

Municipal Leadership



High performance programs for Ontario's municipal leaders.

Learn to lead change.

Learn to connect your team.

Learn to manage efficiently.



COLLEGE
Loyalist
Training & Knowledge Centre
Skills that **WORK.**

A woman with short, wavy brown hair and blue eyes is shown from the waist up. She is wearing a light brown pinstriped blazer over a dark top. She is holding a black laptop under her left arm and looking towards the camera with a slight smile. The background is plain white.

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

Make the leap — go beyond the expected.

Amalgamations, provincial downloading, partnerships, and increasing costs—they add up to an extremely demanding workplace for municipal leaders. Survival and growth in today's municipal climate means meeting the constant challenges presented by fiscal responsibility, increased accountability, demands and pressures from member/partner municipalities and the general public.

Yesterday's solutions are not enough. We need new Skills that Work to deliver a leap in productivity.

MESSAGE FROM THE VICE-PRESIDENT

I have spent the last few months talking with CAOs and Directors of Municipalities as well as front-line staff.

I asked them what their main concerns and priorities were. Here is what they told me they were concerned about: "What's the best way to nurture the leaders of tomorrow as older staff retire?"

"How do we create meaningful dialogue with elected officials and stakeholders?"

"What does it take to craft a culture of appreciation and creativity among municipal colleagues?"

"What's the best way to improve how our departments operate?"

"How can I be sure my budgets and resources are aligned to strategic priorities and service outcomes?"

With these concerns foremost, we have developed our four level, Ontario Municipal Leadership Programs to provide the most practical, proven tools to achieve these goals.

We ask a lot from participants in these programs. In return we guarantee a learning experience that is second to none with lots of action learning activities geared to highly-motivated adult learners.

Our unique "Partner From the Start" program ensures flexible scheduling in cohorts so you can choose learning themes and dates that fit your needs.

I look forward to welcoming you and your team to make the leap and go beyond the expected.

*John McMahon
Vice-President, Academic
Loyalist College*

FOUR CHALLENGING DEVELOPMENT LEVELS

Each of the four levels of our Ontario Municipal Leadership Program challenges participants to go farther and higher than they may ever have believed possible.

Ideally, participants with less experience but high potential follow a growth path through all four levels over three years. More senior managers and leaders who have "learned on the job" may enter the learning stream at the point best suited to them. Participants must be nominated and supported by their managers over the length of the course, generally 15 days over a 12-month period.

At each level, the point is to provide the tools, concepts and coaching that produce employees doing the best they possibly can. Your outcome is a team that is driven to out-perform their peers.

DIRECTORS' 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.



THE HIGH-PERFORMING MANAGER

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



FROM POTENTIAL TO PERFORMANCE

High-potential workers learn the skills they need to move into the management leagues.



Four graduated course levels that will change the potential

LEVEL 1 – FROM POTENTIAL TO PERFORMANCE

High-potential workers learn the skills they need to move into the management leagues. We suggest ten days of Core Modules with any two days of electives to complete the “Potential to Performance” **Municipal Professional Development Certificate**.

Learning Outcomes:

- Communicate more effectively with customers and peers and deal with difficult situations effectively.
- Make effective presentations to internal and external clients.
- Provide leadership in conflict situations.
- Improve overall meeting effectiveness.
- Establish strategies that will lead teams and individuals to analyze problems and make better decisions.
- Complete projects on time and within budget using project management tools and techniques.
- Save time and increase the persuasion of written documents.
- Identify and analyze personal time patterns and opportunities for improvement.
- Identify personal career anchors and create a career development plan.
- Improve occupational safety effectiveness and efficiencies.
- Explore labour-management relationships and their impact in the municipal workplace.

Who Should Attend:

High-potential employees who are ready to move up to supervisory or management positions; supervisors or managers with less than two years experience.

Core Modules (One day unless indicated otherwise):

- Mastering the Art of Communication and Personal Effectiveness
- Building an Effective Work Team
- Writing With Power and Purpose – Part 1
- 3 A's of Leadership and Authority – Level 1 (Two days)
- Customer Service
- Health and Safety Leadership
- Personality Dimensions
- Planning your Career Development
- Exploring Labour-Management Relations

Electives (One day unless indicated otherwise):

- Presentation Skills (Two days)
- Project Management (Two days)
- Meeting and Group Facilitation Skills
- Writing Tips and Techniques – Part 2
- Energizing You and Your Workplace
- PowerPoint Essentials
- Maximizing Your Computer Skills (Outlook, Excel, Word)
- Creativity and Innovation
- Time Mastery
- Lean Thinking for Administrative and Service Functions

LEVEL 2 – THE HIGH-PERFORMING MANAGER

High-potential managers learn how to vault from mere competency to excellence with 12 days of modules from the Loyalist Training & Knowledge Centre, and three days of expert sessions on Budgeting, Finance and Municipal Government delivered by a working CAO and CFO.

Learning Outcomes:

Learn to Lead Change – Fiscal and technological challenges mean municipalities must find ways to effectively manage change. Leaders are resourceful, quick learners, and do whatever it takes to get the job done. They inspire commitment. They can point to real successes compared to goals aligned with organizational objectives.

Learn to Connect Your Team – When funds and resources are limited, motivation and productivity become priorities. Team building and communications skills pay big dividends in overall team morale, staff attraction and retention, staff development, performance management and succession planning.

Learn to Manage Efficiently – Our suite of management courses provides information, advice and training on how to monitor, review and improve services — the performance measures to use and the best way to align budgets and resources to strategic priorities and service outcomes.

Who Should Attend:

This program will benefit non-unionized managers in the public sector. Participants should have direct reports and a minimum of two years experience of supervising others.

FOUNDATIONAL LEARNING MODULES	OPTIONAL MODULES	
Core Strategic Competencies that build Vision and Strategic Capacity of all leaders. <ul style="list-style-type: none"> • Self Managed Leadership • Leading Change • 3As of Leadership and Authority • Managing Performance and Performance Related Feedback 	Personal Competencies <ul style="list-style-type: none"> • LSI Coaching • Time Mastery • Presentation Skills 	Strategic Competencies <ul style="list-style-type: none"> • 3As, Advanced Level • Turning Strategy into Performance • Levels of Employee Performance
	Management Competencies <ul style="list-style-type: none"> • Problem Solving • Delegating Effectively • Managing Meetings • Managing in a Unionized Environment • Finance for Non-Financial Managers 	Organizational Competencies <ul style="list-style-type: none"> • Lean Thinking • Project Management • Interviewing (Selecting Staff) • Human Resources Principles

ential of your municipal organization dramatically.

LEVEL 3 – MANAGERS’ SOLUTION CIRCLES

Graduates from the High-Performing Manager 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.

Learning Outcomes:

- Define real-world challenges and find action steps.
- Apply the learning from The High Performing Manager in everyday work situations.
- Integrate knowledge, expertise and skills to resolve issues, apply knowledge and deepen skills.
- Sustain positive change through peer involvement.
- Create partners in the successful application of knowledge and skills throughout the organization.

Who Should Attend:

This program is open to graduates of the High-Performing Manager program only.

Program Content:

Six to eight Managing and Leading graduates gather together every month for a facilitated exchange about issues, learning, applications and projects of their individual choosing.

Solution 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 4 – DIRECTORS’ CIRCLE

This is an elite training and coaching program for 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 Directors’ Circle meetings. Participants make a six to eight-month commitment to the program.

Learning Outcomes

Overall, the Directors’ 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 Directors 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 elected officials, citizens and other stakeholders; negotiating fair outcomes in conflict situa-

- tions; 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 productive working relationships.

Who Should Attend:

This course is designed for senior leaders, department heads and directors: CAO/City Manager, Chief Librarian, Police Chief, Chief Financial Officer, Fire Chief, Public Health Managers, and Commissioners. These senior managers want practical “just in time” solutions.

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 directors 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 the “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-focussed 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.

OUR CLIENTS

Almost 500 municipal leaders and managers have passed through the Centre's municipal training programs since their inception in 2004.

City of Belleville
City of Kawartha Lakes
City of Quinte West
County of Grey
County of Hastings
County of Lennox & Addington
County of Peterborough
County of Prince Edward
Loyalist Township
Municipality of Brighton
Municipality of Port Hope
Municipality of Trent Hills
Northumberland County
Town of Cobourg
Township of Alnwick/Haldimand
Township of Cramahe
Township of Hamilton



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.

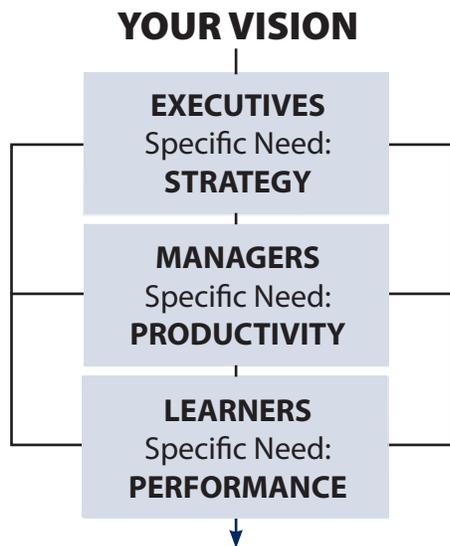
Dr. Vern Belos, CHRP, CMC, PCC

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:

"First, the resource materials provide a very useful tool to help me perform better. Second, focusing on the big picture with other managers is something I never had time to do before. Third, I am now more conscious of the way I present myself as a professional manager."

County of Lennox & Addington

"Thanks – the program is making a significant difference. In the past 24 hours, each of the graduates has demonstrated effective management techniques that they acquired through your program."

County of Peterborough

"This course was very practical – makes you think through scenarios and that makes it applicable back on the job. The material is useful across all levels of work and outside of work."

City of Peterborough

"The course is making a difference for me at work because I am using some of the content with staff and it is allowing me to put my time where it is needed more."

Municipality of Trent Hills

"The perspectives and the manner it was insightfully delivered made this course one of the best I have attended in a long time. It serves to reinforce the basis of effective leadership behaviour to experienced and new management. This was time well spent. Thank you."

County of Lennox & Addington

"Very thought provoking to help explain how, as an individual, I can adapt to managing the things around me by controlling my own emotions and actions."

Belleville Water

"I feel that this course will definitely be beneficial in helping me better manage my time!"

Northumberland County

"Great course content with realistic application to 'real life' situations."

Peterborough County EMS

Take a giant  forward.