

# LEADERSHIP DEVELOPMENT



In partnership with Bioscience Association Manitoba (BAM)

Train Remotely – Attend VIRTUAL Classes with a Live Instructor.

Registered students will take these courses from their home or workspace.

Students must have a laptop with reliable internet capable of connecting to Zoom with use of microphone and video. Zoom link and course materials will be sent to students prior to class start.

Designed for individuals who aspire to become a leader, transition to a leadership role or build new leadership skills. Also ideal for current managers, supervisors, or CEOs who are looking to strengthen or upgrade existing skills. Develop valuable personal and business skills in emotional intelligence, team building, decision making, strategic thinking, succession planning, communication and workplace inclusivity.

**TIMES: Half day courses: 8:30A-12:00P (AM) or & 12:30P-4:00P (PM);**

**Full day courses: 8:30A-12:00P & 12:30P-4:00P (1/2 hour lunch)**

#### DEVELOPING YOUR LEADERSHIP, PARTS 1 & 2 (EXT.1311 FF21)

Nov. 1, 2022, Full Day \$665 + \$33.25 GST (incl. Management Profiles)

#### RESPECTFUL WORKPLACE (EXT.1109 FF21)

Nov. 15, 2022, Half Day (AM) \$285 + \$14.25 GST

#### BUILDING A HIGH PERFORMING TEAM (EXT.1452 FF21)

Nov. 15, 2022, Half Day (PM) \$285 + \$14.25 GST

#### COACHING FOR PERFORMANCE, PARTS 1 & 2 (EXT.1453 FF21)

Nov. 29, 2022, Full Day \$545 + \$27.25 GST

#### CHANGE & TRANSITION (EXT.1454 FF21)

Dec. 13, 2022, Half Day (AM) \$285 + \$14.25 GST

#### CONDUCTING EFFECTIVE PERFORMANCE REVIEWS (EXT.1463 FF21)

Dec. 13, 2022, Half Day (PM) \$285 + \$14.25 GST

#### RECRUITING & INTERVIEWING YOUR TALENT (EXT.1451 FF31)

Jan. 10, 2023, Half Day (AM) \$285 + \$14.25 GST

#### LEADING WITH RESILIENCE (EXT.1514 FF31)

Jan. 10, 2023, Half Day (PM) \$375 + \$18.75 GST (incl. Resilience Assessments)

#### EMPLOYMENT TERMINATIONS (EXT.1456 FF31)

Jan. 24, 2023, Half Day (AM) \$285 + \$14.25 GST

#### DIFFICULT CONVERSATIONS (EXT.1704 FF31)

Jan. 24, 2023, Half Day (PM) \$285 + \$14.25 GST

#### MANAGING WORKPLACE DIVERSITY PTS. 1 & 2 (EXT.1460 FF31)

**\*Revised date\*** Feb. 16, 2023, Full Day \$545 + \$27.25 GST

#### SUCCESSION PLANNING (EXT.1455 FF31)

Feb. 21, 2023, Half Day (AM) \$285 + \$14.25 GST

#### RETAINING & ENGAGING TALENT (EXT.1457 FF31)

Feb. 21, 2023, Half Day (PM) \$285 + \$14.25 GST

#### INTRO TO EMOTIONAL INTELLIGENCE (EI) AND EI & COMMUNICATION SKILLS (EXT.1513 FF31)

Mar. 7, 2023, Full Day \$715 + \$35.75 GST (incl. EQ Reports and e-book)

### ADDITIONAL SESSIONS

**LEADERSHIP FOR WOMEN (EXT.1516 FF21)** Dec. 6, 2022, Full Day \$1425+ \$71.25 GST (incl. EQ Assessment)

**PRESENTATIONS AND PUBLIC SPEAKING (EXT.1515 FF31)** March 14, 2023, Full Day 8:30A-4:30P \$955 + \$47.75 GST

## REGISTER TODAY:

**Phone: 1.866.627.8500 (Ext 3) or Email: [ceregistration@ucn.ca](mailto:ceregistration@ucn.ca)**

Further information and course offerings can be found at [UCN.CA/CIS](http://UCN.CA/CIS) or by Contacting Jennifer Moose to discuss your training needs @ 204.687.7038 or [jmoose@ucn.ca](mailto:jmoose@ucn.ca)

**\*\*Deadline to register is 3:00pm, 11 business days prior to class date\*\***

The fee must accompany the registration form in order for your seat to be held. Pay by cash, cheque, Purchase Order, ATI, TAN, MasterCard/Visa. Courses are subject to cancellation due to insufficient enrolment.

Refund Policy: 100% refund will be issued if course is cancelled by UCN. If student wishes to withdraw, a refund will be issued providing the voluntary withdrawal form is submitted to UCN 11 business days prior to first day of class.

*UCN acknowledges that we are on the traditional territories and homelands of many Indigenous peoples, who have existed here since time immemorial. The First Nations in the area that UCN serves entered into treaty relationships with the Crown and the territory has also become home to other Indigenous peoples. We uphold the treaties and collaborate with all Indigenous peoples to share truth, reconciliation and learning.*

# LEADERSHIP DEVELOPMENT: COURSE MODULE OVERVIEW

## **DEVELOPING YOUR LEADERSHIP PARTS 1 & 2:**

- **Part 1 (Barry Jansen) – Nov 1, 2022 – 8:30am – 12:00pm**

### **Course Objectives:**

- Group interpretation of the ManagementPro profile, a state-of-the-art assessment tool that identifies a person's natural tendencies and explains why they do the things they do and therefore, how they inherently lead others
- Understand the various scales within the ManagementPro profile to identify strategies on how to effectively lead others

### **Course Deliverables:**

- Pre-work: completion of the online ManagementPro profile (approx. half hour)
- Participants receive a detailed 18-page report on their individual results that identifies their natural tendencies in relation to their potential for success in leadership
- Participants leave the session with a greater appreciation and understanding of their natural leadership style and how to identify strategies to effectively lead and communicate with others who have different natural tendencies than themselves

- **Part 2 (Barry Jansen) – Nov 1, 2022 – 12:30pm – 4:00pm (Part 1 required)**

### **Course Objectives:**

- Describe the attributes of highly effective leaders and use them to develop your own leadership skills
- Incorporate some of the latest research on leadership into your own leadership development to help effectively lead others.

### **Course Deliverables:**

- What is the difference between leadership and management?
- Sharing of research on the characteristics of highly effective leaders including discussion on integrity, influence, personal awareness, and how to effectively develop others
- What are the fatal flaws of leadership, that when exhibited, can result in failure in leadership?

## **BUILDING A RESPECTFUL WORKPLACE:**

**(Melenie Olfert) – Nov 15, 2022 – 8:30am – 12:00pm**

### **Course Objectives:**

- Recognize behaviours that show respect and inclusivity working with diverse teams,
- Understand rights and responsibilities of the employer and the employee and the importance of showing respect to everyone in the workplace,
- Identify examples of harassment and discrimination and be aware of consequences of engaging in disrespectful behaviour at work,
- Reflect on how diversity may influence one's actions in handling conflict at work and adopt best practices.

### **Course Deliverables:**

- Understanding of the best practices for interacting and communicating respectfully with others in building a respectful workplace.

## **BUILDING A HIGH PERFORMING TEAM:**

**(Barry Jansen) – Nov 15, 2022 – 12:30pm – 4:00pm**

### **Course Objectives:**

- Describe the principles and stages of team development and identify the specific stage your team may be in
- Understand and explain the "Five Dysfunctions of a Team"
- Create strategies on addressing the "Five Dysfunctions" in order to become a high performing team

### **Course Deliverables:**

- What are the characteristics of a high performing team?
- Team dynamics and the four stages of team development
- Discussion and review of Patrick Lencioni's model called the "Five Dysfunctions of a Team"
- Develop strategies for overcoming each of the dysfunctions
- Effectively manage conflict with team members and between team members
- Steps to building trust and striving for consensus among team members

## **COACHING FOR PERFORMANCE:**

**(Barry Jansen) – Nov 29, 2022 – 8:30am–4:00pm (1/2 hr lunch)**

### **Course Objectives:**

- Establish clear performance expectations for your staff
- Explain the three components of "The Performance Equation" and its use to effectively coach employees
- Describe the difference between reinforcing and re-directive feedback
- Create strategies on how to effectively handle challenging/difficult employee situations
- Demonstrate how to effectively provide feedback to employees

### **Course Deliverables:**

- Discussion on the steps involved in how to establish performance expectations with staff
- Best practices on facilitating a meeting with each staff member to effectively communicate performance expectations
- What is coaching? Discussion on "The Performance Equation" and how to use the model for developing staff
- What is the difference between reinforcing and re-directive feedback? Best practices on how to effectively deliver reinforcing and re- directive feedback to employees
- What is progressive discipline? What is the difference between re-directive feedback and corrective action? How to effectively facilitate a disciplinary/corrective action meeting with an employee
- Dealing with challenging employee situations and techniques for effectively handling very difficult conversations with staff

## **EFFECTIVELY MANAGING CHANGE & TRANSITION:**

**(Barry Jansen) – Dec 13, 2022 – 8:30am – 12:00pm**

### **Course Objectives:**

- Understand the differences between change and transition
- Identify your common reaction to change
- Explain why people resist change and the common responses to change
- Create strategies on how to facilitate positive change

### **Course Deliverables:**

- Understand the fundamental and psychological differences between change and transition
- Identify your common reaction to change and how that impacts your ability to lead a change initiative
- Review of the research about why people resist change and the common responses to change
- Discussion on the three stages of the transition process and how people move through those stages
- Using best practice research, review the steps involved to effectively facilitate positive change and transition in the workplace.

## **CONDUCTING EFFECTIVE PERFORMANCE REVIEWS:**

**(Barry Jansen) – Dec 13, 2022 – 12:30pm – 4:00pm**

### **Course Objectives:**

- Understand the steps involved in the entire performance review process in order to facilitate an effective performance appraisal meeting
- Establish clear performance standards for your staff
- Create strategies on how to effectively handle potentially challenging performance appraisal meetings

### **Course Deliverables:**

- Review of the best practices in preparing for a performance appraisal meeting, facilitating an appraisal meeting, and following up after an appraisal meeting
- How to establish S.M.A.R.T. goals/objectives with employees
- Handling potentially challenging performance review meetings

## **RECRUITING, INTERVIEWING, SELECTING YOUR STAFF:**

**(Barry Jansen) – Jan 10, 2023 – 8:30am – 12:00pm**

### **Course Objectives:**

- Describe the steps involved in the entire recruitment process to make sound hiring decisions
- Use the principles of behavior-based interviewing to conduct effective candidate interviews
- Create strategies on how to effectively handle potentially challenging candidate interviews
- Course Deliverables:**
- Discussion on the best practices involved within each of the steps of the recruitment process
- Legalities within the recruitment process (i.e. appropriate vs. inappropriate interview questions, human rights implications during selection, etc.)
- Develop effective interviewing skills (i.e. how to prepare, building rapport, setting the agenda, creating effective interview questions, handling difficult or potentially challenging candidate responses/behaviors)
- Discussion on "what not to do" during an interview
- Effectively evaluate and select the right person for the role

## **LEADING WITH RESILIENCE:**

**(Janice Gair) – Jan 10, 2023 – 12:30pm – 4:00pm**

### **Course Objectives:**

- Learn why resilience matters
- Explore the components of hardiness: challenge, control, and commitment
- Discover strategies to enhance your resilience and those you lead
- Course Deliverables:**
- Learn factors that contribute to a person's resiliency level
- The primary psychological factor that contributes to people's resiliency
- Discover that challenge is having a sense of self-efficacy and the belief that you can learn and grow
- Learn control is having a sense of self-efficacy and belief that you can influence outcomes in your life
- Understand commitment is being engaged and seeing most parts of your life as interesting and meaningful

## **EFFECTIVELY FACILITATING EMPLOYMENT TERMINATIONS:**

**(Barry Jansen) – Jan 24, 2023 – 8:30am – 12:00pm**

### **Course Objectives:**

- Describe the termination process and the impact it has on a departing employee
- Conduct an effective employment termination meeting
- Create strategies on how to handle potentially difficult termination situations

### **Course Deliverables:**

- Discussion on the differences between voluntary and involuntary employment terminations
- Best practices on how to prepare for and deliver an effective employment termination meeting

**MASTERING DIFFICULT CONVERSATIONS:****(Janice Gair) – Jan 24, 2023 – 12:30pm – 4:00pm****Course Objectives:**

- Heightened awareness of emotional effects (self, others)
- Positive language for productive communication
- Tools to promote perspective and empathy

**Course Deliverables:**

- Focus on identifying, honing, and using emotional skills to better handle difficult conversations
- Review many ways inappropriate uses of emotions can hijack communication and lead to conflict
- Provide strategies to promote productive outcomes by enhancing emotional awareness, empathy, strategic communication using positive language and appreciative inquiry

**MANAGING WORKPLACE DIVERSITY:****(Melenie Olfert) – Feb 9, 2023 – 8:30am – 4:00pm (1/2 hr lunch break)****Course Objectives:**

- Define diversity and workplace inclusivity,
- Understand the business case for diversity,
- Explore challenges and benefits of managing diverse work teams,
- Acknowledge how culture and age impacts one's own perceptions, values and assumptions, and
- Take away leadership strategies to build a welcoming and inclusive work environment.

**Course Deliverables:**

- Clear understanding of the responsibilities Leaders have in ensuring that there is an inclusive and welcoming environment for their employees and themselves

**AN INTRODUCTION TO SUCCESSION PLANNING:****(Barry Jansen) – Feb 21, 2023 – 8:30am – 12:00pm****Course Objectives:**

- Understand and describe the steps involved in the succession planning process
- Describe the difference between performance and potential
- Incorporate best practices related to establishing a succession plan for your organization

**Course Deliverables:**

- Defining succession planning and reviewing the steps involved in creating an effective succession plan
- What is the difference between performance and potential as it relates to identifying high potential staff?
- Create a "talent map" for your team and subsequent action plans based on the results

**RETAINING & RECOGNIZING YOUR TALENT:****(Barry Jansen) – Feb 21, 2023 – 12:30pm – 4:00pm****Course Objectives:**

- Describe the impact of turnover to your organization's bottom line
- Apply the principles of motivation and employee commitment to retain high performing employees
- Define the concept of employee engagement and describe the steps you as a leader can take to promote it within the workplace

**Course Deliverables:**

- Defining employee turnover and quantifying direct/indirect costs associated with turnover
- Characteristics of employee commitment and employee engagement and how to create an environment where employees are committed and engaged
- Discussion on the difference between internal and external motivation
- Sharing of best practice research on employee retention and recognition

**EQI 2.0 – INTRO TO EMOTIONAL INTELLIGENCE:****(Janice Gair) – Mar 7, 2023 – 8:30am – 12:00pm****Course Objectives:**

- Understand what emotional intelligence is and why it is of interest, personally and professionally
- Recognize and review the 15 skill sets of emotional intelligence
- Review the results of your personal EQ1 2.0 assessment

**Course Deliverables:**

- Pre-work: completion of the online EQ-12.0 (Emotional Quotient Inventory 2.0) assessment tool (approx. half hour and approx. 15 minute debrief)
- Participants receive a detailed report on their individual results that provides a snapshot of how their current emotional intelligence compares to the research on emotional intelligence of high performing leaders as well as insight into the participant's leadership strengths and potential growth opportunities
- Participants leave the session with a greater appreciation and understanding of their personal emotional intelligence skills and ideas on how to develop those skills in order to reach their leadership potential

**EMOTIONAL INTELLIGENCE & COMMUNICATION SKILLS:****(Janice Gair) – Mar 7, 2023 – 12:30pm – 4:00pm****Course Objectives:**

- Describe emotional intelligence subscales important to communication
- Understand body language and its impact
- Learn active listening techniques
- Personalize your communication approach

**Course Deliverables:**

- Promote strong relationships with effective communication
- Greater productive and employee satisfaction
- Increase collaboration with more cohesive teams

**Additional Sessions:****LEADERSHIP FOR WOMEN:****(Janice Gair) – Dec 6/2022 – 8:30am – 4:00pm (1/2 hr lunch)**

Redefine the way you communicate, collaborate, and make decisions as a leader! This course provides research-based content that focuses on the leadership dimensions most critical for advancement including authenticity, the ability to lead and incite actions in others, the courage to innovate, and mentoring strategies. Participants will gain knowledge of emotional intelligence and enhance practices through hands-on activities and exercises designed to promote strong leaders. The program is based on a wide body of research and practices used to promote emotional intelligence for leaders.

- Explore leading with authenticity. Enhance your self-awareness and command esteem and self-regard
- Lead and incite action in others. Develop skills necessary to apply a coach approach to management
- Be innovative and resilient. Identify what skills are important for innovation and promote creativity and independence in others
- Avoid derailment. Explore strategies to avoid leadership pitfalls
- Articulate your Vision. Learn to promote and practice visionary leadership

**PRESENTATIONS & PUBLIC SPEAKING:****(Dan Dumsha) – March 14, 2022 – 8:30am–4:30pm (1/2hr lunch)**

*"The key to any great presentation is speaking so that the audience cares about what you're saying."*

This workshop series will show you how to dial into your audience and give them what they need. You'll leave this training feeling confident and excited for your next presentation!

- In this course, we use improv exercises and techniques to speak up and feel great.
- There are four modules of the program (Find your voice, connect with the audience, start with heart, Think on your Feet). There is also developed a peer coaching checklist and answering Q&A guide that accompany the workbook
- They educate through experience. There are no lectures or power point slide decks. Through applying skills in improv exercises, learners strengthen skills in real time. This growth happens in an engaging way where learning is fun. The entire course is active and by the end of the program, participants are presenting in front of each other with more clarity, connection, and confidence.