

WATERLOO

LEADERSHIP DEVELOPMENT

Framework & Program Guide



Leadership Development



REACH YOUR POTENTIAL

Organizational & Human Development (OHD) is committed to advancing and supporting the personal and professional growth of University of Waterloo employees. Whether you are a new or a seasoned manager, professional growth and development opportunities can help you reach your full potential. Within OHD's Leadership Development Framework, we are excited to offer two Leadership Development programs: **Leadership Essentials** and **Leadership Foundations**.

Both **Leadership Essentials** and **Leadership Foundations** help to advance the “Robust Employer-Employee Relationship” theme of the University of Waterloo's Strategic Plan, in which the university is committed to focus efforts on our people, to foster deep institutional pride, and professional growth in employees.

HOW YOU LEARN IS AS IMPORTANT AS WHAT YOU LEARN

The immersive leadership programs are a unique learning and development opportunity designed to be a combination of formal learning, self-reflection, one-on-one coaching from OHD, case studies, and tools that can be immediately applied within the workplace and guide your development. The program sessions are experienced alongside fellow managers and supervisors from across campus which also provides an opportunity to build a network of peers and to share best practices.

The participant's manager (Supporting Manager) also actively participates in the program by attending the manager sessions, setting meetings with their participant, as well as providing opportunities for the application, practice, and support of the learning in the workplace.

In this program guide, you will learn more about the Leadership Development Framework to assess which program is best suited to your needs.

These unique programs will:

- Increase leadership self-awareness
- Foster a commitment to ongoing learning and development
- Build trust and strengthen relationships with effective communication skills
- Learn skills that can be immediately applied to the workplace
- Create an action plan for participants to set short and long term goals

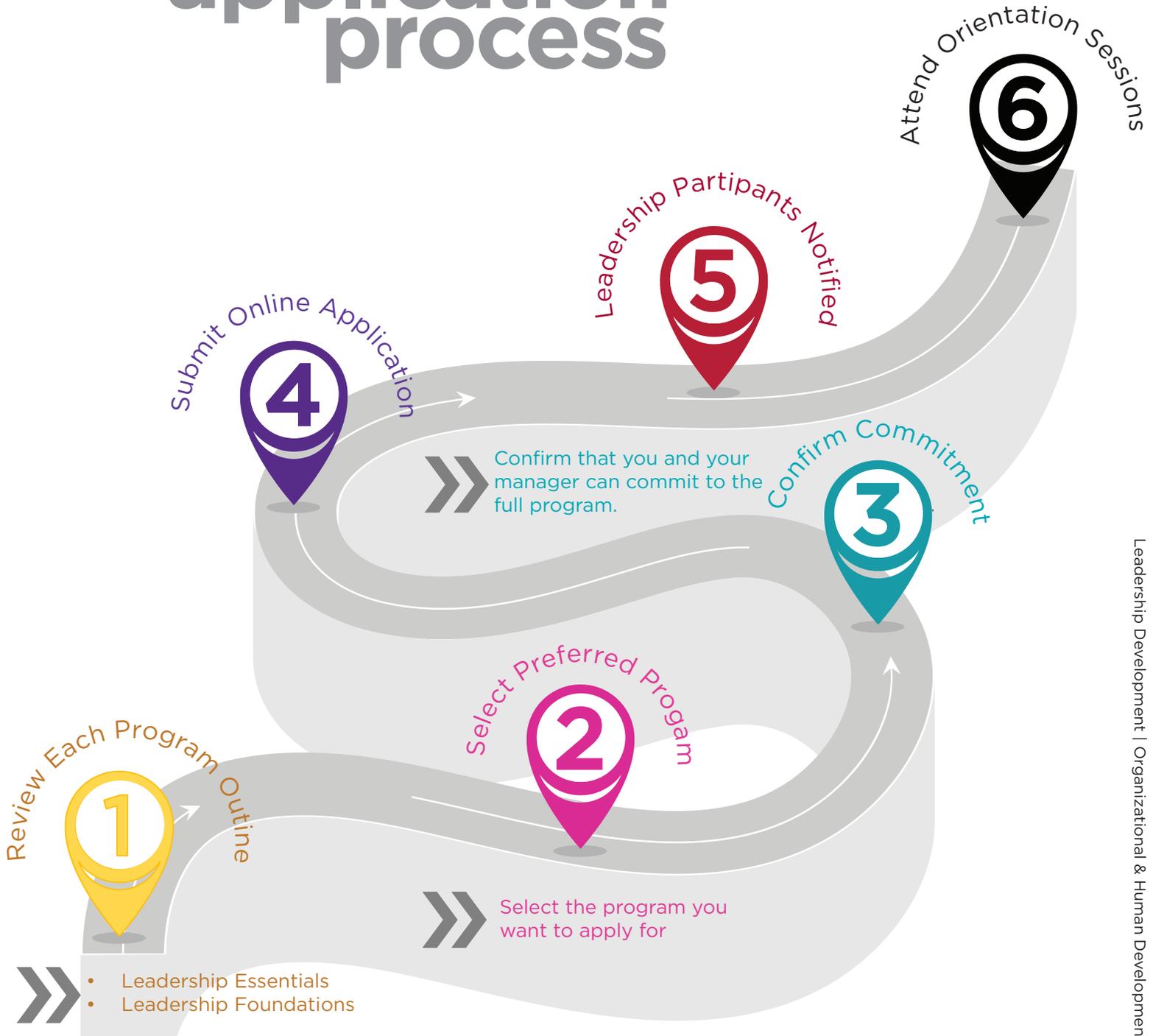
ABOUT THE FRAMEWORK

OHD strives to deliver programs that are of impact and value and that create a learning community. We designed these leadership programs with broad consultation and built opportunities into the framework to continuously seek feedback.

We look forward to your applications and the opportunity to work with you on this endeavour. Visit our website for complete details. Should you have further questions about the programs or the application procedure, please contact us.*

KATRINA DI GRAVIO • Director
SUSAN GRANT • Assistant Director
ORGANIZATIONAL & HUMAN DEVELOPMENT

Leadership program application process



» If you cannot commit but want to be considered for the a **future offering**, please complete the online application* now to be added to the **waiting list**.

* See back cover for application link.

Leadership essentials

at a glance...



Leadership Essentials is a comprehensive program aimed at developing and enhancing the essential leadership skills of supervisors and managers. The program consists of nine full-day modules taken over the course of one year as well as one-on-one meetings with the program facilitator. The sessions involve hands-on activities, cases studies, readings and group discussion, followed by reinforcement and transitional exercises. Supporting managers participate actively in the program by attending manager sessions and providing opportunities for participants to apply the learning in the workplace.

PARTICIPANT PROFILE

- Non-academic and academic employees who are new to supervision or management (less than 3 years' experience) or those in the role for several years without formal courses in leadership development

COMMITMENT

- **Participants:** Cohort attends nine full-day modules set over one year
- **Supporting managers:** Attend four 2-hour manager sessions
- Both attend an orientation session

Benefits & Outcomes

- Gain understanding of University policies, procedures, values, and resources
- Develop effective communication skills
- Learn how to successfully manage the work of others, recognize, motivate, lead, and coach
- Enable better self-awareness and understanding of who you are and how you influence those around you
- Understand conflict management styles, early intervention strategies, and conflict resolution
- Develop effective team dynamics
- Network, share knowledge, and learn from colleagues from other departments across the university

 *The program is an investment in you and is a fantastic opportunity to learn and apply material that will advance you as a leader regardless of your current position. The exposure to a wide range of practical learnings and materials will help to expand your understanding about leadership.* 

Leadership Program Participant

Leadership essentials

Curriculum



Module 1:

Understanding University Policies, Procedures, and Values

- The Values of the University
- Policies & Procedure that govern the University
- The Importance of Leadership

Module 2:

Understanding University Resources

- Know the key University resources
- Understand when, why, and how to access
- Develop strong inquisitive skills
- Know how and why these resources can assist you

Module 3:

Effective Communication

- Build trust and strengthen relationships
- Create an open environment with your communication and listening skills

Module 4:

Managing the Work of Others

- Prevent work 'misery' using *Three Signs of a Miserable Job*
- Implement delegation tools
- Influence and support Individual Development Plans

Module 5:

Feedback, Recognition, and Coaching

- Learn to plan and prepare for feedback
- Conduct a Performance Conversation
- Learn about Performance Improvement Plans

Module 6:

Team Dynamics

- Recognize and understand personal strengths, qualities, and limitations
- Recognize, appreciate, and manage others' differences
- Explore how to establish and maintain an effective team
- Learn techniques for running effective team meetings

Module 7:

Emotional Intelligence

- Learn how to perceive emotions, read facial expressions and body language
- Examine how your actions affect others
- Manage your emotions and understand emotional influences on others

Module 8:

Early Intervention Strategies and Conflict Resolution

- Identify key strengths in conflict management styles
- Explore how to apply *Humble Inquiry* principles to communication strategies
- Learn how to implement early intervention strategies for conflict resolution

Module 9:

A Year In Review

- Integrate experiences from the past year
- Reflect on personal growth and skills application
- Set personal goals for on-going development

LEADERSHIP FOUNDATIONS at a glance...

Leadership Foundations provides experienced supervisors, managers, and associate/assistant directors with ongoing foundation of leadership learning and development. The program consists of four 2-day clusters over seven months involving hands-on activities, cases studies, readings and group discussion, followed by reinforcement and transitional exercises. Supporting managers participate actively in the program by attending the manager sessions and providing opportunities for participants to apply the learning in the workplace.

PARTICIPANT PROFILE

- Experienced non-academic and academic employees in leadership roles who manage teams (at least 3 years' experience)

COMMITMENT

- **Participants:** Cohort attends four 2-day clusters taken over a seven month period
- **Supporting managers:** Attend four 2-hour manager sessions
- Both attend an orientation session

Benefits & Outcomes

- Learn how to effectively lead different working and learning styles in a constantly changing environment
- Explore roles as coach, communicator, delegator, mentor, change agent, and team member
- Establish and build credibility within your team and across the University
- Enable better understanding of who you are and how you influence those around you
- Network, share knowledge, and learn from colleagues from other departments across the University

“ It's a great developmental opportunity for anyone who is interested in learning more about effective leadership and management practices in a collaborative and supportive environment. You will get a chance to meet colleagues from across campus and have insightful discussions about leadership and management topics with your manager and your peers. You'll come away with a set of good tools and resources to use in your daily work. ”

Leadership Program Participant

LEADERSHIP FOUNDATIONS

Curriculum



Module 1:

Foundations in Personal Leadership

- Align and model of Values of the University
- Build skills of self-awareness and self-assessment
- Enhance skills of communication and creating clarity

Module 2:

Foundations in Building Strong Working Relationships

- Lead delegation strategies
- Manage and resolve conflict effectively
- Build trust and motivation within teams

Module 3:

Foundations in Aligning to the Vision of the Organization

- Lead change initiatives
- Understand the role of analytics
- Connect unit strategy with strategic plan

Module 4:

Performance Coaching

- Create work environments that supports results and commitment
- Develop 'Leader as Coach' communication skills
- Use the GROW model to conduct coaching conversations



& other books, readings, and articles as assigned.



Participant Expectations

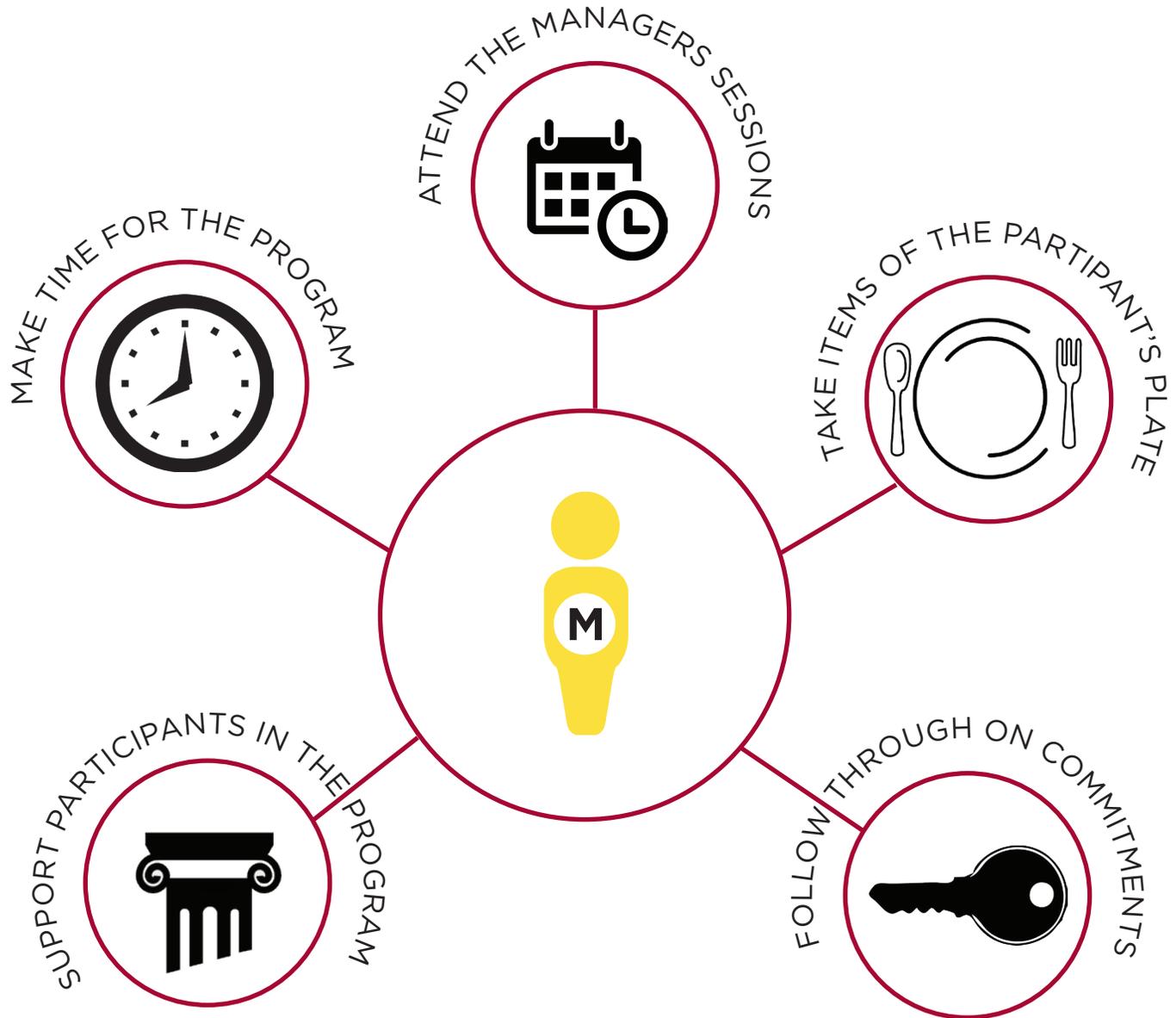


PARTICIPANT COMMITMENT:

Participation in the full program is mandatory.

- Attend the orientation session
- Attend and actively participate in the full program
- Participate in four individual meetings (1-hour in length) with a program facilitator
- Read, reflect, and prepare for each session
- Set personal and team goals
- Work with supporting manager and team to reinforce and apply learning within the workplace
- Complete end of program report

Supporting Manager Expectations



» SUPPORTING MANAGER COMMITMENT:

- Attend the orientation session
- Attend and participate actively in the four 2-hour manager sessions over the course of the program
- Opportunity to attend other special sessions
- Support, coach, reinforce learning, and provide the participant with opportunities to apply learning within the workplace
- Complete end of program report

APPLY TODAY AT

uwaterloo.ca/ohd/leadership

Learn more about the programs, module dates, time commitments, and the application procedure on our website.

“ *The program is of benefit to everyone in a leadership role: those new to supervising and managing staff; those who have been a supervisor and/or manager for a while but have never had any formal management training; those who have been a supervisor/manager for a while and looking to refresh leadership skills. When you have hired a new manager, you want to **set them up for success**. This means investing time in their training and in mentoring them. Everyone wins when this is done.* ”

Leadership Program Participant Manager

CONTACT INFORMATION

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» LEADERSHIP FOUNDATIONS

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ABOUT OHD

Organizational & Human Development (OHD) is committed to advancing and supporting the personal and professional growth of University of Waterloo employees to reach their highest potential. OHD's mission is accomplished by creating innovative learning opportunities, cultivating collaborative partnerships, and engaging the campus community in lifelong learning.

Organizational & Human Development offers a wide range of courses for the campus community on a variety of topics, from our Core Development workshops and Business Communication Certificate program to our award-winning Inclusivity series. Visit our website for more information.

Explore your learning and development opportunities today!

uwaterloo.ca/ohd