

# Developing Leadership Capacity

Building a Leadership Hothouse for Organizational Transformation

Kingston: October 10-12, 2012



**Register at: [irc.queensu.ca](http://irc.queensu.ca) or call toll-free: 1-888-858-7838**



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

Like Canada geese taking turns leading and following, today's organizations must expand and distribute leadership capacity. This means taking a proactive, strategic, long-term, and integrated approach to leadership development. Increasingly, it falls to specially trained professionals to build an effective leadership development architecture within which leaders are provided with the challenges and support required to thrive.

Drawing on the research by IRC Fellow Françoise Morissette, co-author of *Made in Canada Leadership*, the program equips you with the framework and tools required to design, implement, and sustain effective development programs. You work with a carefully selected blend of real-life examples and best practices from Canadian organizations, and gain fresh insights during a tingling jazz music workshop. Equally important, you learn how to provide process leadership and expertise to your organization, helping you build personal credibility and reputation.

## Learning Outcomes

By the end of the week, you will be better positioned to:

- Gain perspective on how leadership has been viewed over time and the context in which it is practised today
- Define your leadership communities
- Explore a research-based model to expand leadership capacity
- Benchmark the current state of leadership development in your organization with the optimal model
- Diagnose leadership logjams and create a roadmap for your implementation

## Organizational Benefits

- Acquisition of a proven framework for designing, implementing, aligning, and sustaining leadership development efforts
- Development of a leadership brand tied to employee and customer expectations
- Understanding of how the organization stacks up against best-in-class models

### Essentials

#### Date and Location

Three Days

**Kingston:** October 10-12, 2012

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.

#### Fee

\$3,395

### Who Benefits

Organization development and human resource practitioners responsible for or involved in leadership development



### Takeaways

- Personal Myers-Briggs Type Indicator Assessment
- Developing Leadership Capacity Workbook

# Tour of the

## a) Getting in the Groove

The program begins with the big picture: how have the views of leadership evolved over time? It was not long ago that the focus of leadership studies was on the characteristics and attributes of defined leaders. Today the focus is more on what leaders do and how they do it, regardless of character traits.

The point is then driven home in tuneful style. Brian Hayman, long-time organization development consultant and nimble pianist, leads his fellow musicians—and you—in an absorbing, paradigm-shifting jazz workshop. His goal is to show how jazz allows highly interdependent people to perform collaboratively as a leadership group, how it thrives on uncertainty and sees it as an opportunity rather than a threat. What is the leader's role in adapting, creating space, and managing the flow to ensure everyone is playing the same tune?

As a model, jazz allows interdependent people to perform collaboratively and creatively with minimal structure and maximum attention. And it provides a compelling model for high performance.

## b) Introducing the Leadership Development Infrastructure Model

What does current research say about leadership development? You will learn that, for one thing, reaching leadership maturity takes years, and developing leadership is not a casual undertaking. Mastery is the goal—superb execution coupled with sound judgement. Skills without sound judgement results in ineffective solutions. Judgement without skills results in inability to act.

Learn how the apprenticeship system is the most appropriate model for leadership development, as it combines theory, practice, and coaching. Leadership development programs that mirror the apprenticeship model comprise the following components:

- Education to acquire frameworks, models, concepts, common language, and context
- Practice to hone skills and sharpen judgement through carefully selected and monitored applications
- Self-discovery to discover one's authentic leadership identity and motivations, and to foster independent thinking
- Support to nurture the development process through mentoring, and coaching
- Community to provide opportunities for sharing, problem solving, networking, and innovative thinking

## c) Working the Model: Education and Self-Discovery

With a grounding in the infrastructure model, you begin to acquire practical tools and strategies to develop a strong cadre of capable leaders. Explore the "education" component through a live case study of leadership development at the Canada Mortgage and Housing Corporation.

You then receive a thorough introduction and overview of instruments available to foster self-discovery; what are their strengths and pitfalls? Analyze your own MBTI Advanced Form results to shed light on your role as a leadership development practitioner.

# Program

## d) Working the Model: Practice, Support, and Community

American Express Canada provides a compelling case study of how aspiring leaders can be given opportunities to hone their skills with the help of mentors and how these leaders can be linked to others going through the same development cycle. How well does your organization measure up to American Express? What is missing, and what are the obstacles to making improvements? Brainstorm on how to increase support and community mechanisms within organizations.

## e) Creating the Effective Environment

The best leadership development programs can be in place but if the organization suppresses risk taking and innovation or censures employees for mistakes, leadership will not take root. One organization that does admirably well is the Canadian Forces. You learn more about the Canadian Forces leadership platform, and apply the lessons to your own experience.

Learn how to:

- Identify leadership communities in your organization
- Establish a funneling process that is right for your situation

## f) Developing Your Road Map

In small group facilitated labs, you will diagnose the current state of the leadership development in your own organization. What is in place? What is missing? What is working well? What is not? Which leadership communities are you reaching? Are there others that should be involved? What is the impact of your leadership development efforts? How can you expand impact?

### Interactive Learning

You will gain fresh insights by participating in a jazz music workshop that will exercise both sides of your brain.



# Facilitators and Speakers

## **Françoise Morissette**

Françoise has been a facilitator at Queen's University IRC since 1994, and was made a fellow in 2006. She has played a key role in developing a number of organization development programs for practitioners. Françoise's consulting practice takes her across Canada and internationally. Her main area of expertise is leadership development; through a variety of interventions, Françoise helps leaders and organizations enhance their leadership capacity. With colleague Amal Henein, she co-authored *Made in Canada Leadership* (John Wiley and Sons, 2007), the product of a large research project on best practices on leadership development.

In 2008, Françoise was made a fellow of the prestigious Wallace McCain Institute for business leadership, based in New Brunswick. She holds an undergraduate degree in human sciences from the University of Ottawa and a graduate degree in adult education from l'Université de Montréal. She is also certified as a professional coach by the International Coach Federation.

## **Brian Hayman**

Brian is an organization development consultant who has worked in the industrial and financial service sectors. Brian's avocational interest has been in playing piano in small jazz ensembles. Since 2003, Brian and his jazz combo have worked with bankers, engineers, law firms, and educational institutions on leadership development and teamwork programs.

## **Diane Locke**

Diane is the principal of People Strength, a training, coaching, assessment, and consulting organization. Diane has more than 20 years experience in the areas of executive assessment, leadership development, and talent management, including both internal and external consulting roles. Prior to starting People Strength, Diane created and led the Leadership Effectiveness Department at American Express.

## **Jean-François Pinsonnault**

Jean-François is a senior learning and development consultant and acting director of HR Policy, Planning and Organizational Development with Canada Mortgage and Housing Corporation (CMHC). He has more than 30 years of experience in development and facilitation of leadership development programs, strategic planning, and conflict resolution.

*The roster of speakers may change. We will do our best to keep you informed of program changes.*

# Registration Kiosk

## Developing Leadership Capacity

- **Kingston:** October 10-12, 2012: \$3,395

**We offer four easy ways to register:**

**Web:** Complete the online form at: [irc.queensu.ca](http://irc.queensu.ca)

**Telephone:** Reserve by calling toll-free: 1-888-858-7838

**Fax:** (613) 533-6812

**E-mail:** [irc@queensu.ca](mailto:irc@queensu.ca)

Confirmation and information on program location, check-in time, and agenda will follow.

### Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

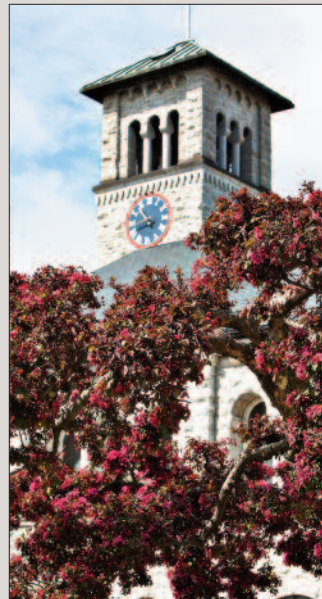
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

**Note:** Only *one* discount may be applied.

**Cancellations and No-Shows:** Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

### Location and Accommodation

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.



Robert Sutherland Hall  
Queen's University  
Kingston ON  
Canada K7L 3N6

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