

Collaborative Leadership Program

4-DAY BANFF/DUBAI VERSION

TARGET AUDIENCE/TIME:

Corporate Senior Executives: Vice President, General Managers, Chief Administrative Officers, and Senior Managers of Municipalities, CEO's and Senior Directors of Large NGO's and Associations, Assistant Deputy Ministers, Directors General, and Senior Directors in Federal & Regional Government Departments.

4 days: 8:30am – 5:00pm with one evening session. Greeting and orientation session in the evening before the first full day.

OBJECTIVES:

- Allow Executives to better develop High Performing Teams, understanding when Teams, Groups and/or Individual leadership is most appropriate leadership strategy.
- Develop a thorough understanding the role of the executive in creating an “Empowered” and “Accountable” workforce. Including the implementation of comprehensive Performance Management System
- Experience Hands-on Team challenge, to enhance one's own leadership/ communication style and the implications for building and leading a highly motivated team in the workplace.
- Work through an evaluation of Stewardship, Empowerment, and Partnership practices in participant's business units as a basis for creating Vision, innovation and a more strategic culture.
- Clarify the role of senior leader in guiding complex, adaptive change processes in their organization.
- Reframe the new work relationships with full-time, contingent workers, alliances/partners
- Build a better understanding of how to create success in Joint Ventures, Alliances and Partnerships

PRE-COURSE PARTICIPANT PREPARATION:

1. Leadership Without Easy Answers – Ron Heifetz
2. Harvard Business Review Articles
- All In A Day's Work – Reprint # RO111D
3. The Balanced Scorecard – Kaplan & Norton or Alternate Selection
4. Accountability – Getting a Grip on Results - Bruce Klatt, Shaun Murphy & David Irvine
5. Competency Assessment and Learning Plan

FACULTY:

Faculty with special experience and expertise in these topic areas will be selected based on timing and availability and participant numbers registered.

AGENDA

- Arrival/Orientation & Greeting Session
4:00pm – Arrival and check-in
5:30pm – Reception/Dinner
7:00pm – Welcome & Overview
- Best Practices in Governance, Summary Questionnaire

DAY ONE

AM

- Communication Styles Inventory Analysis
- Teams – Groups – Collections of Individuals
- Qualities of High Performing Teams – Part I

PM

- Hands-on/Outdoor Team Challenge
- Qualities of High Performing Teams – Part II – Role of Team Leader
- Stewardship, Empowerment, Partnership within your teams—Assessment in Syndicate Teams

DAY TWO

AM

- Stewardship, Empowerment, Partnership (continued)—Syndicate Group Break-outs
- Group Presentations – Recommendations for improving their organizations

PM

- Empowerment – Delegation – Directing
- Reframing the New Work Relationships: full-time, contingent workers, alliances/partnerships

DAY THREE

AM

- Accountability and Accountability Agreements

PM

- Implementing a Comprehensive Performance Management System

DAY FOUR

AM

- Creating Successful Joint Ventures, Alliances, Partnerships

PM

- Guiding Complex Adaptive Organizational Change