The TELUS MBA Program has enlightened me with so many powerful concepts, literature reviews, and social experiences which I am very grateful for. With the MBA tools in my pocket and the network of cherished relationships I have formed from this journey, I am ready to flourish in many ways I would have never thought possible two years ago – the program has shown me a path about how to become an enhanced version of myself with the numerous roles I play in life.”

- Fatima Kassamali



“The TELUS MBA has been a transformational experience in terms of developing next-level leadership skills, massive new insights into our business and opportunities to improve it, and establishing a highly trusted network of colleagues I expect to work with for years to come. No other training and development initiative has come close to offering such unprecedented value and immersion into leadership, strategy, and into the heart of what makes our organization tick.”

- Dan Kligerman



“The TELUS MBA is a journey to improve someone’s skills and competencies, the mind. But to really become a master, both mind and body needs to be nurtured, trained, and at their best to reach mastery.”

- Guy Laberge



“The TELUS MBA was a life changing experience. I was equally enriched by the content and the people – top notch faculty who taught us the latest thinking from around the globe and outstanding classmates who supported and challenged each other, and in the process elevated the discourse and our collective learning beyond anyone’s expectations.”

- Kim Chan Logan



“The TELUS MBA has been one of the most transformative and eye-opening learning experiences that I have had the opportunity to join. I have learned to view my life in an interconnected realm, considering both immediate and macro effects of key decisions. This program has helped me develop as an effective leader - one that not only able to deliver results and develop others but also able to drive change and innovation.”

- Edith Lui



“I am truly grateful to be part of the first cohort of the TELUS MBA program offered by the University of Victoria. Over the last two years, I’ve seen a transformation into a matured, well-rounded leader and thankful to my UVic professors, my esteemed classmates and TELUS leaders for the learnings. The wait to pursue an MBA degree has been worthwhile as I couldn’t have asked for a better cohort to travel this two year journey with and have become richer by 19 friends for life.”

- Sabarish Mahadevan



“The TELUS MBA program requires discipline, stamina, consistency and grit. Although it is challenging, it has significantly strengthened my network, skills and capabilities as a strategic business leader and equipped me to overcome obstacles that may arise, both professionally and personally.”

- Bal Mahal



“Undertaking an MBA after 20+ years of career experience was expected to be challenging, with an opportunity to absorb how others succeed in terms of varied culture, approach and broadening social networks – which I wasn’t sure I’d achieve in studying with other members of our company. Given the breadth of experience and varied work cultures, I not only gained all I was hoping for, but more given the deep learning enabled by stellar professors, common language and social trust.”

- Kevyn McGregor



“I entered the TELUS MBA program expecting to learn a great deal and add 3 significant letters to the end of my name, but I left with a deep understanding of how to be a better leader, with the strongest professional network I have ever been part of, and with an enhanced sense of urgency to challenge the status quo. With the trifecta of knowledge, network, and motivation, I know we will go on to do great things for our organization and in our lives.”

- Amalan Ponnampalam



“Being a member of the TELUS MBA significantly enhanced my awareness of business practices across the country, challenges facing TELUS, and the amazing talent of the leaders we have within this organization. The program has transformed my thinking to recognize and acknowledge the rapidly changing global economy and how TELUS can position itself to maintain a competitive advantage.”

- Lynn Salekin



“One of the best decisions I have ever made was to enroll in the TELUS MBA program at UVic’s Gustavson School of Business. Doing an MBA at this stage in my career helped me to embrace the latest insights and research in our ever-changing, constantly transforming business marketplace. The typical MBA courses like marketing, negotiations, accounting, finance and law, along with the international business concentration studying business process outsourcing in Europe, and the program’s intense focus on new technologies and platforms combined together to create a powerhouse of learning that is imperative in today’s world.”

- Jill Schnarr



“The TELUS MBA program was a life-changing experience for me that has deeply impacted every aspect of my life. Through this journey I was able to become a stronger, more knowledgeable leader, but above all I was able to find my purpose, know who I really am, and what I am capable of. The transformational experience helped me uncover the person I was truly meant to be.”

- Moutie Wali



“The past two years of the TELUS MBA has provided me with tools and frameworks to bring my leadership to the next level. I have an immense level of appreciation for the TELUS MBA program as it has helped me develop into a more able leader and groomed for the challenges ahead in our industry. Through the course of the program, I have been able to establish the foundations of lifetime friendships and strengthen bonds with my fellow learners. Needless to say, the experience has been life altering and I am a better person overall because of it.”

- Americo Viola



“The TELUS MBA allowed me to establish a meaningful and authentic connection with 19 other leaders in the organization who are as passionate about growth as I am, both for their personal growth and the organization’s. In addition to gaining a set of business leadership skills, I have connected with a deeper sense of calling.”

- Matthew Wilder



“The TELUS MBA has been an amazing journey with outstanding professors at UVic and top-notch leaders as classmates. We learned from each other, challenged each other’s assumptions, and pushed to make each other better – the outcome was so much more than gaining knowledge and tools to advance the future of TELUS; I learned about wisdom and mastery, and made friends for life.”

- Phoebe Yu



Thank you



PETER B. GUSTAVSON
School of Business

The world looks different from here.