



CUE LEADERSHIP DEVELOPMENT PROGRAM

Fall 2019

Program leader: Dr. Tim Loreman, President and Vice-Chancellor

The intent of this leadership program is to create a pool of CUE employees who have developed effective leadership skills that will assist them in their current and potential future roles at CUE. The program is open to all employees (staff, faculty, sessional instructors, part-time and casual employees). The program is led by Concordia's senior leadership team.

A blended learning approach to content delivery will be utilized, including:

- Six face-to-face workshops, one per month.
- Moodle support for each module – videos, articles, discussion groups.
- Monthly small group discussions based on scenarios and case studies relevant to the module.
- Weekly touch base with leadership partners in groups of three for accountability (to check that you have read the articles, etc). and for real-time problem solving. Leadership partners will change in the middle of Module Three.

Proposed start date: Fall 2019.

Content:

Module one: Exploring leadership (Module leader, Dr. Tim Loreman, President and Vice-Chancellor)

Workshop one:

- Leadership styles
- What sort of a leader are you?
- Can leadership be learned?
- Misconceptions about leadership
- Practices of successful leaders

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD

Module two: Teamwork (Module leader, Dr. Manfred Zeuch, Vice-President External Affairs and International Relations)

Workshop two:

- How to build and promote teamwork
- How to follow and when to follow
- Building consensus
- Confidence and empowerment of team members

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD

Module three: Skills a supervisor needs, part one: Communication. (Module leader, Ms. Deborah Rodrigo, Vice-President Finance and Operations)

Workshop three:

- Effective communication
 - Being assertive
- Listening/active listening
- How to have tough conversations
 - Give/receive feedback
- How to receive good news
- How to run efficient and effective meetings

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD

* Leadership partner change at the mid-point of this module.

Module four: Skills a supervisor needs, part two: Supervising others. (Module leader, Dr. Valerie Henitiuk, Vice-President Academic and Provost)

Workshop four:

- How different people are motivated
- Understanding individual needs
- How to problem solve on the fly
 - Within a broader context
- Working with difficult people
- Manage and supervise other people's work
- Accountability

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD

Module five: Examining unconscious bias (Module leader, Dr. Barbara van Ingen, Vice-President Student Life and Learning)

Workshop five:

- Unconscious bias - what is it?
- How unconscious bias can negatively influence workplace decisions
- Scientific research on unconscious bias and its influence in the workplace and society
- Take action to mitigate the influence of unconscious bias

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD

Module six: Leadership at CUE (Module leader, Dr. Tim Loreman, President and Vice-Chancellor)

Workshop six:

- How to further the mission of the university
- Executing a strategic vision.
- What kind of culture do we want to foster?
- Collaboration within the university
 - Eliminate working in silos

- Taking care of one's own health (ethics of care)

Supporting materials on Moodle: TBD

Small group discussion scenario or case study: TBD