

# Leadership Development



## RESET: Taking leadership to a higher level.

*Learn to lead change.*

*Learn to connect your team.*

*Learn to manage efficiently.*



COLLEGE  
**Loyalist**  
Training & Knowledge Centre

Skills that WORK.

A man in a dark pinstriped suit, white shirt, and red tie is smiling broadly at the camera. He has his arms crossed. In the background, a diverse group of people is blurred, suggesting an audience or a group of people. The lighting is bright and even.

**“Now I see how I can  
take on the role of a leader and  
generate positive change.”**

# What does it take to make your business grow again?

**Y**ou manage or own a successful business, and coming out of tough economic times you've re-engineered, re-sized and re-invented your organization. Now you're ready to hit the "reset" button.

You are letting go of unrealistic expectations, resetting priorities and eliminating distractions. As a result of the opportunity for deep personal growth and new direction, you're engaging differently with your suppliers, your customers and your people.

Your organization needs self-managed communicators who help individuals and teams analyze goals and make decisions, teach others to be leaders and build an organization that can sustain its success even when they are not around.

If you are ready for the Reset challenge, Loyalist Training & Knowledge Centre can help.

## MESSAGE FROM THE VICE-PRESIDENT

Springing back from recession isn't easy. While stronger automotive output and public infrastructure stimulus is helping some businesses, it's been tough for all of us.

Professional services (engineering, architectural, legal, accounting and administrative services) may be in better shape than most, but many companies are still facing lack of demand, competition from imported products or the impact of higher oil prices.

**How does Loyalist Training & Knowledge Centre help you reset your business?**

LTKC helps you identify where to invest your training dollars to meet your specific goals. We'll deliver practical, hands-on training participants can put into practice immediately and show you how to perform to higher standards with fewer resources.

The LTKC Reset program demands that participants make meaningful improvements in productivity and creativity. In return, we will provide the most practical, proven tools and a learning experience that is second to none with lots of action learning activities geared to highly-motivated adult learners.

I look forward to welcoming you and your team to Reset your business with us.

*John McMahon  
Vice-President, Academic  
Loyalist College*

## RESET: WHERE DO YOU START?

We will design a Reset curriculum for your organization that reflects where you are in your business life cycle; the strengths and weaknesses of your team, and the opportunities that are most meaningful for you in the short term.

### EXECUTIVES' CIRCLE

The elite training and coaching program for department heads and business unit leaders. A challenging curriculum with far-reaching implications for change and renewal.



### MANAGERS' SOLUTION CIRCLES

Graduates from the High-Performing Manager program implement change in real time with the support of their peers and expert coaching.



### RESET BASICS – HIGH-PERFORMING MANAGERS

Non-unionized managers with direct reports and at least two years in their current role learn how to vault from mere competency to excellence.



# Three graduated course levels that will change the p

## LEVEL 1 – RESET BASICS - THE HI-PERFORMING MANAGER

The Reset process ideally begins with these core courses, a total of eight day-long meetings over a ten-month period.

### Who Should Attend:

- Experienced Front Line Supervisors
- New Managers
- Team Leaders and Lead Hands
- Human Resources Managers and In-house Trainers

**Self-Managed Leadership** – To reset an organization, managers must inspire their employees' self-control and collaboration in a shared effort to achieve commonly accepted goals. Managers must encourage everyone to become Self-Managed Leaders.

In This Two-Day Course You Will Learn:

- Management and Self-Managed Leadership
- Self-Management: Working from the Inside Out
- Self-Managed Communication for Effective Leaders
- Self-Managed Leadership in Difficult Situations

**3A's of Leadership and Authority** – How to lead individuals, teams and departments towards higher involvement and higher quality. Managers need to reset the use and misuse of authority, and apply practical ways to lead individuals and teams to a new level of contribution.

In This Two-Day Course You Will Learn:

- Three skill sets that lead individuals and teams to more ownership of their work.
- To read situations and discern behaviours you need to apply in order to lead individuals and teams to greater ownership of their work.
- To develop consistent coaching skills that apply to everyday work settings.
- To establish strategies that will lead teams and individuals to greater autonomy.

**Giving Performance-Related Feedback** – This workshop is for you if you are frustrated with existing appraisal systems that seem to work in theory, but fail in practice; would rather face a firing squad than discuss difficult performance-related problems; and, want an easy-to-learn method to provide excellent feedback that has powerful results.

In This Two-Day Course You Will Learn:

- How to analyze and validate your positive and negative conclusions about someone's performance.
- How to turn positive thoughts into feedback that motivates the person to want to perform even better.
- How to turn even the most sensitive and difficult negative conclusions into honest feedback that gets results.

**Human Resources Essentials for Front-line Supervisors and Managers** – This crucial session explores strategies to help keep you and your organization compliant, and handling the risks of people management more effectively.

In This One-Day Course You Will Learn:

- Human rights issues affecting the hiring of employees.
- Navigating employment relationships including: legal employees, contract workers and independent contractors.
- Identifying key parts of the Employment Standards Act often missed by supervisors.
- Common errors in employee termination.
- Bill 168 and its implications for employers and front-line supervisors.
- Creating strategies to safeguard your occupational health and safety and WSIB obligations.

**Maximizing Employee Contributions** – Encourage employees to contribute more, and adapt more quickly to everyday changes and stress, while maintaining highly productive working relationships. A key component of the course is the Leadership and Employee Engagement Skills Inventory, an evaluation of current working relationships. You will apply new productivity-building techniques in the workplace.

In This Two-Day Course You Will Learn:

- The principles of Employee Engagement to build highly productive, results-driven business teams.
- Local leadership practices that involve staff and achieve higher levels of commitment.
- The root causes of poor performance, job stress and employee mismanagement.
- Your own organization's health and resilience, plus new ways to lead.
- Engagement strategies to effectively manage projects and business teams.



# Potential of your organization dramatically.

## LEVEL 2 – MANAGERS' SOLUTION CIRCLES

Graduates from the Reset Basics program implement change in real time with the support of their peers and expert coaching. Six to eight managers meet monthly for a minimum of six months with a trained facilitator.

**Who Should Attend:** This program is only open to graduates of the Reset Basics program.

**Program Content:** Six to eight Resets Basics graduates gather together every month for a facilitated exchange about issues, learning, applications and projects of their individual choosing.

Solutions Circles are highly structured discussion groups with ground rules and a clear agenda, led by a trained facilitator whose role is to ensure that outcomes are met. Each participant leaves each session with a commitment to take action on a specific issue and report back to the group in the following session.

## LEVEL 3 – EXECUTIVES' CIRCLE

This is an elite training and coaching program for executives, department heads and directors, offering a challenging curriculum with far-reaching implications for change and renewal. The program consists of a two-day Executive Retreat followed by monthly Executives' Circle meetings. Participants make a six to eight-month commitment to the program.

**Learning Outcomes:** Overall, the Executives' Circle works to create a culture of increased responsiveness and commitment. Specific program outcomes are crafted to meet your needs, and could include:

- Identify "quick wins" to mobilize change and ultimately, ensure the success of your strategic plan.
- Create an environment that supports executives to effect change.
- Define cross-functional role relationships and improve coordination among departments.
- Increase accountability and ownership.
- Enhance skills: problem-solving; communicating effectively to get the outcomes you want with customers, prospects and other key stakeholders; negotiating fair outcomes in conflict situations; and, installing transformative change at the department level.
- Use leadership techniques that encourage employees to contribute more, and adapt more quickly to everyday changes and stress, while maintaining highly productive working relationships.

**Who Should Attend:** Plant and manufacturing managers, C-suite executives, department heads, business unit leaders and senior managers looking for very practical "just in time" solutions. This program will also appeal to successful entrepreneurs and company owners.

### Program Content:

**The Accountability-Based Organization; Management by Commitment** – An accountability-based culture is one where employees know: 1) precisely what they're responsible for, and 2) that you hold them accountable to get it done.

**Three Tier Management** – A powerful concept that differentiates the accountabilities of your executives and the managers they manage, to enhance productivity while improving trust and job satisfaction.

**Appreciative Leadership** – Based on the practices related to Appreciative Inquiry, the cooperative search for the best in people, their organizations, and the world around them.

**The Atom of Work** – This robust tool clarifies this "Language for Action" to make the commitments we make to each other more visible, ensures that stakeholders have a shared interest in the matter at hand, and improves the effectiveness and efficiency of work. It also provides a shared vocabulary that is easy and intuitive to acquire.

**Gap Analysis** – This intuitive and easy to use tool allows users to identify specific next steps to close the six possible gaps: satisfaction, value, do things right, do the right thing, process and change.

**Leadership and Employee Engagement Skills Inventory** – Evaluate current working relationships with staff and supervisors, and apply new productivity-building techniques into the workplace immediately.

**Chunk Outline** – It is possible to create a document or presentation in half the time people are taking now, and double the chances for a successful outcome.

**Ideas that Stick** – Anyone can consistently create messages that are "sticky": remembered and acted upon. Simple, unexpected, concrete, credible, emotional stories make the difference.

**Curiosity: the Art of Probing** – The "secret" tool that diffuses potential difficult situations, especially in presentations to challenging audiences.

**Switch: Leading Immediate and Lasting Change** – A results-focused step-by-step tool that enables leaders to identify the most powerful and highly-leveragable actions to take immediately; quickly overcome emotional barriers; and, shape a path to a new way of behaving and working.

## ADDITIONAL WORKSHOPS AVAILABLE

Ask us about these courses to complement your program:

### **Creative Solutions for Personal, Professional and Organizational Effectiveness**

- Building Effective Work Teams
- Business Acumen
- Communication Skills
- Conflict Resolution
- Customer Service
- Leading Change
- Leadership/Supervisory Skills
- Maximizing Employee Contributions
- Performance Feedback and Analysis (PAF)
- Presentation Skills
- Problem Solving and Decision-Making
- Project Management Essentials

### **Real World Solutions for Reducing Workplace Incidents and Accidents**

- Aerial Personnel Lifting Devices
- Fall Protection
- Forklift Operator Certification
- High-Impact Safety Training (NFPA 70E & CSA Z462)
- Industrial Low Lift Trucks
- Lockout-Tagout
- Safety for Supervisors, Managers and Team Leaders

### **Practical Solutions for Increased User Productivity**

- Microsoft Office (Word, Excel, PowerPoint, Publisher, Outlook)
- Microsoft Project

### **Innovative Solutions for Increasing Mechanical/Electrical Reliability**

- Blueprint Reading
- Hydraulics
- Machine Trade Skills
- Mechanical Skills
- Pneumatics
- Programmable Logic Controllers (Basic, Advanced)

### **Effective Solutions for Increasing Quality and Overall Productivity**

- 8D Problem Solving
- 5S and the Visual Workplace
- Lean Six Sigma (LSS Yellow, Green and Black Belt)
- Operator Preventative Maintenance
- Quick Changeovers
- Root Cause Analysis and Corrective Action

# A faculty of experts with over

## **Mark Norman**

Mark has led major organizational change initiatives in the educational sector, increased empowerment and built effective teams in the pulp and paper industry, and rolled out learning and career resilience processes in the automotive industry. With his mastery of English and French, he provides fully bilingual services across Canada and in the U.S. He specializes in individual and corporate leadership, helping leaders and teams rise above the issues that impede creativity and growth. Mark is also founder and Board Chair of the Elimisha Foundation, a charitable organization that provides post-secondary educational scholarships and mentoring programs to orphans in developing nations.

## **Brian Beiles, MBA, CA**

For 30 years, Brian has helped organizations become more effective in serving their customers, employees and shareholders. Brian's work comprises customized, output-based consulting and training interventions; responsive, flexible service; and, an ability to engage people at all levels of the organization. He has worked internationally in a wide variety of industries including: technology, financial services, aerospace, utilities, mining, retail and government. Major clients include: AECL, IBM, Bank of Nova Scotia, Bell Canada, Bombardier, Enbridge, Inco, Messier-Dowty, Rogers, Stratford Festival and WSIB.

# a hundred years of “real world” experience.

## **Sal Polletta**

Sal has worked with educational institutions, training partners, multi-national organizations, and government departments in North America, Europe, and the Middle East. He consults and trains on project management, leadership, team building, and personal Development. He is a qualified lead auditor of the ISO 900, QS-9000, and ISO 14000 International Standards and is trained as a Six Sigma Black Belt. He has also completed the Canadian Securities Course and CFP Requirements and conducts workshops on Personal and Professional Financial Planning as well as Retirement Workshops with other qualified professionals.

## **Steven Moore**

Steven has written for hundreds of corporate and business clients such as RBC Funds, CI Funds, Toronto Dominion Bank, CBC Radio, AT&T, Scotiabank, Canada Life, Empire Life, Bell Canada, Loyalist College, CIBC, Ontario Hydro, Lansing Buildall, and the Canadian Cancer Society. He is a member of the Editors’ Association of Canada. His teaching experience includes the University of Toronto and Queen’s School of Business as well as Loyalist College. He has delivered more than 1,000 workshops to corporate clients such as Bell Canada, Domtar, Eagle’s Flight Creative Training Excellence, Inc., Addiction Research Foundation of Ontario, Novartis and the County of Lennox and Addington.

## **Gary MacDonald**

Gary has deep expertise in the issues of partnering with social agencies, community groups, educational institutions, and stakeholders; and extensive experience working with boards at a local, provincial and national level, with 35 years experience as Executive Director of a non-profit, community based organization. He leads coaching and training in Appreciative Inquiry, Team Engagement and Mobilization utilizing the 3 A’s of Leadership and Authority Simulation, Problem Solving, Planning and Directing Performance of Staff (Delegation) and Facilitative Leadership. Gary’s course participants have included manufacturing and municipal sector managers, non-profit organizations, social services, and the Canadian School of Public Service.

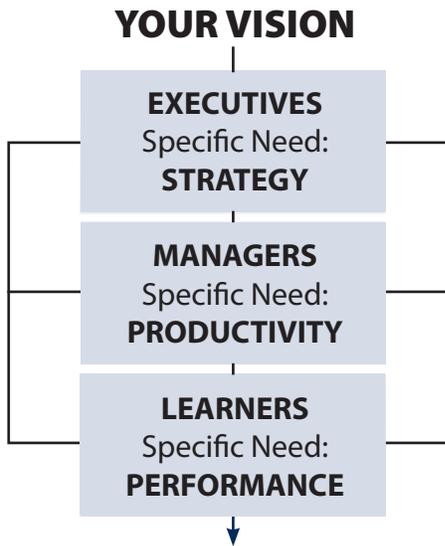
## **Dr. Vern Belos, CHRP, CMC, PCC**

Vern Belos has been working to advance the human side of business with private and public sectors clients since 1978. He holds a doctorate in organization development and masters degrees in human resources and law. He regularly works with leaders and their organizations to improve the way they learn, work and communicate. Vern focuses his consulting practice in the area of Human Capital Management, Conflict Resolution and Mediation. He is currently a full-time professor in the School of Business and Management Studies at Loyalist College.

**Colleen Carruthers** is an accomplished instructional designer and workshop leader. During a 20 year career in performance consulting, she has designed and delivered a wide range of workshops in management, team skills, change and employee development. She has extensive experience in managerial coaching and development. Colleen combines her work experience with a formal education in staff training and development, marketing, and human resources. She is also a qualified Myers Briggs and EQ-i consultant. Colleen is also a practising psychotherapist.



## HOW WE WORK WITH YOU:



## Our Unique Four Step Learning System

### Specific Outcome:

We start by identifying what your people and organization need to achieve, and outline precisely what they will take away from their LTKC experience.

### Unique Tools:

In addition to the essential learning and instruction you'd expect to find at any learning institution, LTKC has developed unique methodologies and experiential working materials that can add extra depth and dimension to the learning.

### Metrics:

Trainee testing and evaluation ensures that your specific outcomes are achieved. Measuring student success is how we measure our own.

### Reinforcement:

Wherever possible, we endeavour to make the learning real by following up with organization clients and trainees back in the workplace. A reminder note or video can have the effect of creating "Oh yeah..." moments, when trainees are reminded of their learning in real-life work situations.

## WHAT OUR CLIENTS SAY:

*"Content was very thorough and a great overview of the topic. Instructors had in-depth first-hand knowledge of the subject content which is key."*

*"Excellent application of job knowledge and skills... when a teaching point is passed, he then is able to pass along an experience that illustrates the point. By doing this he ensures his students understand the material, more likely to use it, pass it along and recommend the course to others."*

*"I was impressed with the quality of the information provided."*

*"Very informative with genuine tools I can really use in the real world. I'm looking forward to exercising some of my new skills."*

*"This course has given me the tools to approach difficult situations with confidence."*

*"Very informative! Great instructors."*

*"It was an interesting course of a fairly simple concept to make any workplace in a competitive market sharper."*

*"Excellent. This course makes you think. I enjoyed it very much and the knowledge I gained will benefit my company."*

*"It was one of the better courses I have taken. It was trained in a way that I will retain most of the information given."*

*"It was very eye opening to what can be done, to make company profit."*

*"As a supervisor, I can see how I can use this information, both in my everyday relationship with those I supervise – being a better communicator – as a listener and as a speaker. As well I can utilize the "House of Service Quality" to help set goals and to strategize these goals for the group that I supervise."*

Take a giant  forward.