



## Leadership Development Program Program Information

*"Everyone can be a leader. This program unearths the leader in all of us." -Don Cook, Past Participant*

The people in your organization who are in leadership positions must know how to bring out the best in everyone. Effective leaders are trustworthy, confident, and encourage employees to grow, take risks, and excel in their positions. As leaders are needed at all levels of an organization, the optimal scenario is to have all of your employees take on a leadership role.

### WHAT MAKES OUR PROGRAM EXCEPTIONAL?

#### Client-Centered Design

The Leadership Development Program (LDP) was designed after extensive consultation with business and leadership specialists in Canada and the United States. Our program is aligned with today's best leadership knowledge and practices.

### WHAT IS LEADERSHIP?

Today's successful organizations need leaders—people who can effectively navigate in an environment of technological change, global competition and the growing expectations of investors, customers and employees.

- How can you develop the knowledge, mindset and leadership abilities needed in this challenging corporate environment?
- Where can you learn the essential practical skills that can be applied quickly and effectively?
- What can you learn today that will help your organization deal with the challenges of tomorrow?

#### 360° Leadership Assessment

As a participant, you complete a 360° leadership competency assessment (Leadership Practices Inventory). This assessment helps you identify your leadership strengths and gaps.

#### Myers Briggs Type Indicator®

Learn about your personality type and others through the Myers-Briggs Type Indicator® (MBTI), which describes your personality as a collection of preferences for how you are energized, how you take in information, how you make decisions, and how you choose to relate to the world.

#### Innovative Learning Approach

Based on contemporary principles of interactive and experiential learning techniques, the LDP will build knowledge, skills, and attitudes through group participation, projects, practice, self-assessments, reflection, short presentations and up-to-date materials.

You will discover the answers to these questions in the Leadership Development Program.

It's just pure myth that only a lucky few can ever understand the intricacies of leadership. Leadership is not a gene, and it's not a secret code that can't be deciphered by ordinary people.

*The truth is that leadership is an observable set of skills and abilities that are useful whether one is in the executive suite or on the front line, on Wall Street or Main Street, in any campus, community, or corporation.*

(Kouzes and Posner, 2007, *The Leadership Challenge*, pp. 339-340)



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### SASKATOON PROGRAM DESCRIPTION

For the Saskatoon program, the format is a eight-week Leadership Development Program which involves a three-hour evening session (6:30 pm-9:30 pm) once a week for six weeks. The first week and last week are extended sessions (8:30 am-4:30 pm) which include lunch. The concluding session will allow you to draw on your learning from previous weeks and apply it to a time for reflection, integration and planning next steps.

#### UNDERSTANDING LEADERSHIP & FIVE KEY LEADERSHIP PRACTICES THAT IMPROVE PERFORMANCE

(8:30 a.m. - 4:30 p.m., includes lunch)

The kick-off session will introduce you to the Leadership Development Program, your session facilitators and fellow participants. You will learn about the leadership imperative... why leadership matters, why we need to pay attention to leadership practices within our organizations, and what modern leadership is all about. After a networking lunch with your fellow classmates, you will review the Myers-Briggs Type Indicator®. This tool will help you to understand why you behave as you do, why others behave differently, and how these differences can affect your working relationships.

Leadership is learned by doing. The key question you will address is: What do I need to learn or do to become a more effective leader? Building on the results of a 360° feedback process and various self-assessment tools, you will identify your personal leadership strengths and where you need to focus to develop yourself as a leader.

Session Facillitator: Linda McCann

#### LEADING CHANGE AND THE CHANGE PROCESS

(6:30 p.m. - 9:30 p.m.)

The only constant in our lives is change. When we think of being change agents we often feel overwhelmed. Building on your appreciation of your 360° feedback, you will begin

to understand that change begins with the individual. We must first become leaders of our own personal change. The ways that an individual can make a difference are practically endless. From single small changes in the way you do ordinary things, to deep shifts in the way you perceive the world and your place in it, you can make a difference every day. Society and organizations are made up of individual relationships and transactions. By developing your personal leadership abilities and changing the way you conduct your relationships and transactions, you can have a significant impact on your organization.

Session Facilitator: Mary Dolan

#### INSPIRING A SHARED VISION AND MODELING THE WAY

(6:30 p.m. - 9:30 p.m.)

Effective leaders are able to envision the future and imagine the ideal. They are able to enlist people in developing a shared sense of destiny and a common purpose. They breathe life into the hopes and dreams of others and enable them to see the exciting possibilities that the future holds. The best news is that we can all be effective at inspiring a shared vision. Effective leaders also know how to model the way. They understand they must go first and set the example for others to follow. They must match their actions with their words. Effective leaders truly “walk the talk”. To be ultimately effective in modeling the way, leaders must know what their foundation is and what their leadership values are. In this session, you will learn how you can inspire a shared vision and model the way. You will discuss actions you can take on a daily basis to be effective in applying these two leadership practices.

Session Facilitator: Shelley Chirpilo

#### LEADING WITH INFLUENCE: THE ROLE OF EMOTIONAL INTELLIGENCE

(6:30 p.m. - 9:30 p.m.)

How is it that some leaders and companies grow from good to great? What is all the fuss about emotional intelligence



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these days? How does this relate to business outcomes and the working atmosphere in your organization? In this session you will review current research in these areas and explore the application of these principles to your workplace. You will deepen your understanding of leadership styles and how they affect key drivers of organizational climate and business success.

Session Facilitator: Ruth Kinzel

### **LEADING WITH INFLUENCE: HOW TO BE A FACILITATOR AND COACH**

(6:30 p.m. - 9:30 p.m.)

Outstanding leaders know how to bring out the best in people. To bring out the best in others you need to become an effective facilitator and coach. This session will provide you with an overview of these important capabilities and show you the essentials of building effective groups. You will also learn how to use different approaches to support individuals and groups at various stages of development.

Session Facilitator: Ruth Kinzel

### **ALIGNING VISION AND STRATEGY TO ENSURE FUTURE SUCCESS**

(6:30 p.m. - 9:30 p.m.)

If you work on today's business, you will feed yourself a month from now. If you work on tomorrow's business, you will feed yourself a year from now. Discover how an introduction to systems thinking will contribute to your organization's vision and mission to bring about a strategic direction that, when supported by a business plan and roadmap, is realistic and includes measurable criteria for best results. Participants will realize the importance of a business strategy rooted in a shared vision, and the critical role their leadership plays in managing change to ensure success.

Session Facilitator: Jack Huntington

### **ENCOURAGING THE HEART**

(6:30 p.m. - 9:30 p.m.)

Recognition and celebration are more than just the icing on the cake. They are vital in encouraging the heart, strengthening relationships and sustaining organizations. In this session, you will learn about the benefits of encouraging words and actions, and the costs of overlooking this important leadership function. You will identify sources of satisfaction for yourself and others, key opportunities for providing encouragement, and strategies for sharing recognition that will strengthen commitment and follow-through.

Session Facilitator: Betty Mutwiri

### **LEADERSHIP IN ACTION: MAKING THE INVISIBLE VISIBLE**

(8:30 a.m. - 4:30 p.m., includes lunch and celebration reception)

Leadership and learning are not spectator sports. You lead and learn by participating, interacting, and by doing. This session will recap the Leadership Development Program highlights and insights through a series of highly interactive, experiential learning simulations meant to engage, challenge, and hold up a mirror for participants. Experiences will be debriefed in alignment with your LDP learning to include: the value-added role of the leader, your leadership style (MBTI and 360° feedback), leading change, five key leadership practices, the leader as facilitator and coach, teamwork, aligning vision and strategy, and modeling the way. You will also look to the path ahead and to your plans for continuing to hone and refine your leadership skills. The day will end with a celebration of your growth and development as leaders.

Session Facilitator: Brent Pederson



## Leadership Development Program Program Information

### REGINA PROGRAM DESCRIPTION

For the Prince Albert and Regina programs, the format is a five-week Leadership Development Program which involves a full-day session (8:30 am-4:30 pm) once a week for five weeks. These programs cover all of the material listed in the program descriptions, but in a five-day format. The concluding session will allow you to draw on your learning from previous weeks and apply it to a time for reflection, integration and planning next steps.

Week 1  
(8:30 a.m. - 4:30 p.m., includes lunch)

#### FIVE KEY LEADERSHIP PRACTICES THAT IMPROVE PERFORMANCE

The kick-off session will introduce you to the LDP, your session facilitators and fellow participants. Leadership is learned by doing. The key question you will address in this session is: What do I need to learn or do to become a more effective leader? Building on the results of a 360° feedback process and various self-assessment tools, you will identify your personal leadership strengths and where you need to focus to develop yourself as a leader.

#### UNDERSTANDING LEADERSHIP

You will learn about the leadership imperative... why leadership matters, why we need to pay attention to leadership practices within our organizations, and what modern leadership is all about. After a networking lunch with your fellow classmates, you will review the Myers-Briggs Type Indicator®. This tool will help you to understand why you behave as you do, why others behave differently, and how these differences can affect your working relationships.

Session Facilitator: Linda McCann

Week 2  
(8:30 a.m. - 4:30 p.m., includes lunch)

#### MODELING THE WAY

Effective leaders know how to model the way. They understand that they must go first and set the example for others to follow. They must match their actions with their words. Effective leaders truly “walk the talk”. To be ultimately effective in modeling the way, leaders must know what their foundation is and what their leadership values are. In this session, you will learn how you can inspire a shared vision and model the way. You will discuss actions that you can take on a daily basis to be effective in applying this leadership practice.

#### ENCOURAGING THE HEART

Recognition and celebration are more than just the icing on the cake. They are vital in encouraging the heart, strengthening relationships and sustaining organizations. In this session, you will learn about the benefits of encouraging words and actions, and the costs of overlooking this important leadership function. You will identify sources of satisfaction for yourself and others, key opportunities for providing encouragement, and strategies for sharing recognition that will strengthen commitment and follow-through.

Session Facilitator: Patricia Katz

Week 3  
(8:30 a.m. - 4:30 p.m., includes lunch)

#### LEADING WITH INFLUENCE: HUMAN RELATIONS IN THE WORKPLACE

How is it that some leaders and companies grow from good to great? What is all the fuss about emotional intelligence these days? How does this relate to business outcomes and the working atmosphere in your organization? In this session



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you will review current research in these areas and explore the application of these principles to your workplace. You will deepen your understanding of leadership styles and how they affect key drivers of organizational climate and business success.

Session Facilitator: Ruth Kinzel

Week 4  
(8:30 a.m. - 4:30 p.m., includes lunch)

### LEADING CHANGE AND THE CHANGE PROCESS

The only constant in our lives is change. When we think of being change agents we often feel overwhelmed. Building on your appreciation of your 360° feedback, you will begin to understand that change begins with the individual. We must first become leaders of our own personal change. The ways that an individual can make a difference are practically endless. From single small changes in the way you do ordinary things, to deep shifts in the way you perceive the world and your place in it, you can make a difference every day. Society and organizations are made up of individual relationships and transactions. By developing your personal leadership abilities and changing the way you conduct your relationships and transactions, you can have a significant impact on your organization.

### INSPIRING AND ALIGNING VISION AND STRATEGY TO ENSURE FUTURE SUCCESS

If you work on today's business, you will feed yourself a month from now. If you work on tomorrow's business, you will feed yourself a year from now. Discover how an introduction to systems thinking will contribute to your organization's vision and mission to bring about a strategic direction that, when

supported by a business plan and roadmap, is realistic and includes measurable criteria for best results. Participants will realize the importance of a business strategy rooted in a shared vision, and the critical role their leadership plays in managing change to ensure success.

Session Facilitator: Jack Huntington

Week 5  
(8:30 a.m. - 4:30 p.m., includes lunch)

### LEADERSHIP IN ACTION: MAKING THE INVISIBLE VISIBLE

Leadership and learning are not spectator sports. You lead and learn by participating, interacting, and by doing. This session will recap the LDP highlights and insights through a series of highly interactive, experiential learning simulations meant to engage, challenge, and hold up a mirror for participants. Experiences will be debriefed in alignment with your LDP learning to include: the value-added role of the leader, your leadership style (MBTI and 360° feedback), leading change, five key leadership practices, the leader as facilitator and coach, teamwork, aligning vision and strategy, and modeling the way. You will also look to the path ahead and to your plans for continuing to hone and refine your leadership skills. The day will end with a celebration of your growth and development as leaders.

Session Facilitator: Brent Pederson

# lead & learn

Business & Leadership Programs • Centre for Continuing & Distance Education

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## Leadership Development Program Program Information

Just some of the organizations that are benefiting from the Leadership Development Program:

Government of Saskatchewan  
Affinity Credit Union  
City of Saskatoon  
SaskTel  
Agrium  
Women Entrepreneurs of Saskatchewan Inc  
University of Saskatchewan  
Federation of Saskatchewan Indian Nations

AREVA  
Saskatoon Housing Authority  
Heart and Stroke Foundation of  
Saskatchewan  
Cameco  
Crestline Coach Ltd  
New Holland–Saskatoon

Do you need to recharge yourself? These sessions will revitalize you and your workplace.

- Glenn Nicol, Crestline Coach Ltd.

*I now know what's really important about managing people and have gained many strategies on how to do it! This course will ensure that the young professionals/supervisors of today grow into effective and respected leaders of tomorrow.*

-Alan Wallace, City of Saskatoon



## Leadership Development Program Program Information

### SESSION FACILITATORS - SASKATOON

Shelley Chirpilo has been a formal leader in organizations since 1973. She has held leadership roles in both the public and private sectors and in unionized and non-unionized environments. She has led all types of employees, from front line, part-time staff to professionally trained employees and managers. Shelley applies her knowledge from these experiences and her degree in Organization Management to her leadership sessions. Her goal is to ensure that participants leave her sessions understanding the critical importance of good leadership, and with realistic, useful leadership actions they can use on a daily basis.

Mary Dolan is the principal of The Groundwork Strategy. She holds a BA in English and Psychology, and a Teaching Certificate from the University of Saskatchewan. She also received her MEd in Adult Education from the Ontario Institute for Studies in Education (OISE) at the University of Toronto. Mary is also qualified to administer the Myers-Briggs Type Indicator® and Personality Dimensions® personality profiles. Mary's work experience includes teaching, various management positions with small and large companies, as well as a variety of positions with the Federal Government in the Ontario Region. She has a good understanding of the issues facing individuals and organizations in the private, public and non-profit sectors. Her work focuses on personal development, team building, emotional intelligence, leadership and coaching.

Jack Huntington, BEd, Post Graduate Diploma, Ed Admin, and Executive Development Program from the Ivey Business School, University of Western Ontario. Jack spent sixteen years in the crown sector of Saskatchewan in a variety of senior positions. Prior to public service, he was a principal in a large professional engineering firm for twelve years. Initially, Jack was an educator. His work experiences have fostered a dedication to establishing a shared vision, managing change within business processes, and team building through leadership, in both the public and private sectors. Participants of his interactive sessions will leave knowing the importance of a business strategy, rooted in a shared vision and the critical role their leadership plays in success.

Ruth Kinzel, PhD (Applied Social Psychology), CHRP, is a workplace change agent and educator. Her firm, Kinzel Cadrin & Associates Consulting Inc., provides consultation, facilitation, training, coaching, and applied research services to a diverse clientele. Ruth specializes in organizational assessment and development, and serves as a faculty member in Royal Roads University's Peace & Conflict Studies graduate program. Trained as a scholar-practitioner, and with over 20 years of consulting and teaching experience, Ruth's process skills and content expertise cover a broad range of workplace topics, including human relations, organizational culture and change, conflict resolution, systems thinking, diversity, leadership and management performance development, and program evaluation.

Linda McCann, MA (Applied Social Psychology), CHRP, has a quiet passion for helping people individually and in their workplaces, in their quest for healthier and more meaningful lives. She has worked as a personal and organization development consultant for over 20 years and has led start-up organizations and innovative programs, most recently as Director of Organization & Employee Development at the University of Saskatchewan. In recent years, she has dedicated much of her practice to coaching leaders and facilitating leadership development at the local and national levels. Linda has received the YWCA Women of Distinction Award for Leadership in the Workplace. She is a qualified Myers-Briggs Type Indicator® (MBTI) instructor, and is certified for Benchmarks with the Centre for Creative Leadership.

Betty Mutwiri, BEd, MA (Leadership & Training) is passionate about fostering environments that maximize individual and organizational growth. Currently, she is the Manager of Learning and Leadership at Saskatoon Health Region and previous to that, Executive Director of Leadership Saskatoon Inc. Betty infuses real life examples and stories to enliven and enrich her session. She believes that practicing the "Encouraging the Heart" principle promotes higher levels of excellence and engagement.

Brent Pederson, MEd, CHRP, is a Senior HayGroup consultant based in Regina, specializing in organizational effectiveness, strategic talent management and leadership development. Brent helps organizations work by selecting, developing, and



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retaining the right leadership talent to improve performance at the individual, team and organizational levels. He has worked with more than 20 organizations to create solutions that are innovative, effective, and sustainable. Prior to joining HayGroup, Brent spent 15 years in Human Resources in the energy sector, with the last 10 years leading a team providing internal consulting services in areas including recruitment, leadership development, succession planning, change management, organizational design, coaching, technical training, facilitation services, and creativity and innovation. He is certified in the Myers-Briggs Type Indicator® (MBTI), the Six Thinking Hats, Executive Coaching, and holds certificates in Organizational Design (USC), Human Resource Management (Queens), Adult Education (St.F.X.), and Power Engineering (SAIT). Brent's strengths are the development and execution of a strategy through leadership, relationship building, and results-orientation.

### SESSION FACILITATORS - REGINA

Jack Huntington, BEd, Post Graduate Diploma, Ed Admin, and Executive Development Program from the Ivey Business School, University of Western Ontario. Jack spent sixteen years in the crown sector of Saskatchewan in a variety of senior positions. Prior to public service, he was a principal in a large professional engineering firm for twelve years. Initially, Jack was an educator. His work experiences have fostered a dedication to establishing a shared vision, managing change within business processes, and team building through leadership, in both the public and private sectors. Participants of his interactive sessions will leave knowing the importance of a business strategy, rooted in a shared vision and the critical role their leadership plays in success.

Patricia Katz (MCE, CHRP), of Optimus Consulting has over two decades of experience as a speaker and consultant, inspiring people to accomplish what matters most in ways that bring more peace of mind. She helps individuals and organizations deal with overload and overwhelm by connecting with their hidden value, building appreciative workplaces, and restoring the rhythm of renewal to work and life. Patricia is an accomplished writer who has authored four books (Press Pause...Press On, WorkTips, HomeTips, and Getting It Together). As a life balance and renewal strategist, she is a

frequent media guest expert on issues of balance, stress, time, and organization. More than 4800 subscribers enjoy her weekly e-zine, Pause - The Voice of Sanity in a Speed Crazy World. She has served in numerous executive leadership roles in regional, provincial and national professional associations.

Ruth Kinzel, PhD (Applied Social Psychology), CHRP, is a workplace change agent and educator. Her firm, Kinzel Cadrin & Associates Consulting Inc., provides consultation, facilitation, training, coaching, and applied research services to a diverse clientele. Ruth specializes in organizational assessment and development, and serves as a faculty member in Royal Roads University's Peace & Conflict Studies graduate program. Trained as a scholar-practitioner, and with over 20 years of consulting and teaching experience, Ruth's process skills and content expertise cover a broad range of workplace topics, including human relations, organizational culture and change, conflict resolution, systems thinking, diversity, leadership and management performance development, and program evaluation.

Linda McCann, MA (Applied Social Psychology), CHRP, has a quiet passion for helping people individually and in their workplaces, in their quest for healthier and more meaningful lives. She has worked as a personal and organization development consultant for over 20 years and has led start-up organizations and innovative programs, most recently as Director of Organization & Employee Development at the University of Saskatchewan. In recent years, she has dedicated much of her practice to coaching leaders and facilitating leadership development at the local and national levels. Linda has received the YWCA Women of Distinction Award for Leadership in the Workplace. She is a qualified Myers-Briggs Type Indicator® (MBTI) instructor, and is certified for Benchmarks with the Centre for Creative Leadership.

Brent Pederson, MEd, CHRP, is a Senior HayGroup consultant based in Regina, specializing in organizational effectiveness, strategic talent management and leadership development. Brent helps organizations work by selecting, developing, and retaining the right leadership talent to improve performance at the individual, team and organizational levels. He has worked with more than 20 organizations to create solutions that are innovative, effective, and sustainable. Prior to joining



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HayGroup, Brent spent 15 years in Human Resources in the energy sector, with the last 10 years leading a team providing internal consulting services in areas including recruitment, leadership development, succession planning, change management, organizational design, coaching, technical training, facilitation services, and creativity and innovation. He is certified in the Myers-Briggs Type Indicator® (MBTI), the Six

Thinking Hats, Executive Coaching, and holds certificates in Organizational Design (USC), Human Resource Management (Queen's), Adult Education (St. Francis Xavier.), and Power Engineering (SAIT). Brent's strengths are the development and execution of a strategy through leadership, relationship building, and results-orientation.

### PRE-PROGRAM INSTRUMENTS

Approximately three to four weeks prior to the program start date you will receive two assessment instruments: The Leadership Practices Inventory and the Meyers-Briggs Type Indicator.

#### Leadership Practices Inventory (LPI)

##### LPI Overview

The Leadership Practices Inventory (LPI) was developed by James Kouzes and Barry Posner, authors of the best selling book, *The Leadership Challenge* (2007). You, and several people, who have observed you in your leadership role, will complete the LPI. The inventory or questionnaire measures your leadership behavior - not your IQ, personality, style or general management skills. The results of the assessment will provide you with a greater awareness of your strengths and areas for improvement and development.

##### LPI Results

At the program, you will receive a personal report of your LPI results and will have the opportunity to review your feedback and develop an action plan for strengthening your ability to be a better leader than you already are.

#### The Myers-Briggs Type Indicator®

##### MBTI Overview

Learn about your personality type and others through the Myers-Briggs Type Indicator® (MBTI), which describes your personality as a collection of preferences for how you are energized, how you take in information, how you make decisions, and how you choose to relate to the world.

##### MBTI Results

Results from the MBTI are confidential and will be returned to you at the first session. The MBTI has been used in dozens of leadership programs and participants consistently find this a valuable experience.

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### LDP RECOMMENDED READING

Ancona, D., Malone, T., Orlikowski, W. and Senge, P. (2007). In Praise of the Incomplete Leader. Harvard Business Review. February. Cambridge: Harvard University Press.

Bradberry, T. and Greaves, J. (2005). The Emotional Intelligence Quickbook. Toronto: Simon & Shuster.

Bushe, G. (2001). Clear Leadership: How Outstanding Leaders Make Themselves Understood, Cut Through the Mush, and Help Everyone Get Real at Work. Palo Alto, CA: Davies-Black Publishing.

Cochlan, G. (2007). Love Leadership: What the World Needs Now. USA: New Voices Press.

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George, B., Mayer, D., McLean, A. and Sims, P. (2007). Discovering Your Authentic Leadership. Harvard Business Review. February. Cambridge: Harvard University Press.

Goldsmith, M., Lyons, L. & Freas, A. (2000). Coaching for Leadership: How the World's Greatest Coaches Help Leaders Learn. San Francisco: Jossey-Bass/Pfeiffer.

Goleman, D., Boyatzis, R., McKee, A. (2002). Primal Leadership: Realizing the Power of Emotional Intelligence. Boston: Harvard Business Review Press.

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Hatala, R. and Hatala, L.M. (2005). Integrative Leadership: Building a Foundation of Personal, Interpersonal & Organizational Success. Saskatoon: Integrative Leadership Institute.

Hatala, L. and Dougan, C. (2008). The Integrative Leadership Study Guide: Let Spirit be the Lead of Your Life. Calgary.

Hatala, R.J. and Hatala, L.M. (2008). The Business Case for Leadership Development. Creating Personal and Organizational Value Through Leadership Development. Saskatoon. Business & Leadership Programs, University of Saskatchewan.

Heifetz, R. and Linsky, M. (2002). Leadership on the Line: Staying Alive Through the Dangers of Leading. Boston: Harvard Business School Press.

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Katz, P. (2006). Press Pause...Press On: Bringing Balance & Perspective to Work & Life. Canada: Houghton Boston Printers.

Keirse, D. (1998). Please Understand Me II. Del Mar, CA: Prometheus Nemesis Book Co.

Kotter, J. and Cohen, D. (2002). The Heart of Change: Real-life Stories of How People Changed Their Organizations. Harvard Business School Press.

Kouzes, J. & Posner, B. (2007). The Leadership Challenge: How to Get Extraordinary Things Done in Organizations (Fourth Edition). San Francisco: Jossey-Bass Publishers, Inc.

Kouzes, J. and Posner, B. (2006). The Encouraging the Heart Workbook. San Francisco: Jossey-Bass, Inc.

Kouzes, J. and Posner, B. (2006). A Leader's Legacy. San Francisco: Jossey-Bass, Publishers.

Lancaster, L. and Stillman, D. (2002). When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work. New York: HarperCollins Publishers Inc.



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Levey, J. and Levey, M. (1999). *Wisdom at Work*. Berkeley, CA: Conari Press.

Lencioni, P. (2002). *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: Jossey-Bass Publishers.

Noel, J. and Dotlich, D. (2008). *The 2008 Pfeiffer Annual Leadership Development*. San Francisco: Pfeiffer.

Palmer, P.J. (1998). *The Courage to Teach*. San Francisco: Jossey-Bass.

Patterson, K., Grenny, J., McMillan, R. and Switzer, A. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*. New York: McGraw-Hill.

Percy, I. (2004). *The Profitable Power of Purpose*. Scottsdale, AZ: Inspired Productions Press.

Rosenberg, M. (2003). *Nonviolent Communications: A Language of Life*. Encinitas, CA: PuddleDancer Press.

Rundle, C. and Flanagan, T. (2007). *Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively*. San Francisco: Jossey-Bass.

Watkins, J. and Mohr, B. (2001). *Appreciative Inquiry: Change at the Speed of Imagination*. San Francisco: Jossey-Bass.

## REGISTRATION

### Tuition

The \$2475 plus GST, registration fee includes tuition, assessment instruments, handout materials, two lunches, a celebration reception and a practical course binder containing proven leadership strategies, techniques and theory. Special group discount registration rates are available for multiple attendees from the same organization.

### Leadership Development Program - Withdrawal & Transfer Guidelines

Participants who withdraw from a Business & Leadership Program (BLP) course prior to the start date will receive a full refund less a \$60 administrative fee. Participants may avoid the \$60 administrative fee penalty by transferring fees to another BLP course, free of charge, provided there is space available. Withdrawals and transfers will only be accepted up to two working days before a course begins. Participants who withdraw or transfer from a BLP course for which they have completed the pre-course work (Integrative Leadership, Emotional Intelligence, and MBTI II) will be charged a \$60 fee for the administration of the pre-course material. BLP reserves the right to cancel a course due to insufficient enrolment. If a course is cancelled, participants will receive a full refund.