

Leading with Purpose.



Module 1 – Leading & Managing in Municipalities

Exploration will begin with self-identifying aspects of emotional intelligence and how beliefs, values, and principles can impact leadership. Participants will complete an emotional intelligence assessment (EQI) prior to beginning this module to integrate key components into their learning and progress. The 'Adaptiotic Table' will also be utilized as a framework for exploring adaptability. As noted by Adaptability author and expert Ross Thornley "we will experience more change in the next 10 years than we have in the past 100". These changes touch every part of our lives and can include technological change (automation, robotics, decentralized finance, IoT), social change (focus on equity and inclusion, changing role of work in life), and environmental change (focus on sustainability and reducing environmental impact), as well as many others. As business and the organizational environment is constantly changing, and it has been observed that the pace of change is increasing rapidly; this Module will identify ways leaders can be more agile while supporting their teams as they also adapt.

The Adaptiotic Table is a framework for exploring adaptability and exploring three primary questions:

- *How and to what degree do I adapt?*
- *Who adapts and why?*
- *When does someone adapt and to what degree?*

While exploration of these three questions will be based on observations of individual preferences and abilities, exploration of how leaders can use this information to best support others, and what organizations can do to foster adaptable behaviors, and create environments that help people to adapt.

Learning Outcomes =

- Explore the fundamental underpinnings of successful organizational leadership.
- Understand the role of emotional intelligence in effective leadership.
- Identify areas of emotional intelligence related to transformational leadership as a mechanism for structuring development planning.
- Define the concept of leadership derailers and create strategies to address derailing behaviors.
- Understand how all managers and leaders of people can contribute to the effective leadership in their municipalities;

- Identify how leaders foster a climate of continuous improvement aimed at systematic change to achieve success;
- Explore fundamental concepts of leading in a municipal environment including common practices of leadership such as engaging and motivating staff, creating a culture of accountability, and supporting individual staff and team members to achieve the highest levels of performance.

Instructor: Drew Bird

Module 2 – Leading Self & Others

This Module explores leadership in the 21st century, focusing on self and exploring how and why we interact with others the way we do. Participants will complete a DiSC assessment prior to beginning the module to identify key aspects of their personal leadership style and purpose. The realm of ‘others’ will be explored to develop skills for handling difficult conversations; starting with where they come from and how to become a coach within municipal environments.

The DiSC personality test is a questionnaire based assessment of personality traits, behaviors, and interpersonal relationship styles. It is designed to assist with communication, conflict resolution, motivation, and problem solving. The assessment identifies four primary personality aspects; dominance, influence, steadiness, and conscientiousness to enhance teamwork and productivity through introspection. Discprofile.com

Learning Outcomes =

- Understand how their own journey has shaped their current day beliefs and understandings of leadership;
- Develop awareness of their core values, behavioral styles, and purpose to create effective leadership;
- Identify coaching opportunities with team members;
- Experience the steps in people reading and plot teams on the DiSC model;
- Practice giving and receiving feedback to minimize the need for difficult conversations;
- Identify aspects for engaging, involving and focusing people, influencing others, managing up, setting limits, and establishing boundaries;
- Demonstrate a practical approach to working with team members using a coaching approach.

Instructor: Wendy Wilton

Module 3 - Change Management

This module offers the theories of change with practical application to championing and creating change. Participants will be provided with ideas, tools, and resources to assist and support through change, with an emphasis on practical application. This Module will first equip participants with change management tools and theory, and then challenge this new change application using a hands-on Change Management simulation tool.

Learning Outcomes =

- Respond to and support organizational change;
- Identify and apply best practice for change management;
- Demonstrate strategy execution;
- Manage resistance;
- Align and engage stakeholders;
- Understand key realities during times of change to become a good change agent;
- Support future change within the municipal environment.

Instructor: Lyall Samaroden

Module 4 - Negotiations & Stakeholder Engagement

Days 1 & 2 of this Module will delve into working in the public sector and the unique challenges of meeting the needs of citizens, elected officials, and other levels of government. The concept of negotiation as a daily activity with stakeholders, colleagues, employees, family, friends, and even strangers will be explored. The strategy and psychology behind successful negotiations will also be covered with the goal of a negotiation becoming an optimal agreement. Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a strategy that allows parties to achieve their goal through two-way communication. Participants will have opportunities to practically apply strategies designed to work more effectively with political and community partners. This Module deals with the decision-making processes and behaviors that negotiators use in competitive and non-competitive contexts. This Module will help strengthen understanding of the theory behind successful negotiations, while also allowing experiential learning with the strategies prescribed by each theory, giving participants the opportunity to enhance their personal negotiating style.

Day 3 of this Module will expand on the concepts within negotiation to build coalitions across communities and create meaningful partnerships for the benefit of all. Aspects of Intermunicipal Collaboration Frameworks, municipal affairs, and Indigenous allyship will also be covered with direct application and integration suitable for urban and rural municipal environments.

Learning Outcomes =

- Identify effective actions to ensure beneficial negotiated outcomes within & on behalf of the municipality.
- Demonstrate best practices & respect for all parties within negotiations.
- Apply skills to ensure a beneficial outcome for all involved in negotiations.
- Identify ways to improve communication skills & mobilize support.

- Practice alternatives within negotiations, including navigating difficult situations.
- Identify ways to collaborate, cooperate and support diverse groups to improve community service and organizational development.

Instructors: Dr. Emily Block & Ann Mitchell

Module 5 - Sustainable Leadership Summit

The final Module is focused on helping leaders understand better how the context and culture in which they apply their leadership impacts results and overall success. It explores concepts such as organizational culture, engagement, and the impact of diversity in the workplace. It also provides mechanisms and processes to sustain the learning gained through the program into the future.

**This module will be hosted in-person in Canmore, AB.*

Learning Outcomes =

- Understand how culture is created within an organization;
- Differentiate between team and organizational culture, and determine how one impacts the other;
- Explore the concept of employee engagement as a way of determining what people seek to gain from work beyond simple reward-based processes;
- Explore individual engagement and the links between this and effective leadership within complex organizational systems;
- Identify how to foster success across the organization and build partnerships across boundaries (i.e., levels, functions, departments, organizations);
- Examine how misunderstanding happens across organizational lines along with mitigation strategies;
- Create a sustainable plan to ensure the continuation of learning beyond the program to ensure individual and organizational success.

Instructors: Drew Bird & Karen Bowen

An integrated action learning plan (ALP) is used with the municipal leadership program to unite the training concepts in a real-life application model. The ALP is an integrated reflective learning journal that will be provided to each participant prior to course start to systematically and effectively apply the learnings from within each module, and optimize investment in the program. Each participant will be asked to identify an opportunity, challenge, or issue present in their work environment to apply program knowledge, skills, and training directly toward. Guidance from each Instructor, in addition to networking within their cohort, will be provided to assist with completion of the journal. Participants will be provided with an opportunity at the end of the program to share their learnings with their cohort to enhance their educational progression.