



## Leadership skills for challenging times...

May 22 – 25, 2012 and October 10 – 12, 2012  
Toronto, Ontario

### FEATURING

### JAMES M. KOUZES AND BARRY Z. POSNER

The co-authors of the classic bestselling books *The Leadership Challenge*, *The Truth About Leadership*, *A Leader's Legacy*, *Encouraging the Heart*, and over a dozen other books and work-books on leadership. They also developed the highly-acclaimed Leadership Practices Inventory (LPI), a 360-degree assessment tool based on The Five Practices of Exemplary Leadership.

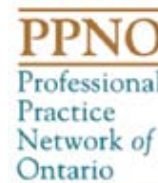
**Jim** is the Dean's Executive Fellow of Leadership and **Barry** is Professor of Leadership at Santa Clara University's Leavey School of Business. They are among the world's most trusted and influential scholars on leadership.



### SUPPORTERS



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# A Unique Health Care Leadership Development Experience

## WHY YOU SHOULD PARTICIPATE IN THIS EXCITING LEADERSHIP OPPORTUNITY

### Purpose Of The Institute

- Inspire and support health care leaders across sectors and disciplines
- Develop core leadership competencies appropriate to today's dynamic and complex environment
- Promote collaborative client-centred practice
- Apply key concepts in real-life situations through experiential learning
- Assess personal leadership competencies and develop individual learning plans

### Key Features

- Evidence-based conceptual framework
- Expert facilitators
- Current and relevant guest faculty
- Experiential learning design
- Team registration
- Home-based change initiatives
- Four-day primary session, with a three-day reinforcing follow-up session
- Superb residential setting

## GUEST FACULTY



**Barry Posner** is Professor of Leadership at Santa Clara University where he served for 12 years as Dean of the Business School. His groundbreaking research with Jim Kouzes combines keen insights with practical applications, and captures both why and how leadership is everyone's business. Barry is an internationally

renowned scholar who has co-authored eight books on leadership and published more than 85 research and practitioner-oriented articles, Barry is considered one of today's leadership gurus, is listed as one of the top 50 leadership coaches in the United States, and is recognized as one of the 15 most influential Human Resource thinkers worldwide.



**Rick Lash** is the Hay Group Director of the North American Leadership and Talent Practice. Rick holds a doctorate in psychology and is a registered psychologist and a certified executive coach. He has over 20 years experience in the design and implementation of organizational change interventions which increase

performance at the individual, team and corporate level, and is widely recognized as an expert in both creating cultures of continuous learning and developing emotional intelligence. Rick is a dynamic conference presenter who has also written several articles for the Globe and Mail's Careers section.



**Jacoba Lilius** holds a doctorate in Organizational Psychology from the University of Michigan, and is an Assistant Professor in the School of Policy Studies at Queen's University. Her innovative research with the Compassion Lab ([www.compassionlab.com](http://www.compassionlab.com)) sheds new light on the nature and impact of compassion in work

organizations, and has been published in leading management journals such as *Administrative Science Quarterly*, *Harvard Business Review*, *Human Relations*, and *Journal of Organizational Behavior*.



**Penny Paucha** is a certified Coach through the Neuroleadership Group, with extensive experience helping healthcare leaders and their teams remove the barriers to stellar results. Prior to consulting, Penny worked as a health professional and manager and has published in the field of optimizing organizational health.

Her evidence-based approach incorporates the latest findings from the field of social neuroscience as well as instinct-based assessment and proven models of leadership development.

## PROGRAM LEADERS

The facilitators for the Institute are a team of outstanding leaders with extensive experience dealing with leadership changes.

**Beverley Simpson** is an organizational consultant specializing in People, Teams and Systems development in health care agencies. She has an extensive health care background, broad experience in staff, management, education and project leadership roles, and a wide-ranging network of collegial relationships that sustain her practice and her learning. Bev has developed an in-



depth knowledge and expertise in developing professional practice roles and teams, creating successful change initiatives, building strong motivated workgroups and coaching for mentorship and leadership. Bev works with health care agencies, seeking innovative solutions to complex practice and organizational issues.

**Judith Skelton-Green** has more than 25 years of health leadership experience in widely varied health and educational settings developing and implementing innovative solutions in start-up, rationalization, transition, and downsizing situations. Since the fall of 1995 Judith has been President of TRANSITIONS,



a consulting firm specializing in facilitating human and organizational change. She has consulted to over 80 different clients in more than 120 engagements, mostly in the areas of corporate integration, organizational redesign, leadership development, strategic planning, and operational review. Judith is widely published, and is a frequently sought speaker and facilitator.

**Julia Ann Scott** has 25 years of experience in consulting and health care leadership. In her consulting career she has worked with a diverse range of clients across the healthcare continuum. One of the first nurses in Ontario to graduate with an MBA degree, she has expertise in organizational and business



process redesign, lean methodologies, strategic change and leadership development. Julia has held several senior leadership positions, including Vice President at several community hospitals. She is currently Vice President Clinical Programs and Chief Nursing Executive at Markham Stouffville Hospital. She is a Certified Management Consultant.

## PARTICIPANTS AT PREVIOUS INSTITUTES ARE UNANIMOUS IN THEIR SUPPORT FOR THE PROGRAM AND THE SEVEN DAY LEARNING EXPERIENCE

"A phenomenal venue for gaining and sharing leadership theory and passion."

*Helga Bryant, Former Vice President and CNO,  
Winnipeg Health Sciences Centre*

"I have come from the HLI education opportunity feeling energized, more capable, and richer, helping me substantially in my life-long leadership journey."

*Mike Kampen, Chief of Respiratory Therapy Practice,  
Hamilton Health Sciences Centre*

## AN OVERVIEW OF YOUR LEARNING EXPERIENCE

"A wonderful opportunity to encounter true leaders and visionaries in the health care field. It is both an instructive and interactive experience which challenges leaders to see the possibilities rather than the barriers."

*Lori Issenman, Chief of Social Work Practice, Hamilton Health Sciences Centre*

Week Long Session				Follow-up Session		
May 22	May 23	May 24	May 25	October 10	October 11	October 12
<b>Welcome &amp; Introduction</b> <ul style="list-style-type: none"> <li>History of the Institute</li> <li>Overview of Conceptual Framework</li> <li>MBTI</li> </ul>	<b>Leadership Competencies</b> Barry Posner <ul style="list-style-type: none"> <li>Personal Leadership Best</li> <li>Values clarification</li> <li>Participants' Leadership Practices Inventory</li> </ul>	<b>Inspiring Shared Vision - Culture of Excellence</b> <ul style="list-style-type: none"> <li>What comprises Excellence in Client-Centred Care?</li> <li>Building a Vision and a Culture of Excellence</li> </ul>	<b>Use of Self - Emotional Intelligence</b> Rick Lash <ul style="list-style-type: none"> <li>Emotional Intelligence</li> <li>Personal EI</li> <li>Leadership Journey</li> </ul>	<b>Reconnecting Appreciative Inquiry of Leadership</b> <ul style="list-style-type: none"> <li>Use Appreciative lens to reconnect with Leadership Practices</li> </ul>	<b>Client-Centred Care</b> <ul style="list-style-type: none"> <li>Exploring core concepts, myths, barriers and leading practices to advance client/patient/family centred care in your organization</li> </ul>	<b>Leading in Complex-Times</b> <ul style="list-style-type: none"> <li>Principles of Complex Adaptive Systems</li> <li>Real world applications</li> <li>Strategies to manage Complexity &amp; Ambiguity</li> </ul>
Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch
<b>Introduction to Change Leadership</b>  <b>Change Initiative</b> <i>Focusing the Project and Being Strategic</i> <ul style="list-style-type: none"> <li>Dyad work</li> </ul>	<b>Leadership Competencies</b> Barry Posner <ul style="list-style-type: none"> <li>Five Practices</li> <li>Building Leadership Competencies</li> </ul>	<b>Change Initiative Engaging Others</b>  <b>Change Initiative Managing the Project</b>	<b>Personal Leadership Development Plan</b>	<b>Change Initiatives – What makes them succeed or falter?</b>  <i>Change Initiative Marketplace</i>	<b>Collaborative Relationships - Building High Functioning Teams</b> Penny Paucha <i>and/or</i> <b>Conflict and Constructive Controversy</b>	<b>Closing Keynote</b> <i>"Leadership for Today &amp; Tomorrow"</i> Speaker TBD  <b>Closing Ceremony</b>
Dinner	Reception & Dinner	Personal Time & Dinner	Travel Home	Personal Time & Dinner	Dinner	Travel Home
<b>Change Initiative Individual Coaching Appointments</b>	<b>Social Evening</b>	<b>Encouraging the Heart: Compassion &amp; Civility in the Workplace</b> Jacoba Lilius		<b>Social Evening</b>	<b>Revisiting Personal Development Plans</b>	

Generally, morning sessions will run from 8:30AM - 12:00 noon; afternoon sessions 1:00 - 4:15PM; evening sessions 7:00 - 8:30PM. Any changes will be announced in advance.

### Bursaries

A limited number of bursaries are available for small or emerging organizations whose budgets are not able to support this level of leadership development program costs. These bursaries are available on a first come first served basis, and provide a 50% discount on the registration fees. Please contact the Institute office for application forms.

## OUTSTANDING LEADERSHIP BENEFITS

### For You

- Deeper understanding of leadership trends, principles, skills and practices.
- A set of practical tools that you can use in your own leadership practice.
- Skills and expertise to enable more collaborative and integrated practice.
- Insight into how others use leadership competencies to get results.
- The chance to apply leadership skills and practices to an initiative of importance in your own work setting.
- An expanded national network of health care leaders.

### For Your Organization

- Enhanced knowledge and skill of individual leaders.
- Enhanced effectiveness of the professional leadership team.
- A robust plan to address a key organizational challenge.

*“What a truly phenomenal experience! I learned, laughed, and am re-energized to tackle my work responsibilities.”*

*Carole Moore, VP Organizational Effectiveness,  
Markham Stouffville Hospital*

### The Institute For Learning our home for the week

Our home for both the week and the follow-up session will be the BMO's Institute for Learning. The facility provides a superb learning environment, ideal for the skill development our Institute process will develop.

The seminar rooms are outstanding and your private hotel-style accommodation is First Class. There is a fully-equipped Wellness Centre featuring an indoor pool, exercise equipment, and a whirlpool hot tub. Evenings can be spent in the social centre lounge/bar to make your stay at the Institute a memorable experience.



*“Our ability to achieve our highest potential at work now rests on the relationships we create.”*

*— Jill Janov, the Inventive Organization:  
Hope and Daring at Work.*



The DWNHLI has signed a Strategic Alliance with CCHL which provides the following benefits to institute graduates.

- For individuals who meet the eligibility requirements and wish to pursue their Certified Health Executive (CHE) status: a reduced fee; 10 MOC II credits & the possibility of using the home-based change initiative as the basis for one of Self-Directed Learning papers.
- For individuals who already hold the CHE/FCCHSE designation, 10 MOC II credits.

*“The DWNHLI is a retreat for the nurse leaders’ soul; it allows time for self-reflection, refocusing, networking and rejuvenation. I feel a sense of clarity, energy and empowerment to head back to my organization” .*

*Melissa Dougherty, Director Professional Practice,  
Queensway Carleton Hospital*

Additional Information:

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