

Program Dates

- Module 1 November 21, 22, 23, 2016
- Module 2 February 6, 7, 8, 2017
- Module 3 April 3, 4, 5, 2017
- Module 4 June 12, 13, 14, , 2017
- Module 5 August 14, 15, 16, 2017
- Module 6 October 23, 24, 25, 2017



LOCATION: *Rotman Executive Programs locations on St. George and College Streets.*

LEARNING THEMES

Module 1:

Leading for Impact

Module 2:

Managing Organizational Change

Module 3:

Leadership and Integrative Thinking

Module 4:

Governance and Finance

Module 5:

Communication

Module 6:

Developing Self and Others

Ontario Public Sector Department Directors and Agency Heads Institute on Leadership and Management

An innovative six module executive leadership program for *Ontario Public Sector Department Directors and Agency Heads* designed to develop the knowledge, practical skills and strategies required to be successful in leading their public service entity to excellence in service delivery.

PROGRAM OVERVIEW

In **Module 1**, be introduced to concepts for effective leadership and strategy. Engage in reflective dialogues with noted leaders from various sectors about focussing resources on strategic priorities. Begin a process of trust building for peer coaching relationships with fellow co-consultant course colleagues in guiding a personally identified and led, organization improvement project. Review an outline of the course; hear clear expectations of participants, and the approach to assessing program effectiveness.

In **Module 2**, gain new strategies and a new way to think about driving change in your organization, considering both what is needed to achieve your vision and what is possible in terms of time, resources and collective motivation. Experience a simulation that challenges leaders on their change management communication effectiveness. Gain a clearer understanding of the implications of the perspectives of a diverse workforce on organizational effectiveness. Continue co-consulting dialogues.

In **Module 3**, be introduced to a conceptual framework for leadership, management and strategy. Be introduced to the principles of integrative thinking that help leaders consciously seek out and evaluate the factors and data needing to be considered in strategic decision making. Continue the co-consulting dialogues.

In **Module 4**, learn about good governance and ethical behaviour, including the leader's role in supporting the board in its responsibility to set and guide strategic direction, oversee and monitor financial performance and disclosure. This module also examines how to structure boards with the appropriate set of director skills and experiences. Work through the essentials of sound financial management and reporting. Explore the issues of privacy and transparency in public sector operations. Consider best practices in managing outsourcing. Continue deliberations with co-consulting colleagues.

In **Module 5**, learn how to frame external communications for maximum impact with full consideration of the needs and expectations of various stakeholder audiences. Sharpen internal communication skills in guiding the organization. Experience a crisis management case and communicating effectively about it. Continue to deliberate with co-consulting colleagues.

In **Module 6**, the focus is on developing talent for a strong organization. Learn the ingredients of conducting difficult conversations to confront performance gaps. Integrate the learning by collaboratively reflecting on the leadership and management tools and concepts experienced in the course. Celebrate the learning journey in a graduation ceremony.

THE PROGRAM IS DESIGNED FOR Ontario Public Sector Department Directors and Agency Heads

Ontario Public Sector Department Directors, who typically report to Assistant Deputy Ministers, are key leaders in the operational hierarchy of public service enterprises.

They:

- Interpret the operational implications of ministerial strategy through the leading and managing a coherent drive for service improvement.
- Must recognize and embrace the necessary innovations, systemic and personal changes fundamental to leading the management of government mandates offered through a complex mix of direct employees, arms-length agencies and contracted service providers.
- Are the primary source of future senior personnel in the Ontario Public Service.

Agency Heads are charged with a critical mandate in a complex environment involving multiple stakeholders.

They:

- Manage the front line delivery of services on behalf of the Government of Ontario
- Must strive to focus their agency on the expectations placed upon them and adhere to the standards of governance and accountability required of them.
- Must seek out the appropriate tools and supports needed to ensure they fully deliver on their mandate in a responsible and effective manner.

Ontario Public Sector Department Directors need to become well versed in:

- understanding and leading the application of change management strategies and models to reinvent delivery of government services,
- communicating effectively in making a compelling case for change,
- managing an integrated mix of contract and direct resources to accomplish ministry goals,
- negotiating contracts that incorporate clear accountability, transparency and sound financial terms and conditions for such outsourcing arrangements,
- understanding the need to exercise prudent leadership that ensures ethical behaviour in delivery of expected performance results,
- high level of financial literacy to engage in effective budget management and use of accountability to ensure prudent use of financial resources,
- keys to stakeholder management and building productive relationships.

Agency Heads need to become well versed in:

- understanding and leading the application of change management strategies and models to reinvent delivery of agency services,
- communicating effectively in making a compelling case for change,
- managing an integrated mix of contract and direct resources to accomplish agency goals,
- negotiating contracts that incorporate clear accountability, transparency and sound financial terms and conditions for such outsourcing arrangements,
- understanding the need to exercise prudent oversight that ensures ethical behaviour in delivery of expected contracted performance results,
- high level of financial literacy to engage in effective budget management and demonstrate sound accountability practices to ensure prudent use of financial resources,
- keys to stakeholder management and building productive relationships.

PROGRAM LEARNING STRATEGY

The program offers many different experiential learning opportunities and challenges that are designed to lift participants out of their comfort zones.

Participants will:

- Be exposed to leaders and situational cases from outside the public sector to encourage engaging in higher order conceptual thinking to extract the principles of leadership, management decision making and integrative thinking.
- Be encouraged to not simply mimic the magic steps or lists of actions of other leaders without first considering the context and principles of strategic thinking and models that underpin those actions. By design, case studies, from public and private sectors and expert panel discussions in the program, will be carefully chosen.
- Be introduced to management tools and techniques to enhance their leadership and management skill sets to enhance the effectiveness of their personal leadership projects.

A key feature of the program is the use of the **co-consulting process**, in which small teams of participants from different public service departments and agencies act as peer mentors throughout the course, and by mutual agreement beyond. This co-consulting process is centered around the design and implementation of each participant's chosen personal organization improvement project, conducted during the course of the program.

Trust is a crucial characteristic of the successful co-consulting relationship and therefore co-consulting team deliberations are private to the co-consulting team members. While suggestions for managing effective co-consulting teams will be offered, team members are ultimately responsible for the quality of their co-consulting relationships.

Feedback and reflection is integral to personal growth and effectiveness. This Executive Program integrates a process for soliciting external feedback about personal effectiveness, offering feedback about program effectiveness, requiring participants to identify and carry out a workplace project for which participants set outcome expectations to focus the application of program learning.