



Nov. 28 - 30, 2016

Jun. 19 - 21, 2017

What
Participants Say:

"Helped me better understand the skills and competencies I currently have and what I need to focus on to improve."

P. Broderick, SDP,
Toronto Employment
& Social Services

"This course was time well invested. The materials taught are relevant for any organization, whether public or private sector. I truly believe that this course will help me in making a leadership difference!"

K. Quade,
Manager,
City of Toronto

"Often leadership is considered a personality trait, but this course provided excellent tools and insights as to how it can be a developed skill. Many thanks."

D. Gauvreau,
Associate Director,
Bell Canada

Outstanding Leadership: Strategies for Coping With Challenging Times

OPEN ENROLMENT • Management & Leadership



Featuring 'Leadership at the Edge' – The Shackleton Experience.

Schulich's *Outstanding Leadership* program will build your repertoire of leadership skills to manage challenging business conditions - using a combination of **experiential activities, applied leadership cases and assessment-based feedback on your leadership profile.**

Applying leadership lessons from the **inspirational Antarctic journey of one of history's greatest leaders, Ernest Shackleton**, participants will also be introduced to **important principles of setting leadership vision along with methods for applying these practices.**

The Best Part:

Use the Shackleton leadership and advanced coaching tools to bring about significant improvements in your ability to manage challenging circumstances as they arise.

Enrol today to earn your certificate.

See back for three ways to register.



Receive 21 PDUs towards your PMI® Continuing Certification Requirements

Preview & Register Online



What You Will Learn

1. Apply **10 critical leadership strategies used by outstanding leaders** under demanding conditions
2. Learn how exceptional leaders **adapt to business and market changes**
3. Learn how to **coach your employees when you're faced with extraordinary challenges**
4. **Learn how to prioritize projects** and manage obstacles you have control over
5. **Apply the principles of Emotional Intelligence (EQ)** with your team
6. Use a variety of situational leadership strategies depending on the challenge
7. **Techniques to enhance your own leadership competencies**
8. Develop **specific action plans and strategies** to move your team forward – willingly
9. Have a **response repertoire** that you can apply to any difficult situation
10. Know **how to influence decision makers** and remove roadblocks to success

*Each Participant
Will Receive Custom
Leadership Feedback*

Outstanding Leadership: Strategies for Coping With Challenging Times

About This Program

While decisive leadership is never easy, those charged with leading in the current business and government climate in Canada are confronted with an array of challenges such as:

- An uncertain economic and political future in Canada
- A Canadian employment landscape where **nearly half of all managers are forecast to retire over the next decade**, with a projected skills shortage
- The most culturally diverse workforce in history, **including a cohort of younger employees** who bring a significantly different set of expectations and values to the workplace
- Significant changes in corporate strategies – creating **employees with low levels of trust, motivation and loyalty to their organizations**

Who Should Attend

This program is ideal for line managers, directors, VPs and human resource professionals who wish to more effectively lead their department and organization as we continue through market recovery.

Learn
10 Proven
Strategies for
EXCEPTIONAL
Leadership

Featuring ten essential leadership strategies for better organizational performance - **Drawn from Shackleton's Antarctic Expedition**



Understand your own leadership strengths and weaknesses and how to develop their abilities.

Program Content

Employee Leadership Challenges – Today and Tomorrow

- Major issues facing Canadian organizations today
- The challenges for leaders in an unpredictable world

Leadership at the Edge®: The Shackleton Experience

- The Shackleton case – outstanding leadership under extreme adversity
- Identifying your challenges
- Getting the right people on board
- Navigating the storms of uncertainty
- Building an outstanding crew
- Managing resistance and conflict
- Maintaining morale
- Being proactive in sensing and dealing with challenging issues

Key Leadership Application Strategies

- Study 10 essential leadership strategies for managing change and business volatility

Applying the Strategies: Your Leadership Profile

- Attributes of great leadership
- Situational leadership and the importance of flexibility
- The decision making conundrum: dictator or conciliator?

Organizational Leadership and the Challenge of Change

- The importance of Emotional Intelligence (EQ)
- Cognitive and emotional intelligence compared
- Personal evaluation and coaching for change
- Prioritizing competencies for success

Coaching Your Staff to Manage Change and Take Responsibility

- How coaching builds competence and commitment
- The three best coaching strategies
- Becoming a facilitator of change

Putting EQ to Work

- Dealing with complainers and challenging employee behaviour
- The importance of empathy
- The value of focusing on issues you have control over
- Managing issues beyond your control
- Picking your battles

Influence Skills that Turn Challenges into Opportunities

- Overcoming objections and moving to a “yes” environment
- A model of effective influence skills
- Using power to influence minds and hearts - 8 best sources of power
- Create win-win outcomes

Leading the Team Forward

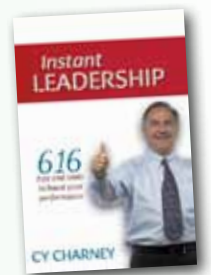
- Having a vision: the importance of the *Why*
- Creating the vision
- Planning the *how* and *what*
- Dealing with the challenges of change

A Complete Learning Approach

Participants will benefit from active group participation, individual leadership feedback, plus Shackleton's Interactive Leadership case history.

Participants will also use the latest Emotional Intelligence (EQ) instrument to evaluate their ability to lead effectively, and leave with a customized plan for personal growth.

Each participant will also receive a copy of Cy Charney's bestselling book *Instant Leadership*.



Instructor Profiles

Cy Charney, BA, MBL, P.Admin

Cy Charney is a recognized expert in the area of organizational performance and has developed a variety of unique interventions to help clients in both the private and public sector become leaders in their field. His clients include a number of Fortune 500 companies and government departments around the world. Cy is the author of nine best-selling management books, including his latest *Instant Leadership*.

Hazel Rosin, PhD

Hazel Rosin is a Professor of Organizational Behaviour at York University's Schulich School of Business. She received a Ph.D. in Organizational Behaviour in 1986 from Yale University, and previously worked at IBM World Headquarters in New York. A Certified Shackleton Leadership Instructor, Hazel has delivered the program to executives throughout North America.

In-Company Training

This and all SEEC programs can be delivered on-site or customized for your group's needs. For all custom program enquiries please e-mail customseecprograms@schulich.yorku.ca or telephone 416.360.8850.

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Executive Learning Centre

Ways to Register

Online

seec.schulich.yorku.ca

Fax

Download a registration form at seec.schulich.yorku.ca and fax to 416.736.5689

Mail

Download a registration form at seec.schulich.yorku.ca and mail to the address under Payment Options at right

Course Tuition & Registration Details

Program Tuition: \$2,695 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. York's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R19306736.

Program Location

Your course will take place at the following SEEC facility from 9:00 a.m. to 4:30 p.m. each day:

Schulich Executive Learning Centre,
York University, 4700 Keele Street,
Toronto, Ontario M3J 1P3
Tel: 416.736.5079

Optional Accommodations

For sessions at the Schulich Executive Learning Centre, join us at **The Executive Learning Centre Hotel**. Participants attending this program receive a **special discounted price of \$89/night with the promotion code SEEC17**. Call 416.650.8300 for information and reservations, or book at elc.schulich.yorku.ca.

Payment Options

SEEC accepts Visa, MasterCard, American Express and cheques.

If paying by mail, registration forms can be sent to:
Schulich Executive Education Centre, The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Please make cheques payable to:
York University – Schulich Executive Education Centre

Contact Us

Call us at 416.736.5079 (1.800.667.9380 toll free), or email exceedinfo@schulich.yorku.ca.

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