University College of the North (UCN), in partnership with Partners in Discovery Ltd., are pleased to offer

LEADERSHIP EDUCATIONAL TRACK 1- PERSONAL DEVELOPMENT & TRACK 2- LEADERSHIP DEVELOPMENT

"Train Remotely - Attend VIRTUAL Classes with a Live Instructor"

Registered students will take these courses from their home or workspace. Students will not attend at one of our UCN campuses or Centres. Prior to class start, handouts and meeting login information will be emailed to registered students by the facilitator. Students must have a laptop with reliable internet capable of connecting to **Zoom** with use of microphone and video.

CLASS TIMES: 9:00am – 4:00pm CDT per course
Student orientation will be one day prior to class commencement for each course at 6:00pm

INSTRUCTOR: Genella Macintyre – Partners in Discovery Ltd.

Pre-requisite: None. Courses can be taken in any sequence from either track. Register for one or all courses.

Leadership Educational Track 1 – Personal Development
Starting at this point is ideal for individuals to understand the positive impacts that Leadership Development can have on safety, career development, and efficiencies. The Personal Development Track is the first step out of three potential "Tracks". (Track 2 – Leadership Development, and Track 3 - Community Development)

Managing Difficult Conversation Parts 1 & 2
March 15 & 22, 2021 (*Deadline March 5, 2021*)
EXT.1704   Cost: $326.03 (plus GST)

Personalities at Work
March 29, 2021(*Deadline March 19, 2021*)
EXT.1204   Cost: $175.09 (plus GST)

Stress Management & Building Resilience Parts 1 & 2
April 12 &16, 2021 (*Deadline April 1, 2021*)
EXT.0471   Cost: $326.03 (plus GST)

Time Management
April 19, 2021 (*Deadline April 9, 2021*)
EXT.1202   Cost: $175.09 (plus GST)

Emotional Intelligence Parts 1 & 2
April 26 & May 03, 2021 (*Deadline April 16, 2021*)
EXT.1450   Cost: $498.53 (plus GST)
includes assessment

Assertive Communication
May 10, 2021 (*Deadline April 30, 2021*)
EXT.1203   Cost: $175.09 (plus GST)

Leadership Educational Track 2 – Leadership Development
Leadership development is the process which helps expand the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of an organization's strategy through building alignment, winning mindshare and growing the capabilities of others.

Managing Self (MBTI Assessment)
May 17, 2021 (*Deadline May 7, 2021*)
EXT.1776   Cost: $356.21 (plus GST)

Leadership Foundations Parts 1 & 2
May 28 & 31, 2021 (*Deadline May 17, 2021*)
EXT.0800   Cost: $326.03 (plus GST)

Conflict Resolution Skills
June 03, 2021(*Deadline May 28, 2021*)
EXT.0242   Cost: $175.09 (plus GST)

Performance Management Parts 1 & 2
June 14 &15, 2021(*Deadline June 4, 2021*)
EXT.0304   Cost: $326.03 (plus GST)

Developing a Productive Work Environment
June 17, 2021 (*Deadline June 9, 2021*)
EXT.0436   Cost: $175.09 (plus GST)

COURSE DETAILS ON NEXT PAGE

To register or for further information
Email: sletexier@ucn.ca or Phone: 1.866.627.8500 (Ext 8601) or 1.204.627.8601

The fee must accompany the registration form in order for your seat to be held. Pay by cash, check, 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 10 business days prior to first day of class.

Further information can be found at ucn.ca/cis

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Partners *in* Discovery Ltd.
Dedicated to empowering people

LEADERSHIP EDUCATIONAL TRACK 1- PERSONAL DEVELOPMENT

Managing Difficult Conversations

Communication is easy when it's easy. Holding a difficult conversation with a colleague, supervisor or friend is often ignored until the tension is high and conversations are less successful than they could be. This course will cover the five steps to holding a difficult conversation:

- Plan and prepare
- Set the stage
- Proceed with curiosity
- Manage the moment
- Follow up

Learning Objectives:
- ✓ To give participants the knowledge and tools to hold a difficult conversation
- ✓ To give participants the skills to increase their chances of holding a successful difficult conversation
- ✓ To share ways of minimizing conflict by having a difficult conversation before it becomes too late
- ✓ To understand the key to holding a difficult conversation lies in planning, preparation and self-regulation
- ✓ To understand how feedback can help or hinder having a difficult conversation
- ✓ To help participants understand, address, and set aside assumptions that hinder having a successfulconversation

Personalities at Work

Do you work with a difficult person? Someone who seems short tempered and "snaps" under stress? Someone who really dislikes change? Perhaps you work with someone who sees problems instead of solutions and spreads doom and gloom around freely. If so, help is at hand. A fun and enlightening course, participants will identify specific strategies for dealing with tough cookies.

Learning Objectives:
- ✓ Identify the 12 types of "Tough Cookie Managers"
- ✓ Understand how to deal with each type
- ✓ Select from a list of specific responses to work with tough cookies
- ✓ Discover if you are a tough cookie
- ✓ Understand when you might be a tough cookie and when you are not
- ✓ Increase your self-awareness so that you become a "Monster Cookie" (which is a good thing)
- ✓ Identify behaviours to make you less "tough" by increasing your soft skills

Stress Management & Building Resilience

Not all stress is problematic. It is the distress that taxes our coping resources. Facing challenges that are overwhelming, long lasting, and happen often cause us to deplete our resources and create distress. How do you reduce stress? No one coping method is best for everyone. It is necessary for you to determine the methods that will counteract your distress. This course provides an essential strategy built upon understanding stress, taking stock, managing your external environment and then your internal one, and taking action.

Learning Objectives:
- ✓ Understand the impact of stress
- ✓ Identify stressors in your life
- ✓ Select your stress management style
- ✓ Practice stress reducing techniques
- ✓ Create an action plan for stress reduction

Time Management:

Personal time management skills are essential for professional success in any workplace. Those able to successfully implement time management strategies are able to control their workload rather than spend each day in a frenzy of activity reacting to crisis after crisis - stress declines and personal productivity soars! These highly effective individuals are able to focus on the tasks with the greatest impact to them and their organization. This course will cover strategies to help participants learn these crucial strategies. Participants will be given a skill set that include personal motivation, delegation skills, organization tools, and crisis management.

Learning Objectives:
- ✓ Plan and prioritize each day's activities in a more efficient, productive manner
- ✓ Overcome procrastination quickly and easily
- ✓ Handle crises effectively and quickly
- ✓ Organize your workspace and workflow to make better use of time
- ✓ Delegate more efficiently
- ✓ Use rituals to make your life run smoother
- ✓ Plan meetings more appropriately and effectively

Emotional Intelligence:

- **Part 1 - An Introduction** - Emotional intelligence describes the ability to understand one's own feelings, and that of groups, and how these emotions can influence motivation and behavior. The concepts of Emotional Intelligence have been around since at least the 1900s, but the term was first introduced by Wayne Payne in 1985. Emotional Intelligence is connected to how successful you are or will be in any position. Your emotional intelligence score (E.Q.) is s strong predictor of

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success. Improve your E.Q. score and you improve your ability to communicate with others, become more resilient, and establish positive relationships with others.

Learning Objectives:
- ✓ Enable participants to identify specific areas in their own EQ-i 2.0 Assessment Reports and build an action plan to work on areas to develop further and leverage strengths
- ✓ Define and practice self-management, self-awareness, self-regulation, self-motivation, and empathy.
- ✓ Understand, use and manage your emotions.
- ✓ Learn to communicate more effectively.
- ✓ Identify the benefits of emotional intelligence.
- ✓ Relate emotional intelligence to the workplace and outside the workplace

- **Part 2 - The Emotionally Effective Leader:**
  Every company has experienced instances where a leader within the organization shows strengths in core competencies necessary for the role, but may be exhibiting EI blind spots of which peers are taking notice. Or, a company finds an employee that exhibits great work ethic and is an emerging star amongst his/her peers, while showing comparable traits to leaders within the organization. In both scenarios, the Leadership Report can be used when honing in on leadership development, executive development and coaching, and developing high potential leaders. The Leadership Report examines results through four key dimensions: Authenticity, Coaching, Insight, and Innovation. The report also contains insights on the possible implications of results, and which skills have the highest potential of becoming leadership detailers. Strategies for development will be provided with the aim to attain true leadership potential, while being able to compare results against top leaders as a benchmark. Leveraging results from leaders' EQ-i 2.0® Leadership Reports, participants of this session will learn the importance of emotional intelligence in effective leadership and leave with a better understanding of their strengths and areas to develop to enhance leadership skills, as well as an action plan on how to increase effectiveness.

  Learning Objectives:
  - ✓ Create understanding of emotional intelligence using the EQ-i 2.0 model as a platform
  - ✓ Increase participants' understanding of mapping transformation leadership to emotional intelligence
  - ✓ Enable participants to identify specific areas in their own EQ-i 2.0 Leadership Reports and build an action plan to work on areas to develop further and leverage strengths
  - ✓ Identify and understand how aspects of emotional intelligence can lead to derailing behaviours
  - ✓ Apply what is learned in the session by developing a personal Leadership Effectiveness Framework

Assertive Communication:

"I'm not assertive enough!" or "People say I am too blunt and difficult to work with!" may be phrases you've used to describe how you communicate. Are you cooperative? Do you assert what you need? Are you able to "stand your ground"? Do angry customers unnerve you or frustrate you to the point that you are stressed and make matters worse? If so, you need this course! Remembering that assertiveness is what you do, not who you are, this course will focus on strategies to build those skills. Participants will self-assess their level of assertiveness using the Interpersonal Influencing Inventory. Using assertiveness to defuse hostility in others and stay calm in difficult situations will be covered including the Assertive Confrontation model.

Learning Objectives:
- ✓ Identify the behaviours that define aggression, being passive, being passive-aggressive and assertiveness
- ✓ Understand the benefits of being assertive
- ✓ Self-assess your current level of assertiveness
- ✓ Practice power posing and other assertive behaviours
- ✓ Use assertiveness when dealing with difficult client/customer situations
- ✓ Defuse hostility using assertive behavior
- ✓ Use assertiveness to manage your own reactions
- ✓ Identify the strategies that will help you be more assertive

LEADERSHIP EDUCATIONAL TRACK 2- LEADERSHIP DEVELOPMENT

Managing Self (MBTI Assessment):

The MBTI® assessment helps individuals understand their strengths, their preferred working styles, and ultimately helps them see their potential. Used individually to provide self-awareness and clarity of purpose, the MBTI assessment also helps create a better understanding and appreciation between team members and colleagues – enabling them to work better together. Through a series of questions, the MBTI assessment helps individuals identify their natural preferences in four areas of personality:
- How do you direct and receive energy?
- How do you take in information?
- How do you decide and come to conclusions?
- How do you approach the outside world?

Individual's natural preferences in these four areas are sorted into one of 16 distinct MBTI personality types. Understanding these personality types provides clients or employees objective insight that they can use to enhance their professional and personal relationships, as well as their direction, focus, and choices.

Learning Objectives:
- ✓ Greater understanding of yourself and others.
- ✓ Improved communication skills
- ✓ Ability to understand and reduce conflict

Leadership Foundations:

This course focuses on the leadership skills and knowledge you need for success. The following topics will be covered:

- What is leadership and why is it so important?
- Difference between management and leadership
- Situational Leadership
  - Leadership styles
  - Employee characteristics and appropriate styles
- The Leadership Challenge
  - Qualities of an effective leader
  - The five essential activities
  - Applying concepts to your work environment
- Understanding generations at work

Learning Objectives:
- ✓ Discover your leadership style
- ✓ Know which five practices successful leaders have in common
- ✓ Apply the information to your work and your work environment
- ✓ Discover the different work styles, needs, and challenges of the different generations that exist in the workplace.

Conflict Resolution Skills:

This course focuses on the leadership skills and knowledge you need for success. The following topics will be covered:

- Conflict styles and choices
- Conflict resolution
- Intervening in staff conflict
- 5 steps to holding a difficult conversation
- Difficult manager types

Learning Objectives:
- ✓ Learn to choose the best approach to address conflict
- ✓ Build your skills at resolving a conflict
- ✓ Know the effective skills for holding a difficult conversation

Performance Management:

This course focuses on the leadership skills and knowledge you need for success. The following topics will be covered:

- What is Performance management?
- The elements of an effective performance management system
- The Performance Review meeting and performance planning
- Coaching skills for leaders
  - Listening
  - Questioning
  - Effective feedback
  - Dealing with defensive behaviour
- Documenting discipline
- Dealing with poor performance

Learning Objectives:
- ✓ Learn to coach for good performance and performance shortfall using a simple but powerful method
- ✓ Learn how to document conversations to ensure you have all the information required
- ✓ Learn how to give feedback that works
- ✓ Understand the importance of a good performance management system

Developing a Productive Work Environment:

This course focuses on the leadership skills and knowledge you need for success. The following topics will be covered:

- Understanding motivation and recognition
- Creating a motivating workplace
- Developing rapport and understanding those you lead
- The role of values in the workplace
- Working with "demotivated" individuals
- Recognition strategies for your workplace
- What is teamwork and why it is important?
- Building a team
- The five dysfunctions of a team

Learning Objectives:
- ✓ Understand and apply effective recognition strategies
- ✓ Know what is important to create a motivating workplace
- ✓ Understand what makes a team and what makes a team work
- ✓ Identify the five dysfunctions of a team and how to overcome them