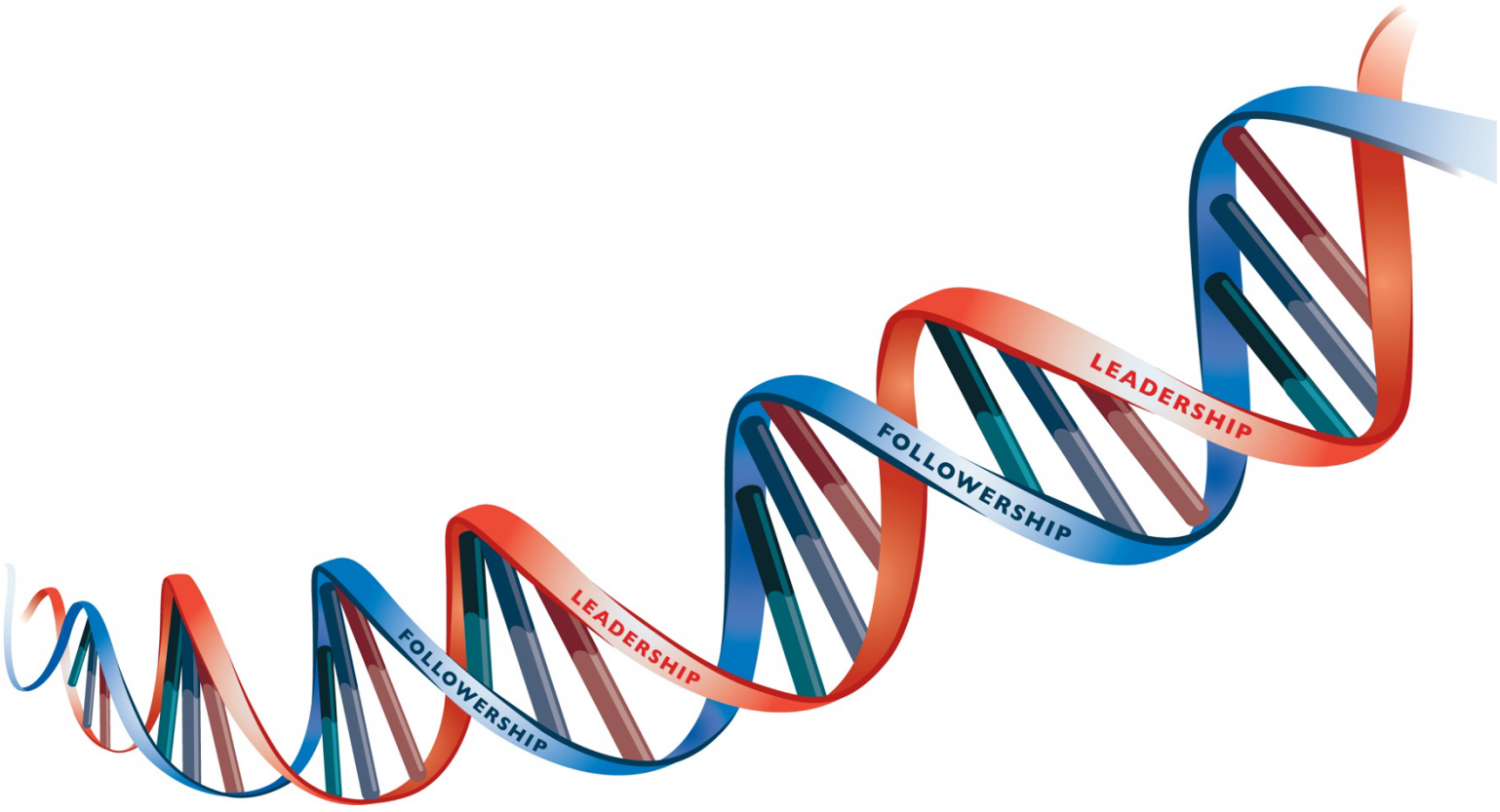
FliP U

Generative Partnership® Training



2026 Learning Catalogue

Programs, Sessions & E-courses

FliP U

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Dear Friends & Colleagues,

Welcome to the 2026 FliP U Learning Catalogue. Go ahead and browse around. It's a bit like shopping, but for your brain. *Side effects may include inspiration, curiosity, and an irresistible urge to book a session with us.*

What would *you* love to learn in 2026?

What capabilities will elevate your team or organization?

If you haven't yet explored learning **leadership and followership together**, you're in for a breakthrough. When both sides of the partnership develop in tandem, the impact isn't incremental, it's exponential.

Featured Program: The Leadership/Followership System

Our award-winning system forms the backbone of a modern leadership development journey. It includes:

- Two signature e-courses: *Be a Leader People WANT to Follow* and *Followership: The F-word that Complements Leadership*
- Optional live kickoff: *From Leader-centric to Partner-centric Thinking*
- Optional live finale: *How to Share Leadership*

Flexible, scalable, and designed for real-world application.

High-Impact Sessions

Our most in-demand session this year is *Power Up Your Presentations with Neuroscience,* delivered by our resident neuroscientist, online or in person. Participants bring a real presentation and leave with a brain-optimized, high-influence version.

New for 2026: *Lego® Serious Play*.

Professional Development E-courses

All FliP U e-courses are certified and available for individuals, teams, and associations. Our organizational installations are **social, interactive and tailored:** participants share stories, insights, and real-world applications, dramatically elevating engagement and learning retention.

At FliP U, everything we create is "*pracademic*": grounded in research, proven in practice, and built to be actively experienced, not passively consumed.

Curious about what's possible? Let's talk.

Your Generative® Learning Partner,

Samantha Hurwitz, CEO
samantha@flip.university
FliP U Inc.: www.flipu.ca
Co-founder, Global Followership NFP (Network + Conferences) www.globalfollowership.com
Co-author, *Leadership Is Half the Story* (University of Toronto, Rotman Press… stay tuned for the 10th anniversary second edition)

Testimonials From Clients

"FlipU has helped us **shift the organizational culture** and given us tools and language to deepen our learning in our day-to-day work. Thank you, Samantha and Marc, for your wonderful program!" ~ *Trish Barbato, President & CEO, Arthritis Society*

"FliP U's Leadership/Followership program was just what we needed. We trained all 200+ staff. The training helped us build culture, skills and engagement. **After the training, our employee net promoter score went from 13 to 41**, 71% of employees reported they were applying new leadership skills weekly or daily and 75% reported they were applying new followship skills weekly or daily." ~ *Julie Newman, Director of Talent Management & Engagement, Carizon Family and Community Services*

"From my position as CEO, I believe that we now have a common model and language for leadership that was missing prior to our journey with Flip U. Our organization has benefited tremendously from having staff complete this training and we fully intend to continue to our relationship with Flip U. **I am a rusted-on Flip U fan."** ~ *Jeff Scobie, Chief Executive Officer, Macarthur Disability Services*

"Once you learn about followership (in addition to leadership), you can't unsee it. It makes so much sense. So, in selecting a new, go-forward leadership model for the University of Toronto, I knew we needed to foster both roles in our program. The impact it made is clear: many participants report that the addition of followership has opened their eyes to the "symbiotic relationship between leadership and followership", "how much modern leadership is a collaborative dance between the leader and followers, and that **they "look at their leader more as a partner now".** ~ *Linda Hills, Director of Learning & Leadership, University of Toronto*

"I love the work you do. **I wouldn't hesitate to bring you in again** to help faculty learn to make decisions better together." ~ *Tony Middlebrooks, Clinical Professor of Leadership, University of Florida*

"Undergraduate students have embraced FlipU's "generative partnership" language with joy, relief, and growing confidence. They find the framework refreshing and **empowering** to gain traction in their leadership and followership roles on campus and in their communities. A definite win!" ~ *Lori Throupe, Professor of Leadership Studies & Faculty Director of Academic Success, Christopher Newport University*

"FlipU has provided the vocabulary and framework that adds value to the gravely undervalued "follower". Students and colleagues alike have adopted this framework in their respective roles and the feedback consistently reflects **more respect, more production, and more joy**!" ~ *Lacey Grey H. Hunter, Director, President's Leadership Program, Christopher Newport University*

"**So practical and insightful**! I was immediately able to improve the PowerPoint deck I was creating. That says a lot after doing this for over 30 years, working with designers and desktop publishers!" ~ *Catherine Dine, Award Winning Deep Human Insights Research Strategist*

"I work for a nonprofit that uses speaking engagements to generate interest. During Marc's session, I took copious notes. Before I was out of the room, I messaged my president about the changes that we were going to make. **Immediate value.** Upping our presentation game by a ton!" ~ *Beth Slazak, VP, Curious2CREATE*

"Our heartfelt gratitude: the knowledge, insights and unwavering support you've shared have had **a profound impact** on our founders and been instrumental in shaping their experiences. We deeply appreciate the effort you have invested in every session." ~ *Tamara Cooper, Program Coordinator,* LiftOff By CCAWR

OUR FEATURED PROGRAM: The Leadership/Followership System

For 15+ years, we've researched, developed, and delivered content that brings leadership and followership together as a single, powerful system. Our award-winning program has supported people and organizations across industries and the globe (see Appendix B).

We would be honoured to support your organization with new tools, new skills, and new inspiration to strengthen the important work you do.



A Unique Blended Learning Journey

This program is far more than a training series - it's a catalyst for a more egalitarian, collaborative way of working. It integrates:

- Micro-learning e-courses
- Live interactive sessions
- Social learning cohorts
- Real-world application activities
- Feedback-rich checkpoints and coaching circles

Every element is designed to build lasting capability, connection, and cultural shift.

Your team also receives lifetime access – like having a practical, trusted book you can revisit anytime, or a resource to embed right into onboarding for team leads and managers.

Fully Customizable to Your Organization

We tailor the program to your context - from incorporating your values and competencies to customizing discussion prompts, micro-projects, branding, and even training your in-house trainers, coaches or leadership development experts.

Throughout the journey, we provide:

- Regular engagement and completion reports
- Online micro-coaching for Q&A
- Multiple feedback checkpoints to ensure relevance and impact

We don't just deliver content – we partner with you to optimize the entire learning experience.

Program Structure

Phase 1 — Leadership

Participants begin with *Be a Leader People WANT to Follow* (8 micro-learning modules over 8 to 12 weeks). Doing leadership first creates shared language, shared understanding, and a greater openness and appreciation for the power of followership.

This phase includes:

- A lively, interactive kickoff: *From Leader-centric to Partner-centric Thinking* (75 min)
- Cross-functional cohorts (ideal for ~25 participants per cohort)
- Senior leaders learn alongside participants — modelling openness and vulnerability
- Optional coaching circles
- Optional add-on workshops by FliP U, internal staff or others, e.g., giving and receiving feedback

Phase 2 — Followership

After a break to practice new behaviours, participants begin *Followership: The F-word That Complements Leadership* (8 modules over 8–12 weeks).

This phase:

- Deepens coachability
- Normalizes shared responsibility
- Builds the capacity to lead *and* follow with intention

The journey concludes with a live, interactive finale:

How to Share Leadership with Colleagues, Clients, and Communities — a practical, energizing session that synthesizes both courses, answers outstanding questions, and adds new tools for shared leadership.

Why Organizations Choose This Program

- Builds cultures of equity, inclusion, and shared accountability
- Strengthens leadership capacity at all levels
- Creates cross-team connection and coherence
- Replaces hierarchy with partnership
- Turns learning into long-term capability

Let's Build Your Learning Journey

Ready to bring a more collaborative, generative way of working to your organization?

Contact us to explore possibilities.

HIGH-IMPACT SESSIONS

Looking for more participation, not pontification?

Each session is interactive, research-informed, and designed to spark insight, delight, skill building, and organizational uplift.

Leadership Is Half the Story

Based on the Bestselling Book by Dr. Marc Hurwitz & Samantha Hurwitz

55 to 90 minutes – For groups 14 to 1,400+; perfect for large keynotes or conference plenaries

Imagine a "secret formula" that boosts your career, amplifies your voice, and increases your ability to create value — while simultaneously strengthening accountability, productivity, creativity, and engagement across your team by 17–43%.



That formula is simple:
Leadership skills + Followership skills = Great Partnering.

In this energizing and interactive session, you'll explore:

- The latest research on followership
- Why a partner-centric approach outperforms leader-centric models
- A delightful dose of math that feels like magic!

This session turns the book's foundational insights into an unforgettable experience your audience will take with them long after the event.

Your Personal Operating Manual

Ever wish people came with instructions? Now they can.

55-75 minutes – Best for smaller groups; online or in-person

The Personal Operating Manual (POM) is our most beloved tool for a reason: it turns unspoken expectations into clear, actionable insights that transform how people work together.

Everyone has preferences, needs and "best-if" conditions, but very few people talk about them, and almost no one teaches others how to use them. The POM changes that. Developed and refined over years in universities, corporations, and professional development programs, it has become one of our most powerful methods for building leadership and followership self-awareness and strengthening everyday collaboration. Participants consistently describe the POM as immediately useful, surprisingly insightful, and often transformative.

This workshop is **80% experiential** and highly practical.



In this hands-on session, you will:

- Build your own Personal Operating Manual
- Explore and refine your operating rules through guided exercises
- Clarify what you need to do your best work
- Test it out with your colleagues to refine your rules for greater clarity and actionability
- Learn about the people around you and what they need to do their best work
- Leave with a simple, repeatable framework you can apply immediately to elevate your trust, communication, and partnering skills with all your colleagues and clients.

Giving & Receiving Feedback

55 to 90 minutes – Best for smaller groups; online or in-person

Giving feedback is one of the biggest leadership stressors for both new and seasoned leaders. *"Will I say it right?" "Will they take it well?" "Do I even have it right?"*

In this practical skills session, participants learn and practice a simple but powerful framework rooted in **positive psychology**, gaining tools to:

- Deliver clearer, kinder, more effective feedback
- Elevate optimism, connection, and inclusion
- Strengthen relationships and performance

Participants also learn how to **receive feedback skillfully**, building openness, resilience, and coachability.

Organizational Neuroscience Series



55 minutes to a full day

Our brains are extraordinary: a 3-pound powerhouse with outsized influence on how we think, decide, collaborate, and change. Participants love discovering what neuroscience can do for their work and their lives.

This flexible series explores how to optimize your own brain and the brains around you for better presentations, performance, creativity, influence, change, and decision-making. Select one topic or combine them.

Power Up Your Presentations with Neuroscience

We've all endured "Death by PowerPoint", the boring, over-complicated, incomprehensible slide deck that makes even the best speakers look amateurish. While other presentation guidance focus on aesthetics and speaking techniques, this session gets to the heart of the matter: your brain, how it learns, and what actually convinces others to think or do something differently. Delivered by an Organizational Neuroscientist and seasoned presenter!

- Keynote format: 55-90 minutes
- Hands-on workshop: Half-day, full-day, or 3 X 2-hour sessions. Participants bring real presentations and leave with high-influence, brain-optimized versions.

The Neuroscience of Performance – Work Smarter, Not Harder

Practical, evidence-based techniques to increase focus, creativity, energy, and everyday effectiveness.

The Neuroscience of Influence

Overcome resistance and communicate in ways that get your ideas understood, accepted, and championed.

The Neuroscience of Decision Making

Learn how the brain evaluates options, and how to help yourself and others make faster, smarter choices.

The Neuroscience of Creative Problem Solving

Brain-based hacks for generating more original ideas and unlocking innovative thinking in teams.

The Neuroscience of Change

Make important changes stick – for yourself, your team, or your clients – by working *with* the brain, not against it.

Lego® Serious Play



2 hours to a full day

Lego® Serious Play is serious fun and seriously effective. Whether you need to uncover leadership potential, strengthen collaboration, clarify strategy, or surface new ideas, this hands-on methodology helps participants unlock insights that traditional conversation simply can't reach.

Reignite your love of play and put it to work. Ideal for small groups (approx. 12 participants) with two certified Lego® Serious Play facilitators.

Creative Thinking Series

2-3 hours each

80% of organizations in North America have the words creative or innovative in their vision or mission statements, yet most training focuses solely on critical thinking. With AI reshaping the world of work, creative problem solving has become the #1 workplace skills (World Economic Forum).

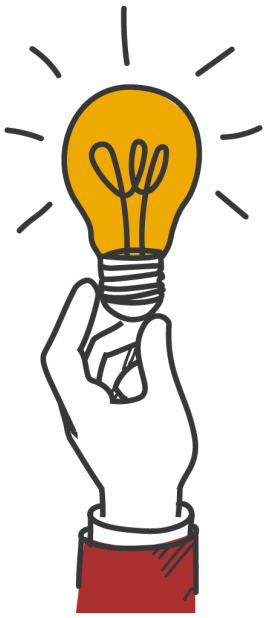
The good news? Creativity is a learnable skill, and these sessions help people dramatically improve it. Each workshops stands alone or can be taken as a full series.

Workshop #1 Get Your FourSight ® Thinking Profile & Enhance Team Collaboration

Discover your Creative Problem Solving superpower using the FourSight® Assessment. Learn to:

- Tap into your natural strengths
- Collaborate more effectively — including across remote teams
- Accelerate problem-solving and project success

Workshop #2 Better Question-asking & More Original Ideas



Grow your ability to:

- Ask better questions that help others think deeply, broadly, or differently
- Uncover deeper, more useful information
- Facilitate inclusive, effective brainstorming
- Generate more (and better) ideas

Workshop #3 Optimize & Implement Your Best Ideas

Learn practical methods to:

- Strengthen and refine promising ideas
- Make solutions more affordable, doable, sellable, or game-changing
- Lead implementation with confidence and clarity

It Takes Two to Get Engaged



Why Engagement Matters – and How to Increase It

Description

Employee engagement has fallen to alarming lows worldwide — with over **75% of employees** reporting that they are not engaged. The consequences are enormous:

- **$8.8 trillion** in lost productivity (Gallup)
- Higher turnover, more sick days, and declining performance

Yet highly engaged organizations are up to **20× more likely** to attract talent, retain people, and achieve stronger impact.

But here's the good news: engagement is not mysterious — and it's not solely a leadership responsibility. In this course, you'll gain fresh perspectives and practical tools to help you and your workplace partners create more engagement, connection, and meaning at work.

What you'll gain

- ✓ A clear understanding of **real motivation** (and why money isn't the main driver)
- ✓ A practical tool to spark insight, better conversations, and stronger alignment
- ✓ The ability to distinguish **recognition vs. appreciation** and apply both

Perfect for leaders, aspiring leaders, HR professionals, business owners, technical experts, and anyone who wants to create a more engaged workplace.

Curriculum

1. 3 key foundational psychology concepts
2. What are ALL the things that engage you at work?
3. Engagement traps & fallacies
4. Engage as if it's your dream job
5. How do you show commitment to the people you work with?
6. From recognition to appreciation
7. The COST-value model
8. Would you engage yourself?
9. It takes two to get engaged
10. The Commitment-Engagement psychological contract

Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"FliP U courses should be mandatory for everyone, everywhere. I really wish I'd learned this in university." ~ *Jesse*

Creating a Healthy Feedback Loop

Giving & Receiving the Gift of Feedback



Description

Giving feedback is one of the biggest stressors for leaders — whether you're new to leadership or have been doing it for years. *"Do I have it right?" "Will I say it right?" "Will they take it well?"* No wonder so many people avoid it!

This course introduces a simple, powerful feedback framework rooted in positive psychology — because everything improves when you elevate the positive first. You'll learn how to increase optimism, connection, inclusion, and confidence through feedback that actually works.

You'll also learn how to receive feedback skillfully, turning it into a valuable tool for personal and professional growth.

What you'll gain

- ✓ A repeatable, practical methodology for giving feedback, including helpful phrases and questions
- ✓ The optimal **positive-to-negative feedback ratio**, and why it matters
- ✓ Strategies to transform your ability to **get useful, truthful, actionable feedback**

Perfect for leaders, aspiring leaders, business owners, technical professionals, and anyone committed to building healthier partnerships and more effective organizations. Ideal for both early-career and experienced leaders.

Curriculum

1. Rethinking feedback
2. Preparing to give feedback
3. Halo, Pitchfork & Bias Recognition Gaps
4. Giving feedback with the **PIP Approach** (Positives, Improvements & Plans)
5. Two-Way feedback
6. Accepting feedback graciously
7. A Quick & powerful 360
8. Frank, fruitful, followership feedback

Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

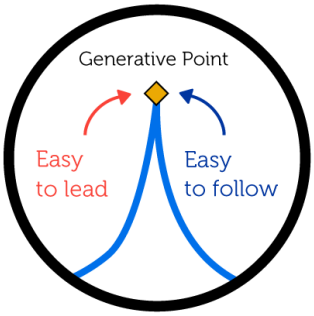
★★★★★

"Awesome course with excellent relevant examples! Perfect for me right now as I am trying to work on giving and receiving feedback with a new boss and new staff."

Jafari F, HR Professional

Embracing a Healthy Management Style

The #1 Best Management Approach: Between Micromanaging & Hands-Off Managing



Description

Every manager struggles with the balance between being too involved and not involved enough. This course focuses on the **#1 most effective management style** — the sweet spot between micromanaging and hands-off managing — and shows you exactly how to develop it.

You'll also learn what to do *if you're on the receiving end* of micromanagement or neglect. Through practical followership strategies, you'll discover how to influence the way *you* are managed and build healthier, more productive partnerships with your leaders.

What you'll gain

- ✓ Learn the #1 best-practice management/leadership style
- ✓ Discover the most effective leadership development technique
- ✓ Gain the top strategy for avoiding micromanagement
- ✓ Understand why hands-off management can be just as harmful
- ✓ Practical tools to immediately improve team relationships and culture

Ideal for HR professionals, managers, leaders, business owners, technical professionals, and anyone looking to strengthen leadership norms and organizational culture.

Curriculum

1. The Perception Gap
2. Lean In to Stay Connected
3. The Leadership Perspective – Be Easy to Follow
4. Avoid the Extremes
5. The Pygmalion Effect
6. Find the Genius Among Your Geniuses
7. Evoking the Pygmalion Effect
8. The Followership Perspective – Be Easy to Lead
9. Becoming an Offensive Communicator
10. Pressing the Reset Button (Leadership, Followership & Culture)

Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"I recently quit a job that I liked in a wonderful organization because of a micro-managing boss. This course gave me back some of the self-confidence that I had but also an understanding of what I could have done differently in that situation."

~Michel F, Professional Accountant

Power Up Your Presentations with Neuroscience



Make Every Slide More Engaging, Persuasive, and Brain-Friendly

Description

We've all endured "Death by PowerPoint": the overstuffed, confusing slide deck that makes even the best speakers look amateurish. While most presentation guidance focuses on design or delivery, course gets to the heart of the matter: your brain. It uncovers *how the brain actually works* and what truly convinces people to think or act differently.

Designed and delivered by an **Organizational Neuroscientist and expert presenter**, this course gives you practical, brain-based techniques to instantly improve the clarity, impact, and influence of your presentations, regardless of the software you use.

What you'll gain

- ✓ Identify the **most common errors** even seasoned presenters unknowingly make
- ✓ Apply practical neuroscience to craft more persuasive, memorable presentations
- ✓ Quickly revise existing slides to better support how the brain processes information
- ✓ Use brain science to make your message more engaging and easier to follow
- ✓ Create graphs, charts, and visual elements with greater clarity, intention, and impact

Ideal for intermediate or advanced presenters. (Not recommended for those brand-new to presenting.)

Curriculum

1. Attention: How to Get & Keep People's Focus
   - Bottom-up processing
   - Top-down processing
   - Salience
   - Active vs. passive noise
   - Expectancy
2. Cognition & Learning: How to Help People Become Informed
   - Primacy and recency
   - Multi-channel working memory
   - Cognitive load
   - Multisensory principles, especially visual processing
   - Schemas over lists
3. Putting it into action

Instructor

Dr. Marc Hurwitz

★★★★★

"So practical and insightful! I was immediately able to improve the PowerPoint deck I was creating. That says a lot after doing this for over 30 years, working with designers and desktop publishers."

~ Catherine Dine, Award Winning Deep Human Insights Research Strategist

Connect! Build Relationships Swiftly & Authentically

Practical Skills for Instant, Genuine Human Connection



Description

Learn how to connect with others quickly and authentically from both a leadership and a followership perspective. Taught by an internationally recognized **tango artist, instructor and executive coach**, this course reveals reliable techniques for creating a genuine personal link within seconds, even with people you've never met.

Whether you're joining a brief meeting, collaborating across teams, or building relationships over time, strong connection skills reduce stress, enhance communication, improve feedback conversations, and support smoother teamwork. They also decrease errors, save time, and open the door for new ideas to emerge and grow.

What you'll gain

- ✓ Greater skill and confidence in building work relationships
- ✓ Tools for facilitating inclusive, engaging conversations
- ✓ Improved credibility and presence
- ✓ The ability to give and receive respectful feedback
- ✓ Stronger clarity and calm in your speaking
- ✓ The capacity to support others with focused, generous attention

Perfect for managers, individual contributors, HR professionals, and client-facing technical professionals who want to connect more easily and create a more positive, lasting impact.

Curriculum

1. Introduction to connection skills
2. Leadership skill: Communicate clearly
3. Followership skill: Grant your full attention
4. Leadership skill: Facilitate participation
5. Followership skill: Mindful participation
6. Leadership skill: Keep others safe
7. Followership skill: Choose trust
8. Leadership skill: Give feedback with care
9. Followership skill: Receive feedback with grace
10. Congratulations & summary of tips

Instructor

Sharna Fabiano

★★★★★

"I love the comparison to dancing. This course has given me a new way of thinking. As a new manager, I am looking for lots of tips on the soft skills of being a manager. This is a very helpful series of tips on what I need to focus on, both when I'm leading and when I'm following."

~ Roberto T., Consultant

Higher Performance & Wellbeing With Food



Boost Your Energy, Focus, and Health Through What You Eat

Description

Here's a remarkable truth: your brain and body are made of only three things — **air, water, and the molecules from food**. If we want high performance, strong focus, sustained energy, and long-term wellbeing, what we eat matters enormously.

But eating well is complicated. We're busy, we're tempted, and convenience rarely equals healthy. On top of that, we're flooded with confusing, contradictory advice from media, influencers, experts, and apps.
This course cuts through the noise. You'll learn the essential, science-informed principles and practical habits that make the **biggest difference** — without fad diets, guilt, or overwhelm.

What you'll gain

- ✓ Discover the **most impactful action** you can take to improve your energy, alertness, and performance
- ✓ Learn tools and perspectives to **evaluate food choices more clearly**
- ✓ Build confidence in reading labels — you'll be surprised what you uncover!
- ✓ Develop your personalized **FoodPrint** to transform your weight, energy, and mental clarity in sustainable, lifelong ways
- ✓ Get a wealth of tips, tools, hacks, and simple recipes to support healthier daily habits

Perfect for anyone seeking excellence in mental performance and wellbeing.

Curriculum

1. The Brain & Body Are Made of Food
2. How Did Our Food Get So Messed Up?
3. Your FoodPrint
4. Nature, Nutrients & the "Un-Nutrients"
5. The Nutrient Scale (More Useful Than Your Bathroom Scale!)
6. Digesting Food Labels
7. Taste Buds *Do* Change
8. The Hunger Scale (Getting Your Timing Right)
9. To Fast or Not to Fast?
10. Let's Break Fast
11. Snack Well
12. Dinner Time & Eating Before Bed
13. Navigating the Grocery Store

Instructor

Tzabia Siegel

★★★★★

"This course is a must for anyone seeking to enhance your health, energy, alertness, well-being, and overall performance. One standout feature is its practicality: imparting valuable knowledge and tools to evaluate your food choices. The practical expertise gained has made me feel more confident in my food choices, and the positive impact on my well-being is unmistakable. The knowledge gained is not only transformative but also delivered in a calm and engaging manner that makes the learning experience truly enjoyable."

~ Mojgan B., CPA

Be a Leader People WANT to Follow

Modern, Partner-Centric Leadership for Today's Workplace

Description

The role of leadership has changed. Today's most effective leaders don't spend their time delegating, rating, ranking, or reviewing. Instead, they chart the path, clear the path, coach, and help others have an awesome work experience along the way.

This program represents the next evolution of leadership - shifting from traditional **leader-centric** models to a more modern, **partner-centric** approach. Because ultimately, **you're not leading if no one is following.**

What you'll gain

- ✓ Become **easy to follow**
- ✓ Turn difficult conversations into generative conversations that strengthen relationships
- ✓ Give actionable feedback generously and receive feedback graciously
- ✓ Reflect on and elevate your leadership identity and brand - who you are and who you aspire to be
- ✓ Apply the **most important leadership technique** (and know how to intentionally create more of it)
- ✓ Understand the **optimum conditions for team success**, bringing out the best in everyone

Ideal for new and emerging leaders, as well as experienced leaders who want to modernize their mindset, skillset, and toolkit.

Curriculum

1. The GLOBE Survey
2. Your Journal & Your Leadership Brand
3. The History of Leadership in 3 Minutes
4. A Cautionary Tale of Leadership & Humility
5. Leadership Skills Assessment
6. Framing & Creating
7. Lean In & Avoid the Extremes: Hands-Off vs. Micromanaging
8. Your Personal Operating Manual
9. Your A-Team & Pygmalion Leadership
10. Engagement & Commitment
11. Equity Is Job #1
12. Workplace Conversations
13. Generative Questions vs. Assumptions
14. Two-Way Feedback That Makes Things Better
15. From Recognition to Appreciation

Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"I really appreciated how this course highlighted the holistic nature of leadership… empowerment of others, laying framework and boundaries, and fostering a culture of belonging." ~ *Sanjay*

"I hadn't thought of myself as a leader in any sense but over this course it has become clear that a team is made up of people who lead and follow and it's not just something managers do." ~ *Tony*

Followership: The F-word That Complements Leadership

The Secret Formula for Supercharging Your Career & Your Team



Description

Imagine you had a secret formula that supercharged your career - enabling you to get your ideas heard, increase your influence, and shape your organizational destiny. Now imagine that the same formula boosts your team's accountability, creativity, productivity, creativity, and engagement by **17 to 43%!**

That formula is **followership**.

How you show up in your followership role is **every bit as important** as how you show up in your leadership role.

This course reveals the mindsets and behaviours that top performers use to stand out for all the right reasons.

What you'll gain

- ✓ Greater support for your ideas and recommendations
- ✓ Distinctive collaboration skills that set you apart
- ✓ Stronger communication that increases your credibility and personal brand
- ✓ Tools to coach and mentor others toward stronger followership
- ✓ A collection of practical followership tools, strategies, and job aids

This course is for smart, ambitious people who want to perform at a higher level — and for anyone curious about one of today's most relevant (and often overlooked) organizational capabilities.

Curriculum

1. Wolves vs. Sheep
2. The Organizational Value of Followership
3. The Personal Value of Followership
4. Expanding Your Followership mindset
5. How to Reset with a Leader
6. 5 Conversations to Have with a New Leader
7. Frank, Fruitful Followership Feedback
8. Managing Assumptions About You
9. Be an Offensive Communicator
10. Increase Your Positive Influence
11. Be Easy to Lead

Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"Emphasis is typically placed just on leadership. It's validating to see that followership is equally important and empowering to know that my contributions are valuable in both roles." ~ *Marion*

"This course was a wake-up call AND motivational." ~ *George F*

"For me the highlights were the whole course! Knowing all the ins and outs of followership helps me understand how teamwork should be. It also allows me to be the most productive." ~ *Ryan*

Emotional Intelligence: Make Deeper Connections



Your Competitive Edge in a World with AI

Description

In a world with AI, human intelligence - especially emotional intelligence - is your competitive edge.

Emotional Intelligence isn't soft. It's **smart, strategic, and in demand**. The World Economic Forum ranks it among the top 10 most essential skills. Harvard Business Review calls it the #1 predictor of professional success.

Whether you're influencing decisions, supporting clients, leading teams, or collaborating with colleagues, your ability to read emotions, use emotions effectively, and connect authentically determines how effective you'll be.

What you'll gain

- ✓ The ability to use emotional information in constructive, effective ways
- ✓ Skills to manage your own emotions and respond skillfully to others'
- ✓ Greater intentionality in building rapport and trust
- ✓ **Tools to make "difficult conversations" easier and more productive**
- ✓ Techniques to reduce emotional stress and reactivity at work

Perfect for anyone who wants to connect more quickly and meaningfully with others — whether in leadership, client service, teamwork, or everyday workplace interactions.

Curriculum

1. Emotions Are Essential
2. Emotions Happen for a Reason
3. Emotions Are Neutral
4. Emotions for Wellness
5. The Courage to Feel
6. Your "Fake News"
7. Moving From Your Panic Zone to Your Stretch Zone
8. **Empathy** & Stepping Into Someone Else's Shoes
9. Self-Empathy
10. Other People's "Fake News"
11. **The Art of Apologizing**
12. Unconscious Bias
13. Giving Bad News
14. Receiving Praise

Instructor

BK Chan

★★★★★

"I've given 5-star ratings but this is the only course that deserved it. You've helped me so much." ~ *Steffi*

"Best descriptions, explanations, and how-tos about empathy I've ever come across." ~ *Ryan*

"Proof that technical skills are only part of the formula to succeed in business. THANK YOU!!!" ~ *Joanna*

The FliPsides of Collaborative Decision-Making



Lead better decisions & become the partner every decision-maker wants

Description

Are you on a mission to seek out better, more collaborative decisions, to boldly go where few leaders or teams venture?

Most decision-making courses focus only on the leadership skill of making a decision. This course goes further. You'll explore the **neuroscience** of decision-making, **the leadership skill of guiding a collaborative process** and, uniquely, **the followership skill of being an invaluable decision-making partner** – someone who helps others make smarter, higher-quality decisions.

This dual perspective is the FliP difference: **leadership and followership working together to elevate collective intelligence.**

What you'll gain

- ✓ Become a wise, trusted advisor
- ✓ Apply practical neuroscience to increase clarity, reduce bias, and strengthen outcomes
- ✓ Lead collaborative decision-making sessions that truly engage the team
- ✓ Gain commitment to decisions and speed up their implementation
- ✓ Help clients, colleagues, and even family members make better, wiser choices
- ✓ Harness collective intelligence to create solutions greater than any one person could

Perfect for anyone who makes decisions and helps others do so too.

Curriculum

1. What decision-making pitfalls have you seen?
2. Kirk vs. Spock: Who would you entrust with your decision making?
3. Making the most of your brain & body
4. "May we together become greater than the sum of both of us"
5. Be an invaluable collaborator like Spock
6. Assess your followership skills for collaborative decision making
7. Be a collaborative leader like Kirk
8. Assess your leadership skills for collaborative decision making
9. Putting it all together

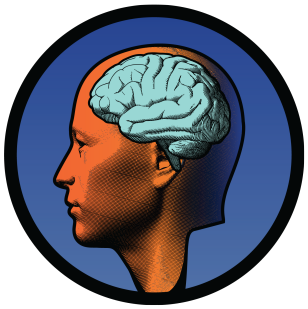
Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"I was surprised by the number of tips for good decision making that I had not thought of before. It provided excellent points on balancing the best of Kirk with the best of Spock. I will now make decisions faster than I have been." ~ Tristen

Neuroscience at Work: Work Smarter, Not Harder



Description

What can I do to make myself smarter?
How might I multitask better?
Can I utilize more of my brain?
How can I help other people make better decisions?

People are endlessly fascinated with what brain science can do for them. And rightly so. Our brains are a 3-pound powerhouse with outsized impact and upsized potential. Taught by a neuroscientist with an MBA, this course is truly pracademic: grounded in rigorous science and packed with practical, real-world techniques you can apply immediately.

What you'll gain

- ✓ Practical, science-backed tips to **improve performance, creativity, and even happiness**
- ✓ Ways to use neuroscience to better support clients and colleagues
- ✓ Tools to make change happen by honouring how the brain works
- ✓ Improved decision making
- ✓ Brain hacks that generate better creative problem solving
- ✓ Strategies to **optimize focus, energy, and cognitive functioning**
- ✓ Methods for organizing meetings and teams for maximum effectiveness
- ✓ A clear path to truly working smarter, not harder

This course is suitable for anyone with a brain.

Curriculum

1. Neuromyths debunked!
2. Principle #1 Understand the Bayesian Inference effect on change
3. Principle #2 Activate the unconscious brain
4. Principle #3 Value emotions
5. Principle #4 Engage the visual system
6. Principle #5 Nourish the brain
7. Principle #6 Encourage System 2 thinking
8. Principle #7 Train the brain to learn better
9. Principle #8 How to trust your gut
10. Principle #9 Separate your thinking
11. Principle #10 Delight in the unusual
12. Principle #11 Engage all the senses
13. Principle #12 Promote focused thinking

Instructor

Dr. Marc Hurwitz

★★★★★

"Extremely useful to my current work situation. Speaker was engaging and very knowledgeable. Humour helped to get the points across." ~ *Sheila H*

"I wish I'd had this earlier in my career!" ~ *Chantal B*

"The design of the course using principles makes it very easy to remember and learn. Best course I've taken so far. ~ *Zhaohui Z*

Creating an inclusive culture & positive workspace



Description

Everyone deserves to feel safe, seen, valued, and able to be their authentic selves at work. And creating that kind of environment isn't optional, it's a shared responsibility.

Led by BK, a warm, wise, and deeply experienced educator in diversity, equity, and inclusion, this course tackles one of today's most essential organizational capabilities: building a truly inclusive culture.

You'll learn how to identify and remove barriers within your workplace, understand the realities of privilege and power (you don't *feel* privilege — you feel its absence), and strengthen your skills for supporting 2SLGBTQ+ colleagues and communities.

The result: a safer, braver, more equitable workplace where everyone can thrive.

What you'll gain

- ✓ A clear and practical vision for creating a safer, more inclusive workplace
- ✓ Skills for interacting with colleagues and teams in ways that are respectful, aware, and identity-affirming
- ✓ **Do's and don'ts** for becoming a stronger, more active ally
- ✓ Tools to help you audit and remove systemic and interpersonal barriers within your organization and daily practice

This course is ideal for HR professionals, client-facing staff, leaders, managers, and anyone committed to building a workplace culture grounded in dignity, respect, and behavioural ethics.

Curriculum

1. Systemic oppression & barriers
2. Equality, equity & justice
3. Cultural competence skills
4. What privilege actually means
5. Coming to terms with privilege and power
6. Leveraging privilege
7. Deconstructing gender
8. Explaining the big long rainbow of letters
9. Psychological & physical safety
10. Why language matters
11. Active allyship

Instructors

BK Chan

★★★★★

"I've done a few DEI courses but this is the first course that I actually learned A LOT! Thank you for this course. It should be taught in schools nationwide. It could probably reduce hate crimes." ~ *Gloria C*

"Exceptional course. The best I've taken for professional development. The instructor is phenomenal. The course was a brilliant use of mixed media, resources, interactive activities, and videos. Highly recommend." ~ *Ossie J*

"This course should be mandatory for every professional practice and workplace." ~ *Lise V*

Collaboration: How to ROCK IT like The Beatles



Unlock the Hidden Principles Behind Truly Great Collaboration

Description

We all aspire to partnerships like **The Beatles** in their heyday. In just eight short years, they released 27 studio albums, 19 compilations, countless singles, and created songs that have sold **over a billion units worldwide!**

Each Beatle found success on their own, but their unprecedented creative output came from something far more powerful: their **remarkable collaboration**, the secret ingredient that transformed four talented musicians into one of the greatest creative partnerships of all time.

This course uncovers the **foundational principles** behind collaborations that truly rock and shows you how to apply them in your own work, your team, and your organization.

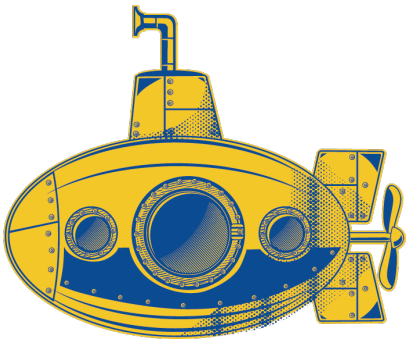
What you'll gain

- ✓ *Here Comes the Sun*: Bright ideas and fresh inspiration to elevate your individual and team performance
- ✓ *A Hard Day's Night*: The ability to spot common collaboration barriers and generate solutions for tackling them
- ✓ *Come Together*: A clear framework for intentionally creating optimal conditions for collaboration
- ✓ *Within You Without You*: A simple model for knowing **when to collaborate and when not to**
- ✓ *With a Little Help From My Friends*: More ways to collaborate with all your workplace partners – leaders, clients, and colleagues

Perfect for anyone who wants to collaborate more skillfully or create an environment where great collaboration can thrive.

Curriculum

1. Conflaboration: what often goes wrong…
2. When to collaborate (and when not to!)
3. Collaboration essentials: a useful definition and framework
4. "Where are we going, fellas?"
5. A deeply shared goals audit
6. **Freedom & trust**
7. **Psychological safety**
8. **The C4 model: who should lead**



Instructors

Dr. Marc Hurwitz & Samantha Hurwitz

★★★★★

"The facilitators were knowledgeable and engaging. Being a certified coach as well as an HR professional, this content was really useful to me." ~ *Nicole V*

Make Question-Asking Your Superpower



Description

We've all heard the phrase, *"There are no stupid questions."* Nice sentiment — but only half true. While questions may not be stupid, some don't generate insight, don't deepen understanding, and don't move us forward.

But great questions?
They change everything.

Great questions breathe life into ideas, ignite passion, expand horizons, solve real problems, and help people feel safe enough to share the full story. They open minds. They build trust. They drive results.

This course helps you transform question-asking from an everyday habit into a **professional superpower** — one that strengthens relationships, boosts your credibility, and helps you get to the heart of what matters.

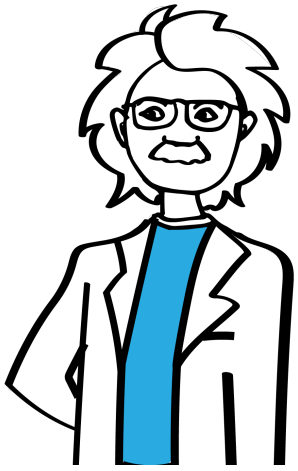
What you'll gain

- ✓ Tools to **uncover hidden assumptions**
- ✓ Stronger questioning and listening skills
- ✓ The ability to ask questions that **help others think more deeply, broadly, or differently**
- ✓ Greater curiosity
- ✓ Structured, practical methodologies for asking high-quality questions

This course is for anyone who needs to ask a question!

Curriculum

1. Why do questions matter?
2. What is clean listening? What is empathic listening?
3. What are generative questions?
4. What is the Deep/Wide/Wild/What If framework?
5. What is Socratic Questioning?
6. What is Clean Questioning?
7. **What are the magic words that transform questions?**
8. What is Positive Deviance?
9. What makes a good research question?
10. **How might we stay in the question?**
11. How might you question well in your leadership role?
12. How might you question well in your followership role?



Instructors

Dr. Marc and Samantha Hurwitz

★★★★★

"Big AHA came with the statement that we ask the most questions as four-year-olds, as we are trying to make sense of the world around us, but our questions dry up as we grow older. Powerful course and advise! Powerful implications both in career and personal development." *~ Walter P*

"This course should be mandatory for every professional practice and workplace." *~ Lise V*

The Accidental Salesperson



Earn Sales Without Being "Salesy"

Description

Selling is a part of everyday life. We "sell" dozens of times a day — an idea, a recommendation, a proposal, a product, a service. And yet many people feel discomfort around selling. The image of the pushy, manipulative salesperson still lingers.

But here's the truth: **great selling isn't persuasion. It's partnership.**
The most effective business development doesn't come from tactics — it comes from genuine curiosity about the person you're speaking with and a sincere desire to be useful.

This course gives you the insights, strategies, and practical tools you need to **pay attention better**, have richer conversations, get the meeting, win the sale — and, most importantly, create **long-lasting, reciprocal client relationships** that feel natural, ethical, and rewarding.

What you'll gain

- ✓ A **practical, repeatable sales process** broken down into clear, doable steps
- ✓ Greater credibility, including how to overcome the common credibility hurdles
- ✓ Proven tools and job aids (Q-notes, KnoWonder, GPS, and more) to guide each phase
- ✓ Increased confidence and skill in nurturing strong, trusting work relationships

Perfect for anyone who needs to influence, pitch, propose, or sell – whether you're a seasoned professional or an accidental salesperson looking for a more authentic approach.

Curriculum

1. Reframing: From Selling to Solving
2. The 5 Keys to Effective Sales Scripts
3. Getting *the Meeting*
4. What Do You Know & What Do You Wonder?
5. What Does Success Look Like?
6. Q-Notes
7. Making Small Talk Big
8. The Conversation: Act I, Act II & Act III
9. Debrief the Process
10. Debrief the Content

Instructor

Tim Hurson

★★★★★

"Sales is not my forte. I took this to improve my skills for handling networking and new client meetings. The course is full of simple practical tips and processes that I can implement right away and has applications for many scenarios besides formal sales prospecting meetings. Super helpful. ~ *Greg C*

"Eye opener!!!" ~ *Alimuddin A*

"A rewarding ride" ~ *Mukesh T*

Research on Followership in the Accounting Profession

Insights from a CPA Ontario-Sponsored Study by Dr. Marc Hurwitz

Description

This presentation and accompanying white paper share the results of **groundbreaking new research** conducted by Dr. Marc Hurwitz and sponsored by CPA Ontario's Centre for Performance Management Research and Education.

While leadership and teamwork have long been recognized as essential capabilities for CPAs, their equally important complement, **followership**, has rarely been examined in depth. This study fills that gap by exploring how CPAs across Canada, including a significant number of FCPAs – understand, value, and practice followership. It also reveals important implications for professional performance, ethics, client relationships, and career advancement.

Drawing on both **quantitative** and **qualitative** data, Dr. Hurwitz uncovers the implicit beliefs that shape how leadership and followership are perceived within the profession, and what these insights mean for organizational culture, competency frameworks, and future learning and development.

The research addresses questions such as:

- **What do CPAs actually mean when they talk about followership?**

  (What behaviours, attitudes, skills, and role expectations does it include?)

- **What does "good" followership look like?**

  (And how does it influence career success, ethical decision-making, organizational culture, and client relationships?)

- **How can followership be better integrated** into competency models, leadership pathways, and professional development?

Participants receive both the **full presentation** and the **white paper**, offering a comprehensive view of this emerging and increasingly relevant domain.

Who This Is For

This course is designed for:

- Accounting professionals (CPAs)
- Human resources professionals working with CPAs or other technical specialists
- Leaders, educators, and regulators interested in competency development, professional standards, and the future of the profession

Instructor

Dr. Marc Hurwitz

Instructor bios

Dr. Marc Hurwitz & Samantha Hurwitz



Marc and Samantha are the co-authors of the bestselling **Leadership is Half the Story** (University of Toronto, Rotman-Press) and the co-founders of FliP U and the Global Followership Network. Together, they are internationally recognized for advancing the field of **followership** and for designing innovative, pracademic learning experiences that transform how people lead, follow, and partner at work.

Dr. Marc Hurwitz holds a PhD in cognitive neuroscience and master's degrees in mathematics, physics, and business. He brings extensive corporate and entrepreneurial experience across marketing, HR, actuarial science, and IT. Marc is also a Professor at the University of Waterloo, Canada's top entrepreneurship university, where he teaches leadership, followership, entrepreneurship, and consulting. He is also Associate Director, Professional Graduate Programs at the Conrad School.

Samantha Hurwitz is an accountant, HR professional, coach and consultant with extensive corporate, executive, and entrepreneurial experience VP & Controller of a $7b organization, serving as an IT Executive leading a $50m project portfolio, chairing a global talent management program, and a myriad of other projects.

Together, Marc and Samantha are proudly "pracademic", blending rigorous research with real-world practicality, and they are still enthusiastically working to exceed their full potential.

Sharna Fabiano



Sharna Fabiano is an internationally recognized tango artist and the author of Lead & Follow: The Dance of Inspired Teamwork.

Over the course of her twenty-year dance career, she toured over a dozen countries, designed partner-based movement courses for universities, and founded a non-profit tango school. An original voice in organizational development, she has translated her improvisational movement training into a system of relational techniques that enable professionals in any field to connect at lightning speed in order to collaborate and co-create more successfully. Sharna is a certified coach and completed her MFA in Dance at the University of California Los Angeles.

Tzabia Siegel



Tzabia Siegel is The Food Coach® and the author of Jump Off the Diet Treadmill.

Tzabia has been working as a nutritionist for over 20 years including as the in-house nutritionist at The Sport Medicine Clinic at the Toronto Athletic Club, running programs for major banks, law firms and corporations, and in her own practice leading hundreds of seminars over the years on nutrition and wellness.

Tzabia's passion for science, neuroscience, creativity, and food all come together in fresh and practical bite-sized advice that will have you eating better, feeling better, and working better.

BK Chan

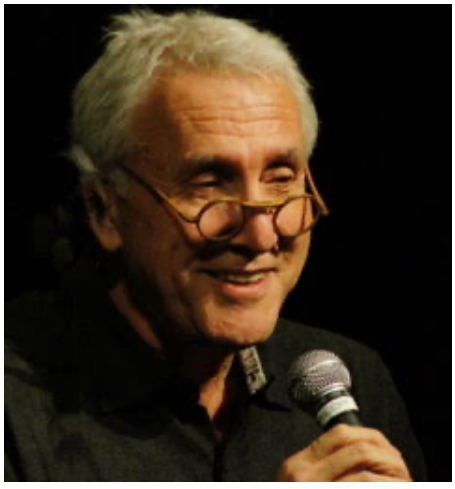


BK Chan's talks and courses are consistently top-rated. She makes complex, sensitive topics engaging, relatable, and refreshingly human.

Her deep expertise spans:
- Emotional and relational literacy
    - Sex and sexuality
    - Justice, equity, diversity, inclusion, and belonging.

Beloved for her accessible style, warmth, and easy sense of humour, BK speaks internationally at conferences, retreats, as part of speaker series, and lectures to medical and legal professionals.

Tim Hurson



Tim Hurson has taught his Productive Thinking innovation model in business schools throughout the USA, Canada, Denmark, Chile, and Australia.

Tim is a TEDx speaker and has keynoted in 40 countries. He is also a founder of Mindcamp, which holds annual educational events in Canada, Chile, and the US that feature the best creativity leaders world-wide.

His book, *Think Better*, is available in ten languages and was recently included in McGraw-Hill's "Business Classics" series. In 2015 his book, *Never Be Closing*, was selected by the Oprah Winfrey Network as one the year's 15 best self-improvement books.

Appendix A: Who we work with

Abundance Canada
ACRE (Africa's Creativity Conference, SA)
ADP
Aecon
AIVL (Australia)
Apotex
Arthritis Society
Association for Talent Development (ATD)
BDO US
Butterfield Bank
Cambridge Food Bank
Campus Living Centres
Canadian Association of Management Consultants (CMC-Canada)
Canadian Association of Career Educators & Employers
Canadian Food Inspection Agency
Canadian Society of Association Executives
Canadian Society of Training and Development (CSTD)
Canopy Growth
Carizon
Chartered Professional Accountants (CPA) Canada
City of Edmonton
City of Toronto
Conference Board of Canada
CPA Canada
CPA Alberta
CPA Ontario
CPA BC
CPA Newfoundland
CPA Bermuda
CPA Manitoba
CPA Nova Scotia
CPA New Brunswick
CPA PEI
Desire 2 Learn
EDU (Educators Creativity Conference in Africa)
Global Project Management Institute (PMI)
Government of the Cayman Islands
Growing Potential (Australia)
Human Resources Professionals Association (HRPA)
Independent Accountants' Investment Counsel (IAIC)
Institute for Performance and Learning
Institute of Public Administration of Canada (IPAC)
International Leadership Association (ILA)
Leadership Waterloo Region
Lean In Canada
LiftOff Waterloo Region Business Accelerator
Macarthur Disability Services (Australia)
Mennonite Economic Development Associates
Microsoft
Microsoft's Worldwide Partners Conference
Mindcamp (Canada's Creativity Conference)
Nav Canada
Network for Change and Continuous Innovation
New Hampshire Primex
New South Wales Users & AIDS Association (Australia)
Olivia Organizational Transformation Consulting
One Eleven
Ontario Public Service Cabinet Office
Perimeter Institute
Physical Disability Council of NSW (Australia)
Primex
Project Management Institute (PMI)
Region of Halton
Region of Peel
Region of Waterloo
Region of York
ReMax
Rotman Executive Alumni
Rotman Leadership Speaker Series
QuIHN Health Services (Australia)
Schlegel Villages
Schulich School of Business Executive Education Centre
Smart Employee Benefits
Society of Human Resources Management (SHRM)
Strategic Capabilities Network
Sudbury District Health Unit
Tailor Leibow LLP
The Literacy Group
The Treasury Executive Institute (US Gov't)
Tim Hortons
University of Christopher Newport
University Health Network (UHN)
University of Delaware
University of Florida
University of Toronto
-Selected as the leadership development core
-Rotman
-Troost Institute for Engineering leadership
University of Waterloo
-School of Finance & Accounting
-Centre for Performance Management Research
-Staff development
University of Wilfrid Laurier
U.S. Department of Defense
U.S. Military
Welch LLP
Wellesley Institute
Westwood Spice CEO Network (Australia)
YMCA Canada