



Program Director  
John Allen

# Masters Certificate in Municipal Leadership

## Find Out More Today!

Visit [seec.online/11630](http://seec.online/11630)

1. Watch video testimonials from past participants and a brief introduction to the program by Program Director John Allen.
2. Join John for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content related questions**, ask John directly:  
Tel: 416.736.5079  
Toll free: 1.800.667.9380  
e-mail: [jallen@schulich.yorku.ca](mailto:jallen@schulich.yorku.ca)



## Unique Program Features and Benefits Include

- Municipal managers participating from all levels and areas provides for **excellent cross fertilization of ideas**
- Instructors are first rate adult educators with **direct municipal experience**
- Interactive learning through case studies, examples, and group and individual exercises **keeps participants engaged**
- Provides practical theory and research based **tools, techniques and processes that you can implement** as soon as you get back to the workplace
- **Strengthens the range of core municipal management competencies** from operational performance and strategy, to team leadership, coaching and mentoring and personal leadership style
- Provides an opportunity to **develop a network** of professionals with whom you can connect and share ideas

## Registration Details

### Module Dates

#### Essential Skills For Municipal Managers

April 23 - 27, 2018

#### Achieving Operational Excellence

July 9 - 13, 2018

#### Public Sector Advancements

September 24 - 28, 2018

### Program Location & Time

Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Sessions run: 9:00 a.m. - 4:30 p.m.

### Program Fees:

Full program – all 3 modules:

\$9,850 CDN + applicable taxes (save \$1,145)

Individual module:

\$3,665 CDN + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

### Optional Accommodations

Participants receive a special corporate rate at the Schulich Executive Learning Centre Hotel on the Keele campus. For details please visit the **Contact and Locations** section of our website.

### Administrative Inquiries

Tel: 416.736.5079 | Toll Free: 1.800.667.9380

e-mail: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

## Participant Profile

This program will benefit **managers at all levels in the municipal sector. Participants should have a minimum of three years of management experience.**

It will also benefit provincial government officials who work with municipalities. Participants include:

- CAO / City Manager
- Treasurers and Clerks
- All Department Heads, Directors and Managers
- Fire, Police, Public Health and Library Executives
- High potential staff who aspire to lead



**Schulich**  
School of Business  
Executive Education Centre



To reserve your spot  
visit us online today:  
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# Masters Certificate in **Municipal Leadership**

Serve the community more effectively  
in changing times.

## Program Insights Include:

Sharing client groups is key to breaking out of operational silos and better serving stakeholders interested in multiple municipal services.

Both an understanding of one's leadership style and the ability to think strategically are required to lead departmental staff through major change.

Addressing succession planning and management is critical to maintaining continuity of service as senior executives retire over the next few years.

# Dealing effectively with challenges and opportunities in the changing municipal sector requires a unique set of skills.

The days of stability in municipal management are gone. Big picture social and economic changes, shifting demographics, more activist stakeholder groups, and constrained revenue are just some of the issues **dramatically impacting how municipalities manage and deliver programs and services.** Within the municipal corporation the demographics are changing, too, with Boomers retiring and Millennials poised to take positions of leadership. In order to successfully negotiate all this change and continue meeting the community's needs, municipal leaders must be able to **engage staff and community stakeholders, and guide their organization toward being leaner and more effective.**

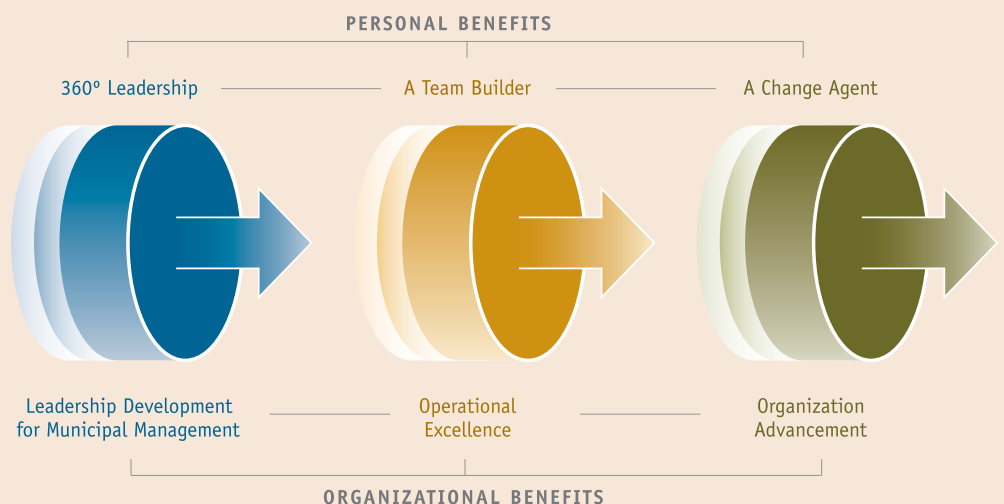


## Municipal leaders need specialized core competencies.

Today's municipal leaders urgently require a range of **specialized hard and soft skills in order to succeed.** To name just a few: **fine tuned political acumen** to handle the unique political environments in municipalities; **strategic thinking and environmental scanning skills** to prepare for wider social trends before they blindside service delivery; **program evaluation methodology** involving setting priorities and monitoring implementation to ensure relevant and sustainable services into the future.

## Prepare for the most senior-level responsibilities facing your town, county, city, or region.

*The Masters Certificate in Municipal Leadership* is designed to equip today's municipal sector managers with the **skills and competencies** to advance both individual and team performance, and effectively lead their municipality into the future.



# Masters Certificate in Municipal Leadership

The future of administrative municipal leadership has arrived. **Are you equipped to take up the challenge of new leadership responsibilities?**

The rapidly changing cultural, economic and political climate requires today's municipal professionals to **make a paradigm shift in leadership style, strategy and operational performance**. They need to perform at a higher level and embrace greater accountability.

Designed in cooperation with the Municipal Advisory Council of Municipal Executives, the *Masters Certificate in Municipal Leadership* will **arm you with advanced leadership skills, sharpen your management acumen, and prepare you for continuous municipal sector change with insights and best practices**. It will fully prepare you to take your organization and career to new heights by allowing you to:

- Strengthen your municipal management leadership competencies
- Build critical management skills in the areas of interpersonal dynamics, operational performance and strategy
- Develop an enhanced ability to lead high performance and cross-functional teams
- Gain new insights into innovative strategies relevant to municipal sector leadership
- Prepare for future leadership by learning from the latest trends and issues in municipal management

So enrol today, and **aspire to lead people, teams and departments to a new level of excellence** in service to the community.

*"This is a great program. We were all municipal employees and understood each other and the logic brought forward. Excellent course – great opportunity to grow."*

M. Pannu, Director Transportation and Waste,  
Northumberland County

## Overview of Modules and Sessions

Participate in the full *Masters Certificate* program, or register for single modules.

MODULE 1: April 23 - 27, 2018

### ■ Essential Skills for Municipal Managers

Master leadership competencies for managing staff and complex team dynamics in this foundational module.

#### 1. Redefining the Art and Science of Municipal Leadership

An in-depth examination of daily professional interactions, an exploration of cultural transformation and the practice of scientifically-informed techniques of leadership engagement.

#### 2. Coaching and Mentoring for Peak Performance

Leverage the talents of your staff and turn a good team into a great team.

MODULE 2: July 9 - 13, 2018

### ■ Achieving Operational Excellence

Align your role as a municipal manager with your organization's strategies for overall operational performance.

#### 3. Strategic Management and Strategic Thinking

Connect the Big Picture to a strategic plan to ensure your department is aligned with the corporation's strategies.

#### 4. Political Acumen

Cultivate your political acuity to better meet the needs and expectations of elected officials and their political staff.

#### 5. Program Evaluation to Improve Performance

Assess the effectiveness and efficiency of municipal services and discover ways to improve results and value for money.

MODULE 3: September 24 - 28, 2018

### ■ Public Sector Advancements

Be a "change agent" and advance opportunities across your department or municipality.

#### 6. Dynamic Employee Engagement in Times of Change

Engage employees and maintain constructive employee relations in unionized and non-unionized settings.

#### 7. Negotiation and Collaborative Management Techniques

Master proven techniques for communicating, persuading and using your influence effectively for collaborative outcomes.

#### 8. Leadership Skills for Engaging Others During Change

Diagnose forces for change; communicate and influence others to ensure shared commitment to the change; be an effective change agent and maintain harmony.

#### 9. Insightful Leadership: An Approach to Personal Continuous Development

Explore and reframe the fundamental actions leaders undertake to manage uncertainty and overcome the strategic and cultural hurdles inherent in the leadership relationship.

**REGISTER NOW**

To see detailed program content and participant testimonials, or to reserve your spot, visit us online: [seec.online/11630](https://seec.online/11630)

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register!



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## Detailed Program Content

### MODULE 1 • 5 DAYS

#### Essential Skills for Municipal Managers

Master leadership competencies for managing staff and complex team dynamics in this foundational module.

##### Redefining the Art and Science of Municipal Leadership (3 Days)

Strategically redefine the leadership skills demanded of today's chaotic and uncertain work environment through an in-depth examination of daily professional interactions, an exploration of cultural transformation and the practice of scientifically-informed techniques of leadership engagement.

- Analyze and redefine the leadership skills demanded of today's chaotic and uncertain work environment
- Examine the rudiments of corporate culture as based in leadership approaches and apply cultural concepts to excellence in team management
- Practice innovative and scientifically informed techniques of leadership engagement, specifically geared towards creating a culture of performance and excellence

##### Coaching and Mentoring for Peak Performance (2 days)

Develop the interpersonal skills needed to successfully leverage the talents of your staff and turn a good team into a great team.

- Increasing knowledge on coaching and mentoring by reviewing the current theory, research and practices in the field
- Practising coaching and being coached using a variety of tools and techniques
- Differentiating between coaching and mentoring with the most effective skills in certain situations
- Teaching tool: GROW Instrument

### MODULE 2 • 5 DAYS

#### Achieving Operational Excellence

Align your role as a municipal manager with your organization's strategies for overall operational performance.

##### Strategic Management and Strategic Thinking (2 days)

Understand the connection between the Big Picture strategic plan and how to ensure your department is aligned with the corporation's strategies.

- Improve your ability to think strategically
- Appreciate strategic management as a process of priority setting and alignment
- Acquire tools for strategic planning as well as implementation of strategy

##### Political Acumen (1 day)

Cultivate your political acuity as we delve into techniques that will ultimately help meet the needs and expectations of elected officials and their political staff.

- Key players and processes in systems of government
- Formal and information decision-making processes
- The role of influence in getting things done
- Networking and the creation of strategic networks and alliances
- Case studies in applied political acuity: stakeholder relations
- Strategies and techniques for raising political acuity

##### Program Evaluation to Improve Performance (2 days)

Learn the tools and techniques of program evaluation to assess the effectiveness and efficiency of municipal services and discover ways to improve results and value for money.

- Understand how to develop meaningful and useful performance measurements
- Learn how to analyze performance information to assess relevance, effectiveness, efficiency and sustainability
- Understand the fundamental tools of improving program performance

### MODULE 3 • 5 DAYS

#### Public Sector Advancements

Be a "change agent" and advance opportunities across your department or municipality.

##### Dynamic Employee Engagement in Times of Change (1 day)

Acquire the skills and understanding needed to engage employees and maintain constructive employee relations in unionized and non-unionized settings and in a changing environment.

- Develop a mindset that increases staff engagement
- Learn the levers that have the highest impact on employee morale and engagement
- Understand the contribution organizations, senior managers, local managers and staff make to employee engagement

## UPCOMING PROGRAM DATES

**April 23 - September 28, 2018**

3 modules of 5-days each over 5 months • Reserve now!



## Program Faculty (complete bios online)

### **Negotiation and Collaborative Management Techniques (1 Day)**

Master proven techniques for communicating, persuading and using power effectively for collaborative outcomes.

- How and when to use the four different ways of negotiating
- How to remain focused and confident in difficult situations
- How to prepare for negotiations and collaborative outcomes
- Teaching tool: Negotiating Style Profile

### **Leadership Skills for Engaging Others During Change (2 days)**

Day 1 – Improve your ability to diagnose the forces necessitating change, as well as how to effectively communicate and influence others to ensure shared commitment to the change.

- Understanding how people respond to change and strategies for overcoming resistance and engaging key stakeholders
- Communicate difficult change news in a way that engenders trust and commitment
- Reconciling polarized viewpoints when implementing changes mandated from above

Day 2 – Sharpen your interpersonal skills in order to be an effective change agent and be able to maintain harmony in the work place.

- Leveraging your strengths and “borrowing” from broader interpersonal skills that you may not be utilizing
- Influencing positively without the use of authority to get results and preserve working relationships
- Building partnerships and gaining support for your recommendations to more senior management and Council
- Teaching tool: Strength Deployment Inventory (SDI)

### **Insightful Leadership: An Approach to Personal Continuous Development (1 Day)**

Through a study of the psychology of leadership, explore and reframe the fundamental actions leaders undertake to manage uncertainty as well as the interactional parameters required to overcome the strategic and cultural hurdles inherent in the leadership relationship.

- Devise an approach to day-to-day leadership that heightens performance and promotes ongoing development
- Link corporate culture and departmental performance to leadership behaviours
- Analyze and apply the strategic skills required to transform daily interactions into the building-blocks of increased leadership vision

#### **John R. Allen, MBA**

##### **Program Director.**

John is one of the leading experts and specialists in performance measurement for public sector organizations. He has instructed thousands of public sector leaders on how to effectively develop and implement performance measurement in their organizations.

#### **JP Gedeon, MBA, PhD**

##### **Program Director.**

Dr. JP Gedeon is a nationally recognized, published expert in leadership, leadership psychology, corporate transformation, and cultural change. Over the past 20 years, he has held executive level positions in the private, public, academic and association sectors, having developed many of the mainline education and credentialing programs available in the sector today.

#### **Peter Constantinou, PhD**

Peter is one of Canada's leading practitioner-academics in the area of public policy and administration. He has worked as a senior civil servant, chief of staff to a cabinet minister, lobbyist and international consultant, and is currently a professor in the School of Public Policy and Administration.

#### **Robert Harris, MBA, CHRP**

Robert's areas of expertise encompass change leadership and communications, conflict management, negotiating and influencing skills, enhancing personal and team effectiveness, HR & Leadership best practices, and career management strategies.

#### **Linda Irvine**

Linda Irvine has more than 30 years of leadership and education experience having occupied strategic management, education and executive health portfolios while working with a variety of organizations, governments, hospitals and universities.

#### **Mark Norman**

Mark is a professional leadership consultant and trainer with extensive experience facilitating teams and relating to the psychology of human dynamics in the workplace. He has led major organizational change initiatives for diverse clients including GM, Sears, General Mills, CN, Domtar, North York Hospital and Concordia University.

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

Brynn Winegard is an award-winning professor, speaker and expert in 'Business-Brain Sciences'. Brynn completed her formal education at the Schulich School of Business (MBA, PhD) and McMaster University in Neuroscience and Psychology.

#### **William Winegard**

Bill Winegard is a seasoned municipal executive with more than 30 years of experience. He is a former Chief Administrative Officer for several municipalities and has lead numerous strategic planning initiatives.