

Rotman-CPA Canada Strategic Leadership Program

Rotman

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Open Enrolment
THE FINANCIAL TIMES 2020

A personalized leadership journey for senior executives and leaders.

In our increasingly volatile, uncertain, complex and ambiguous (VUCA) world, leaders need more than ever a holistic approach to their leadership practice. The Rotman-CPA Canada Strategic Leadership program prepares leaders like you for success with highly relevant technical, relational, communicative and coaching skills.

Designed specifically for CPAs and other business and finance professionals, the Rotman-CPA Canada Strategic Leadership program can help you hone your strategic leadership and interpersonal competencies. Evolve your personal leadership style so you can better drive change, develop value, and create sustainable impact at the organizational level.

How you'll learn:

1. Case studies exploring real-world situations
2. Group assignments with peers from across the public and private sectors
3. Class discussions to get into the details and
4. Coaching activities to ensure what you learn aligns with your personal and professional goals

Gain deep insights into your emotional intelligence and build a self-awareness that will enhance your ability to lead teams and collaborate across silos. Our expert faculty will provide you with the knowledge, skills, and competences you need to be a champion for change.

You will leave the program as a multi-faceted leader: someone who leads by example, serves as an innovator and architect, and someone who can act as an agent of change. You will be able to work with your own coach to develop an action plan for continued you can use throughout your career.

Designed to deliver maximum impact virtually.

Experience the power of Rotman's virtual portfolio in achieving your goals, even in disruptive environments. We've adapted our leading open enrolment portfolio for a virtual environment, capitalizing on the unique benefits offered by online settings. These programs make it easy for you to continue your growth while you navigate the current challenges of working from different environments.

Schedule

Week 1

- » From management to leadership
- » Leadership theories, principles, and styles

Week 2

- » Leadership resilience
- » Leading with emotional intelligence
- » Leading strategic change

Week 3

- » Architectural leadership by design
- » Creating great choices (Integrative thinking)

Week 4

- » Coaching with integrity: Facilitating efficient personal and organizational change
- » Breaking down silos: Cross functional leadership

October 18 - Nov 10, 2022
Every Tuesday and Thursday
Classes run from 8:30 am - 2:00 pm ET
\$9,750 CAD + HST

Questions?
advisor@rotman.utoronto.ca



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Apply Online: www.rotmanexecutive.com

Session Outlines

Week 1

From Management to Leadership

The opening session in the program is designed to provide a framework for thinking about leadership that serves as a guide for the duration of the program.

The session gives us the opportunity to think about and discuss questions such as:

- » How can we achieve and maintain perspective on our strengths and weaknesses as we work to develop our leadership skills?
- » What skills will each of us need to work on in order to develop as leaders?
- » Are there aspects of our personal leadership style that may have helped us advance to this point in our careers, but which may hold us back if we continue to let these aspects dominate?
- » What are the major shifts that we may need to make in our approach to leadership if we are to continue to grow and develop as leaders?

By the end of this session, participants will be able to:

- » Identify the fundamental differences between management and leadership
- » Navigate the specific challenges managers face when they take on leadership roles
- » Use strengths and improve on weaknesses to create a bigger impact

Leadership Theories, Principles and Styles

It is essential that leaders are agile in the sense that they do not employ only one leadership style, but rather have the capabilities to adopt multiple leadership styles, “seamlessly and in different measure—depending on the business situation”. As such, an understanding of all leadership styles improves the effectiveness of leadership, business outcomes and hence organizational performance.

This session will explore the 6 essential leadership styles and how they are used in specific situations. An effective leader must be able to shift their style according to the needs of the organization and employees. Flexibility in leadership means that the leader is able to make use of multiple styles. This session will explore, with examples the following types of leadership:

- » The Pacesetter Style: by example or “do as I do”
- » The Coercive Style: immediate compliance
- » The Coaching Style: focused on people development
- » The Authoritative Style: directing the team towards a common vision
- » The Democratic Style: relying on group consensus
- » The Affiliative Style: creates emotional ties - feeling of belonging to the company

By the end of this session, participants will be able to:

- » Identify natural strengths and weaknesses
- » Increase awareness of how others perceive their leadership style

- » Make more purposeful decisions
- » Identify opportunities for growth and success
- » Know what style of leadership leads to the appropriate outcomes

Week 2

Leadership Resilience

Even before the current COVID-19 pandemic, the fast-paced nature of today's corporate world was placing increased demands on employees and triggering high levels of exhaustion, disengagement and illness. The pandemic continues to effect society on a global scale and today, more than ever, strategies to replenish energy and increase personal resilience have never been more important. Drawing from top research findings and practical examples, Dr. McCarthy will share resilience strategies that have been proven to work. These strategies will focus on emotional, mental and values-based rejuvenation. Central to this session is the formulation of a personal action plan that will enhance resilience, productivity, engagement, and leadership skills.

By the end of this session, participants will have the:

- » Awareness of the core components of resilience
- » Ability to identify and use strategies to increase personal energy
- » Ability to develop and maintain an optimistic mindset in high pressure environments
- » Fine tuning of skills necessary to remain positive, engaged and focused
- » Ability to align actions and behaviors at work with one's priorities, values and purpose in life
- » The development of a detailed action plan to enhance resilience

Leading Strategic Change

Change is necessary and helpful but can be difficult and threatening. This session identifies the opposing forces of inclusion and differentiation – people and organizations want to fit in and stand out – and how these contribute to and also inhibit change. This session will then turn to the work that leaders do to embark on change by first leading a team to help you discover direction. The basic proposition is that leading change is thoughtful work, and it helps to develop a toolkit to do so, one based on the tools of understanding people, design, and culture.

The entire session is interactive in discussing accepted concepts on leading change interspersed with a team exercise and full class discussion. For the first day of the program, we begin with the fundamentals, whereby you will learn about some of the principles of change and how to plan for it.

At the end of each session, participants will be able to:

- » Understand the opposing forces that make it hard to lead change
- » Grasp how popular models of leadership and change can help to reconcile those difficulties.
- » Lead a team to discover direction

Leading with Emotional Intelligence

Today, more than ever, organizations are faced with extreme pressure to undergo change in order to survive. This has resulted in corporate environments that are Volatile, Uncertain, Complex and Ambiguous (VUCA). It has also led to alarming levels of employee burnout and resignation. In this session, Dr. McCarthy will draw from top research findings and practical examples to share strategies that leaders can use to manage emotions, increase employee engagement, and reduce turnover in this challenging time. These strategies focus on self-awareness and management, social awareness, and relationship management. Central to this workshop is the formulation of a personal action plan that will enhance the social and emotional potential of both you and your team.

By the end of this session, the participants will have the:

- » Awareness of how emotions shape behaviors and attitudes
- » Understanding of the core components of emotional intelligence
- » Ability to identify and use strategies to manage personal emotions
- » Ability to develop and use strategies to harness the social and emotional potential of your team
- » Fine tuning of strategies to keep employees engaged and committed
- » The development of a detailed action plan to enhance emotional intelligence

Week 3

Architectural Leadership by Design

In our fast-paced business environment, leaders who help their people adapt have a strong competitive advantage. Design – our efforts to capitalize on creativity and problem-solving – is central to adaptive success. However, research consistently indicates that most efforts at influence fail largely because leaders are not sufficiently prepared for their role to bring their teams along with them. Simply put, the way we intuitively think about leading design fails to point to how to do so. Even when leaders learn what behaviors are effective at influence, people fail to read the circumstance or ham-handedly apply them, creating the potential for conflict and undermining their organization's potential for innovation and design.

This session recognizes these challenges by offering a look at the architecture of leadership. Notably, to lead people effectively, it helps to adopt a coaching mindset. With this mindset, coaching is about scoping out to a big picture of organization culture, and inward to understand inspiring innovation. Using examples and experiential activities, we'll examine how to coach teams effectively so that they become deliberative powerhouses of creativity and problem-solving.

By the end of this session, participants will be able to:

- » Recognize the difficulties of leading design effectively
- » Identify the architecture to leading people effectively and, at times, more easily, which could be called Meso leadership
- » Explore best practices in experiential activities to help refine your own approach to leading design

Creating Great Choices (Integrative Thinking)

As a leader, what do you do when you feel forced to choose between two options, and you wish you didn't have to make the trade-off? That is the question we will address in this session. We will introduce the ways in which successful integrative thinkers have resolved this tension and then explore the process of integrative thinking for ourselves.

Over the course of an integrative thinking session, we ask how we can use the tension between opposing models—different views of the world—to create better answers. When faced with clear either-or alternatives—between ideas, perspectives or people—how might we do something other than to simply evaluate and choose?

Based on over 10 years of research and application, this one-day workshop provides a methodology for creating great new answers to some of toughest problems. Blending lecture, discussion and application, the workshop will connect stories and case studies with your context and choices.

By the end of this session, participants will be able to:

- » Explore the theory of integrative thinking from a leadership perspective
- » Articulate and discuss some of the key tensions faced as a leader
- » Apply integrative thinking to real-world challenges

Week 4

Coaching with Integrity: Facilitating Efficient Personal and Organizational Change

Coaching - helping individuals build knowledge and skills to reach their own and organizational goals - has become an effective practice in organizational life. The old model of pressuring behavioural change toward organizational goals has not worked well, as evidenced by large workforce turnover and employee dissatisfaction. The new model of coaching with integrity keeps the employee's agency and choice at the center of the process, and so mobilizes people's natural motivation as they build their capacities and grow with the organization.

By the end of this session, participants will be able to:

- » Prevent burnout on their teams and find structural efficiencies that will sustain employee and organizational health.
- » Optimize emotion-management in the workplace and facilitate healthy organizational culture.
- » Cultivate focus and develop productive organizational constructs.
- » Use motivational systems and know how to help align priorities across personal and organizational goals.

Breaking Down Silos- Cross Functional Leadership

One of the key challenges associated with success in senior leadership roles is the ability to facilitate collaboration across different groups and departments. We often hear about how "silos" develop in organizations, with each silo focused on its own objectives, challenges and opportunities. But getting things done requires people from different departments (different silos) to work together in order to collaborate on challenges facing the entire organization.

This session focuses on some of the common issues regarding silos that senior leaders must face:

- » How and why do silos develop in organizations? What is it about human nature, or the nature of people working together in organizations, that causes silos to form?
- » Why are silos so persistent and so difficult to break down?
- » What can we, as leaders do, to break down silos and foster effective collaboration across groups and departments in the organizations we are leading?

By the end of this session, participants will be able to:

- » Recognize the issues that lead to the development of silos within their organizations
- » Determine and adopt methodologies to help break down persistent silos
- » Create a collaborative, safe and communicative environment