ACHIEVE MORE
WITH A NEW FOCUS

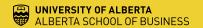EXECUTIVE CERTIFICATE IN
MUNICIPAL LEADERSHIP

EXASB 6101 – Managing & Leading in Municipalities

This module explores two fundamental aspects of a leader's role, Emotional Intelligence (EQ) and Adaptability (AQ):

Emotional intelligence (EQ) is an essential attribute for effective leadership in municipalities, influencing how leaders manage themselves and their interactions with others. This program delves into the critical role that EQ plays in leadership success. Leaders with high emotional intelligence can recognize and understand their own emotions, enabling them to maintain composure and resilience during challenging situations. This self-awareness fosters empathy, allowing leaders to better understand and address the emotions and perspectives of their team members. By building stronger, more trusting relationships, emotionally intelligent leaders create a positive work environment, effectively manage conflicts, and enhance team cohesion. Furthermore, EI enhances communication skills, enabling leaders to articulate their vision clearly and inspire their teams towards achieving organizational goals. Participants will explore how developing emotional

intelligence can lead to improved team performance, higher employee satisfaction, and overall organizational success. Through practical exercises and assessments, this course provides leaders with the tools to enhance their emotional intelligence and apply these skills in their day-to-day leadership practices.

Our exploration of emotional intelligence is supported by the EQ-I Leadership assessment, which is based on the EQ-I 2.0 model of emotional intelligence.

Adaptability (AQ) is a cornerstone of effective leadership, particularly in today's rapidly evolving organizational and societal landscape. We explore the critical importance of adaptability for leaders, emphasizing the need to navigate constant change and uncertainty. Leaders who are adaptable can swiftly respond to new challenges and opportunities, ensuring their municipalities remain resilient and successful. This course provides a comprehensive framework for understanding and enhancing adaptability through the 'ACE' Model which examines how, why, and to what degree individuals adapt.

Participants will learn to embrace change, foster innovation, and support their teams in developing flexible mindsets. By integrating adaptability into their leadership approach, leaders can better manage technological advancements, social shifts, and environmental changes that impact their municipality.
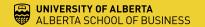
Our exploration of adaptability is supported by the AQMe report, which is based on the ACE model of adaptability mentioned earlier.

Learning Outcomes:

• Explore the fundamental underpinnings of successful organizational leadership.

• Understand the role of emotional intelligence in effective leadership.

• Identify areas of emotional intelligence related to transformational leadership as a mechanism for structuring development planning.

• Define the concept of leadership derailers and create strategies to address derailing behaviors.

• Apply emotional intelligence concepts and solutions to common workplace scenarios.

• Identify how the pace of change is increasing and discuss how the need for adaptability in both leader and individual contributor roles is crucial for municipalities.

• Explore the ACE model as a framework for supporting adaptability.

• Identify specific actions and activities that can be applied on an individual level to support increased adaptability.

• Understand the role that leaders play in creating an adaptable environment, and the conditions that support adaptation across the organization.

Instructor: Drew Bird

EXASB 6102 – Leading Self & Others

This Module explores leadership in the 21st century, focusing on self awareness and exploring how and why we interact with others the way we do. Participants will complete a DiSC assessment prior to beginning the module to identify key aspects of their personal leadership behavioural style and purpose. This will provide a launch point for exploring our impact on others and how we can better lead when the going gets tough. We will examine leadership practices that will mitigate the need to have difficult conversations, and will also explore models and concepts that will assist in preparing for and executing on difficult conversations.

The DiSC behavioural self-assessment is designed to assist with communication, conflict resolution, motivation, and problem solving. The assessment identifies four primary personality aspects of our behavioural style: dominance, influence, steadiness, and conscientiousness. Knowing our own style and understanding similarities and differences in others enhances teamwork and productivity aligning with the platinum rule of leadership; do unto others as they would have you do unto them. Inspire Great Managers | Everything Disc

Learning Outcomes

- Understand how their own journey has shaped their current day beliefs and understandings of leadership;

- Develop awareness of their core values, behavioral styles, and purpose to create effective leadership;

- Identify coaching opportunities with team members;

- Experience the steps in people-reading and plot teams on the DiSCmodel;

- Practice giving and receiving feedback to minimize the need for difficult conversations;

- Identify aspects for engaging, involving and focusing people, influencing others, managing up, setting limits, and establishing boundaries;

- Demonstrate a practical approach to working with team members using a coaching approach.

Instructor: Wendy Wilton

EXASB 6103 - Change Management

This course offers the theories of change with practical application to championing and creating change. Participants will be provided with ideas, tools, and resources to assist and support through change, with an emphasis on practical application. The course will first equip participants with change management tools and theory, and then challenge this new change application using a hands-on Change Management simulation tool.
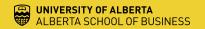
Learning Outcomes

● Respond to and support organizational change;

● Identify and apply best practice for change management;

● Demonstrate strategy execution;

● Manage resistance;

● Align and engage stakeholders;

● Understand key realities during times of change to become a good change agent;

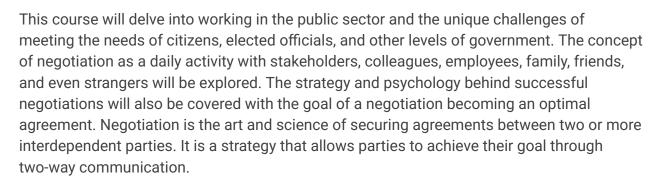● Support future change within the municipal environment.

Instructor: Lyall Samaroden

EXASB 6104 - Negotiations & Community Engagement

This course will delve into working in the public sector and the unique challenges of meeting the needs of citizens, elected officials, and other levels of government. The concept of negotiation as a daily activity with stakeholders, colleagues, employees, family, friends, and even strangers will be explored. The strategy and psychology behind successful negotiations will also be covered with the goal of a negotiation becoming an optimal agreement. Negotiation is the art and science of securing agreements between two or more interdependent parties. It is a strategy that allows parties to achieve their goal through two-way communication.
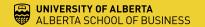
Participants will have opportunities to practically apply strategies designed to work more effectively with political and community partners. The course deals with the decision-making processes and behaviors that negotiators use in competitive and non-competitive contexts. This course will help strengthen understanding of the theory behind successful negotiations, while also allowing experiential learning with the strategies prescribed by each theory, giving participants the opportunity to enhance their personal negotiating style. The course also will expand on the concepts within negotiation to build coalitions across communities and create meaningful partnerships for the benefit of all. Aspects of Intermunicipal Collaboration Frameworks, municipal affairs, and Indigenous allyship will also be covered with direct application and integration suitable for urban and rural municipal environments.

Learning Outcomes

- Identify effective actions to ensure beneficial negotiated outcomes within & on behalf of the municipality.

- Demonstrate best practices & respect for all parties within negotiations.

- Apply skills to ensure a beneficial outcome for all involved in negotiations.

- Identify ways to improve communication skills & mobilize support.

- Practice alternatives within negotiations, including navigating difficult situations.
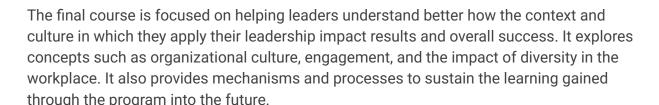
- Identify ways to collaborate, cooperate, and support diverse groups to improve community service and organizational development.

Instructors: Dr. Emily Block & Ann Mitchell

EXASB 6105 - Sustainable Leadership Summit

The final course is focused on helping leaders understand better how the context and culture in which they apply their leadership impact results and overall success. It explores concepts such as organizational culture, engagement, and the impact of diversity in the workplace. It also provides mechanisms and processes to sustain the learning gained through the program into the future.

Prerequisites for EXASB 6105 include: EXASB 6101, 6102, 6103, and 6104.

This course will be hosted in-person in Canmore, AB.

Learning Outcomes

● Understand how culture is created within an organization;

● Differentiate between team and organizational culture, and determine how one impacts the other;

● Explore the concept of employee engagement as a way of determining what people seek to gain from work beyond simple reward-based processes;

● Explore individual engagement and the links between this and effective leadership within complex organizational systems;

● Identify how to foster success across the organization and build partnerships across boundaries (i.e., levels, functions, departments, organizations);

● Examine how misunderstanding happens across organizational lines along with mitigation strategies;

● Create a sustainable plan to ensure the continuation of learning beyond the program to ensure individual and organizational success.

Instructors: Drew Bird & Karen Bowen

Knowledge and Skills Transfer

An integrated action learning plan (ALP) is used with the municipal leadership program to unite the training concepts in a real-life application model. The ALP is an integrated reflective learning journal that will be provided to each participant prior to course start to systematically and effectively apply the learnings from within each module, and optimize investment in the program. Each participant will be asked to identify an opportunity, challenge, or issue present in their work environment to apply program knowledge, skills, and training directly toward. Guidance from each Instructor, in addition to networking within their cohort, will be provided to assist with completion of the journal. Participants will be provided with an opportunity at the end of the program to share their learnings with their cohort to enhance their educational progression.