



**Schulich**  
School of Business  
Executive Education Centre

**Register for  
the Upcoming  
Session:**

# Executive Program in Municipal Leadership

*Excel in your municipal career by developing your full capabilities in over a dozen municipal management competency areas.*

Module 1:  
Feb. 27 - Mar. 1, 2018

Module 2:  
Mar. 19 - 21, 2018

Module 3:  
Apr. 16 - 18, 2018

Featuring three Strategic Leadership Modules:

## 1. Self Leadership

Develop competencies in strategic leadership and high impact management communications.

## 2. Results Leadership

Manage municipal portfolios through the lens of innovation and process improvement.

## 3. Executive Leadership

Navigate complex relationships and move your organization into the future.

### What Participants Say About SEEC Courses:

*"A tremendous amount of work related information – I have so many takeaways that I have years of material to apply within our working group."*

**Rob Bell, Manager,  
Recreation Facilities  
City of Barrie**

*"I took away real pragmatic applicable tools and techniques which I can and will apply immediately upon returning to work."*

**Arlene McDonald,  
Director of ITS  
Region of Waterloo**

*"The wealth of knowledge and practical experiences of the instructors and solid content, combined with great opportunity to network with and learn from peers made for an excellent overall course experience."*

**Ahmad Sheikh,  
Manager, IT Services  
York Region**



**Register Today / Complete Details**

[seec.online/11606](http://seec.online/11606)



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## Prepare yourself and your municipality for a truly sustainable future.

Master the changing dynamics of municipalities

The Executive Program in Municipal Leadership was created for **experienced municipal managers, directors and other senior administrative officers** tasked with improving the operating performance and strategic direction of their municipalities. The program has been developed as the 'graduate stage' of a career in municipal leadership, and is **designed to help seasoned leaders achieve their career aspirations in municipal management as they plan and execute new programs and services.**

Through an exploration of paradigm shifts in municipal leadership styles, strategies and operational performance issues, participants will **gain insight into the characteristics most critical to senior municipal leadership success: Self Leadership, Results Leadership, and Executive Leadership.**

## Program Synopsis

### Program Mission

- To create a dynamic executive leadership training experience which meets the needs of Municipal Government and the citizens
- To foster each leader's career aspirations and promote a culture of leadership success.

### Strategic Goals

- Build strategic leadership capacity
- Develop best practice approaches
- Engage your municipal team on improvements
- Establish targeted talent development

### Performance Measures

- A broad pool of ready talent at the executive level
- Improved municipal programs and service outcomes
- A sustainable and predictable leadership capacity

1. Plan your municipal strategies through the 3 lenses of **Self Leadership; Results Leadership & Executive Leadership**
2. Study the management behaviours of **high-performing executives**
3. **Apply systems thinking** to achieve organizational improvements
4. Develop your **strategic planning and implementation** capabilities
5. Forge **strong community partnerships** using collaboration techniques
6. Improve your **personal leadership** to prepare for senior advancement
7. **Align your core values** with the values of your municipality
8. Implement a **Strategic Talent Plan** to prepare for the future
9. Successfully **lead new innovation and change initiatives**
10. Build your **personal influence skills** with all levels of government
11. Better manage **sensitive municipal political issues and stakeholders**
12. Develop **clear goals** for your organization's future

## Develop New Skills In

- Strategic leadership
- Effective management communications
- Critical thinking & problem solving
- Leadership vision
- Relationship building & collaboration
- Business acumen and managerial excellence
- Managing community engagement with integrity and respect
- Innovation and systems improvement
- Building a culture for change and inclusion
- Employee engagement and team motivation
- Building organizational growth capability
- Talent management for the future



## Overview of Program Content Modules

### MODULE 1: Self Leadership

The opening module advances your strategic thinking and planning capabilities. **Develop a strategic mindset, set new vision and long term business strategies** for your department. Plus begin to develop a personal leadership plan for your own career growth.

**Key Topics include:**

- **Strategic Drivers Impacting Municipal Leaders:** Changing citizen expectations, technology, economic growth, population shifts, infrastructure costs, government downloading
- **Personal Strategic Leadership:** Shaping vision and providing clear direction for growth
- **Developing Four Strategic Components:** Applying the concepts of Strategic Leadership, Strategic Thinking, Critical Thinking and System Thinking
- **Systematic Leadership:** Thinking systematically and in multiple timeframes
- **Adaptive Leadership:** Six skills for being an adaptive strategic leader

### MODULE 2: Results Leadership

The second module advances your leadership planning competencies at the organizational level. **Critically examine current ways of doing business, leverage strategic alignments with other departments and introduce new systems thinking.**

**Key Topics include:**

- **Applying Systems Thinking:** Improving your department and organization's operational efficiency
- **Balancing Your People, Structures and Processes:** 3 keys to higher results
- **Innovation & New Ideas:** What makes an innovative organization? How to lead one.
- **Change Leadership:** Building organizational relationships that foster change
- **Leveraging Strategic Alignments:** Identifying obstacles and opportunities for building stakeholder partnerships

### MODULE 3: Executive Leadership

The final module develops your executive-level ability to **manage critical work relationships, create and innovate business culture and prepare your department** for the future.

**Key Topics include:**

- **Managing Complexity at the Highest Level:** Navigating complex stakeholder relationships and risk
- **Community & Government Collaboration:** Collaborating seamlessly with citizens, other departments and levels of government
- **Leveraging Influence & Power:** How to increase your business influence and connections up, down and across your region
- **Executive Leadership Communication Styles:** What works best in different situations
- **Establishing A Strong Service Culture:** Shaping organizational culture to achieve improvements

## Instructor Profiles

### **Michelle Chambers, M.Ed, CSODP, CHRL, CTD, ORSC-t**

Michelle is a top strategic planner and brings with her over 25 years of teaching and consulting experience.

### **Peter Constantinou, PhD**

Peter is one of Canada's leading practitioner-academics in the area of public policy and administration.

### **JP Gedeon, PhD**

JP Gedeon is a highly regarded trainer and consultant, with a wealth of municipal experience. He is a published expert in the psychology of leadership.

### **Gail Levitt, PhD, MA**

Gail is CEO of Levitt Communications Inc., specializing in building influential leadership communications in both public and private sectors.

### **Jennifer Lynn, B.A., RCC**

Jennifer is a certified executive coach, helping leaders establish a leadership culture focused on innovation, inclusion and impact.

### **Lee-Anne McAlear**

Lee-Anne McAlear is an award-winning facilitator, speaker, writer, consultant, and Program Director at SEEC.

### **Megan Mitchell**

Megan is Program Director, Centre of Excellence in Innovation Management at SEEC.

### **Brynn Winegard, MBA, PhD**

Brynn Winegard is an award-winning professor, speaker and expert in 'Business-Brain Sciences'.

For additional program content and detailed instructor biographies please visit us online at:



[seec.online/11606](http://seec.online/11606)

## Comprehensive and convenient

Set your course for success and develop **capabilities in over a dozen municipal management competency areas.**

The convenient three class modules over three months allows participating leaders to apply their learning while attending the program — **making it an outstanding investment for the sponsoring municipalities.**



*Learning shouldn't stop at the end of your formal education in high school or university.*

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

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

**All SEEC Programs Feature:**

**Just-in-Time Learning for Immediate Application**

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

**Advanced Curriculum Structure**

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

**Outstanding Faculty**

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

**Risk Free Learning**

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



**A Lasting Memento**

Participants receive a handsomely framed Certificate of Course Completion.



**Upcoming Session & Locations**

Module 1: Self Leadership  
**Feb. 27 - Mar. 1, 2018**

Module 2: Results Leadership  
**Mar. 19 - 21, 2018**

Module 3: Executive Leadership  
**Apr. 16 - 18, 2018**

Schulich Executive Learning Centre  
York University, 4700 Keele Street, Toronto  
Tel: 416.736.5079

Programs run 8:30 a.m. - 5:00 p.m. each day.

**Program Tuition & Registration Details**

**Program Tuition:** \$7,595 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

**Special Team Savings:** Save \$150 each when two or more team members from the same organization register for this program at the same time.

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R19306736.

**Optional Accommodation**

To enhance your learning experience, participants receive a special corporate rate at the The Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and the Fairmont Royal York Hotel (for programs held at The Nadal Management Centre). For details please visit the **Contact and Locations** section of our website.

**Contact Us**

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca).