

# CERTIFICATE IN ADVANCED LEADERSHIP & MANAGEMENT

## PRELIMINARY SCHEDULE ~ 2012-2013

Visit the website ([www.workingatmcmaster.ca/calm](http://www.workingatmcmaster.ca/calm)) for application information and program details.

<b>TENTATIVE Date, Session Theme</b>	<b>Session Description</b>
<b>Thursday, October 11, 2012</b> Day 1: Starting on the Leadership Growth Journey	Orient and engage participants in a new opportunity to learn and grow. Identify current leadership and management strengths and explore learning habits and identify growth potential.
<b>Thursday, November 1, 2012</b> Day 2: Learning to Be a Great Leader and Manager	Find common ground on the principles and practices of great leadership and management. Explore how charisma, character and vision fit with great leadership. Learn the skill of 'deliberate practice' to lock in new leadership habits.
<b>Thursday, November 22, 2012</b> Day 3: Engaging and Motivating a Multi-generational Workforce	Learn what really motivates and engages people young and old to perform at the highest level. Explore the impact of social media on communications and communicating.
<b>Thursday, December 13, 2012</b> Day 4: Coaching Teams to Greatness	Understand the core requisites and adopt practices to lead high performance teams. Learn to navigate common challenges and pitfalls that derail teams.
<b>Thursday, January 24, 2013</b> Day 5: "Nuts and Bolts" Acumen in a University Environment	Deepen understanding and application of critical university operational practices. Topics focus upon University systems and processes and will be selected based on what is most timely and important within the University.
<b>Thursday, February 14, 2013</b> Day 6: Developing a Coaching Culture	Strengthen personal and organizational capacity to support and enable people to bring their best efforts to the workplace every day.
<b>Thursday, March 7, 2013</b> Day 7: Formulating and Adapting Strategy in Complex Environments	Enhance skill in leading strategic thinking and planning processes. Create a line-of-sight culture for all employees within a department that supports the institution's larger mission.
<b>Thursday, March 28, 2013</b> Day 8: Enabling Creativity and Innovation	Leverage individual and group/team creativity to increase and accelerate University innovation. Learn techniques that foster creative thought processes. Apply learning in your project teams and in your department.
<b>Thursday, April 18, 2013</b> Day 9: Bringing the Leadership Growth Journey Together	Reinforce and integrate the learning and development over the program. Create your new leadership and management growth plan.
<b>Thursday, June 20, 2013</b> Day 10: Innovations for the University: The Work of the Project Teams	Bring to a finale the leadership lessons, experience and contribution to the University through the presentation of team project results. Reflect on team and program experiences.

*Note: This is a **preliminary schedule** and is subject to change due to unforeseen conflicts with speakers or significant University events that were unknown at the planning stage.*

Lead facilitator, Linda Pickard, PhD, will guide participants through this unique learning journey. Participants will share responsibilities for facilitating some aspects of the program while also working on their team project. A variety of guest speakers, both internal and external to McMaster, will share their stories, provide insight on key University practices, and guide structured learning activities while challenging participants to stretch their leadership and management capabilities.

