

Certificate Program

Leadership Performance

A leadership development program
that will inspire you!



"This program has made a significant difference in how I lead. It's helped me develop team relationships, mentoring skills and contribute meaningfully to strategic planning for the future success of our company."

Gerald J. Boulos, P.Eng.
Vice President
Stantec Engineering (Nova Scotia)



**DALHOUSIE
UNIVERSITY**

Inspiring Minds

*College of
Continuing Education*

Leadership Development at Dalhousie University College of Continuing Education



Do you feel your leadership skills need to be refined and updated to meet the demand of a changing world and diverse workplace?



Is now the time for you to reinvent yourself for a career transition?



Do you crave the opportunity to contemplate where you are, your value system, and the gaps in your leadership competencies?

A Long History of Leadership Development

As a follow-up to our successful leadership development programs designed for forward-thinking organizations, we are now offering this exciting learning experience to the general public.

Networking Opportunities

A benefit not to be overlooked is the unique opportunity to network with fellow participants in parallel roles in diverse industries and organizations. What a great environment for creative and innovative idea generation!

One-on-One Coaching

This service enables you to discuss your leadership in confidence with program instructors. Build a leadership development plan that suits your career aspirations with three hours of personalized assistance. Your supervisor's input will be encouraged.

The Learning Model

In this program you will explore current issues and trends in leadership. Our teaching is experiential. You are never doing the same thing for more than 20 minutes. Our methods are engaging, active, relevant and practical. You will be involved in self-assessment, giving and receiving feedback, small group discussions, team assignments, role plays, case studies, real life scenarios, journaling, reading, writing, on-line discussions, guest speakers, and lectures.

Experienced Facilitators

All classes will be facilitated by skilled and experienced instructors at Dalhousie University College of Continuing Education, conveniently located in downtown Halifax. We have Maritime roots, many years of experience, and an international perspective.

A study of over 775 companies conducted by Bersin and Associates found that companies with the highest rated Leadership Development programs experienced a 600% increase in overall business impact from leadership development activities, a 640% improvement in their leadership bench strength and a 480% improvement in leader engagement and retention when compared to organizations with the weakest leadership development capacities.

Ottawa Business Journal, November 9, 2009

Courses in Leadership Development

Classic Studies in Leadership

You say you want to “make a difference” and “lead with confidence.” Leadership is not all about models—it’s about behaviour. This course lays the foundation that will allow you to transform the knowing into doing. In order to accomplish this successfully, it is helpful to become familiar with leadership practices and how it applies to your style of leadership. We will discuss ethical and cultural implications of applying leadership theory to practice. We will determine how leaders, some of whom may be familiar to you, mobilize others to achieve extraordinary things in organizations. You will participate in carefully selected self-assessment instruments that will measure the extent to which you use leadership practices. This course will move you towards creating a personal view of leadership and setting personal development goals.

Conflict Management

Conflict is inevitable in any environment where people care about what is happening around them. The challenge is to minimize the unhealthy conflict that interferes with productivity and creativity—i.e., petty personality differences—and to focus on disagreement that leads to improvement and innovation. Participants will use an interest-based model of negotiation to prepare, negotiate simple and complex situations, explore productive techniques, and practice a more relevant meaning of negotiation success in our global marketplace. Case studies and role plays will engage learners in interpersonal conflict, team challenges, and contract negotiations.

Cultural and Generational Diversity

Participants will be presented with current research on generational and cultural differences that will increase understanding and openness. The ultimate outcome will be to enhance attitude towards a more open and curious approach to differences. Through case studies and group exercises, you will experiment with approaches to issues of diversity. As a result, you will be better equipped to lead with confidence and create an organization that embraces differences and capitalizes on the opportunities presented by a diverse workforce.

Measuring Financial Performance

Today with so much information available, we have created a new problem—what information is truly meaningful and how can we get that information to those who can act on it? Financial statements are an excellent performance measurement, but are a lagging indicator. Are there other ways that we can keep score of what really matters? Leaders must recognize the need for measurement and must identify metrics that can lead to improved performance. This workshop will focus on a unique approach to gathering and distributing financial information about the health of a business.

Contact us if you would like to discuss a customized program.

Strategic Thinking and Planning

Strategic planning is a current expression of a rational approach to organizational planning. Many organizations have embraced strategic planning as the vehicle of choice for curing what ails the organization. Yet organizational planning creates a lot of activity, consumes much energy and resources and often only serves to give the appearance of progress. The reality is that most plans are not strategic—even those that are intended to be so—and therefore do not produce the strategic changes necessary. So what is strategic planning really all about? How does strategic planning differ from long-term planning? What are the pitfalls to strategic planning and how can you avoid them? And can you plan strategically without thinking strategically? These questions will form the basis of this course.

Powerful Presentations

Leaders identify the ability to present information effectively as a major contributor to their success. An effective leader motivates people to follow, to act, to create. Rightly or wrongly, people form a perception of competence based on the degree to which you can stand up in front of a group and deliver a meaningful message. This workshop will provide you with an opportunity to build your competence and confidence in designing and delivering powerful presentations. Beginning with appropriate and adequate preparation, and using a template for presentation structure, you will design a presentation to deliver to your peers. Your delivery will be videotaped and you will receive valuable feedback.

Creating a Personal View of Leadership

In the final module of the program, we focus directly on our individual strengths and passions as leaders. We begin by looking at the question of why individuals become leaders. This is important for us—both in understanding our own development as leaders and in promoting leadership development in others. Recognizing that not all leaders are effective, we will see what research reveals about the qualities of effective leaders. Then, with the assistance of a self-assessment instrument, we will evaluate our own individual strengths, areas for improvement, passions, and goals. With the benefit of this information and insight, we conclude the program by preparing a personal plan to guide us in continuing to strengthen our leadership skills in the future.



General Information

This program is for you if you desire

- to understand a broader range of organizational issues
- to deal with change within the organization
- to advance your career
- to transition to a new career
- to reinvent your leadership approach
- to feel excited again about work

Benefits to you and your organization

Outstanding value With the estimated average cost of executive education in Canada ranging from \$1,500 to \$1,600 per day, Certificate in Leadership Performance provides outstanding value by providing a life-changing learning experience at less than one-third the cost.

Expanding Horizons Hear real-life stories from classmates and instructors who are dealing with similar challenges; develop innovative and creative solutions together.

What YOU need You will have a rare opportunity to discuss your personal career situation in confidence with program instructors. Three hours of one-on-one coaching will guide you in building an action plan that suits your career aspirations.

Register today for this exciting opportunity to enhance your leadership performance!

Email: duceinf@dal.ca

Call: 902-494-2526

www.dal.ca/cce

Program Format

The program consists of 10 classroom days, Friday and Saturday, 9 a.m. to 4 p.m. Approximately three hours (per course) of course-related work outside of classroom time.

Fee: \$5,000 includes:

- three hours of one-on-one coaching
- personalized feedback on assignments
- student guide for each course
- readings
- reference materials
- light snacks during breaks

Customized Training

We can create a custom course or custom certificate program to achieve your organizational goals.

Benefits of customization:

- It may be more efficient and cost effective to have the program conducted on site.
- Our facilitators can devote more time discussing issues specific to your organization and can assess your employees' learning.
- Your employees learn as a team, gaining a shared perspective and common skills.
- We can help you assess the impact of the training and develop follow-through initiatives.

To inquire about customized training for your organization, please contact Pam Williams at 902-494-6408 or pam.williams@dal.ca

