

# CERTIFICATE IN ADVANCED LEADERSHIP & MANAGEMENT

## Description:

The words “managing” and “leading” are often used interchangeably, yet they represent different skill sets. In today’s dynamic field of higher education, it is critical that McMaster University’s managers are enabled and equipped to function in both the manager and the leader role. **McMaster’s Certificate in Advanced Leadership & Management (CALM)** integrates advanced management skill acquisition (i.e. the implementation and administration of daily operations) with leadership development (i.e. being an innovative, influential change agent). Content is customized around University practices in areas of financial planning, labour relations and managing performance, while keeping the University’s mission, strategic goals and six leadership competencies interwoven throughout.

The program is designed to encourage and enable deep, transformative learning. A cohort of up to 24 managers will participate over a 9 month timeframe. The program features diverse, cutting edge design including a blended learning format (in-class, online and self-directed learning), readings, discussions, case studies, guest speakers, coaching and mentoring, assignments and action learning (using real world problems/projects).

## Program Objectives:

- Develop management capacity within McMaster: assist managers to think and act strategically in the face of normal operations especially when dealing with human and capital resources.
- Develop leadership literacy and capacity within McMaster: assist managers to lead in the face of new and unexpected challenges.
- Build cross-organizational collaboration and cross-boundary learning.
- Strengthen employee engagement and the institution’s pipeline for succession planning.
- Provide support and resources for McMaster’s high priority projects.

## Learner Outcomes:

- Support McMaster’s mission and strategic goals at the institution and department levels.
- Demonstrate responsible fiscal management with regard to budget planning, purchasing and other University financial processes.
- Effectively manage, support and develop employees through innovative and approved practices that drive high performance.
- Cultivate positive relationships across the institution by communicating effectively to promote awareness and understanding.
- Facilitate initiatives that lead to breakthrough innovations creating efficiencies, cost-savings or service improvements for the University.
- Demonstrate the ability to be future-focused, proactive and adaptive to evolving or disruptive circumstances.
- Work skillfully with others in transitioning through the emotional and the operational aspects of change.
- Explore and approach advancement opportunities that exist within the institution.



## **More details about CALM:**

**CALM** is designed to provide experienced managers and leaders, who are passionate about developing their careers at McMaster, with a unique cohort-based experience that combines diverse classroom-based learning, dialogue with University leaders, one-on-one coaching and the opportunity to apply learning via a strategic and innovative group project.

### **How is CALM structured and what will I learn?**

The program includes nine full-day sessions scheduled approximately every three weeks. The program features a variety of guest speakers and consultants with expertise in areas of strategic planning, team building, coaching, creativity and leadership. University presenters will engage participants in discussion around critical management issues including human resources practices, business and financial systems within McMaster.

A key element of the program is the team project. Participants will work in small groups, with a project champion, throughout the duration of the program. The projects will be identified closer to the beginning of the program and will be high priorities for the University that focus on issues that may enable service enhancement, cost reduction, or some other measurable improvement.

### **Who is eligible for CALM and how may I participate?**

Participants will be selected via an application process. Eligible participants must be:

- Non-academic managers (TMG or MUFA Librarians) with direct reports from a bargaining unit and/or TMG
- Faculty Directors, Chairs or Associate Deans

To obtain an application package, visit the [www.workingatmcmaster.ca/calm](http://www.workingatmcmaster.ca/calm) website or contact the Centre for Continuing Education at ext. 24321.

### **Is there a schedule available?**

A preliminary schedule is available on the program website. The program will begin in October 2012 with the final session held in June 2013.

### **What are the benefits of CALM for me?**

- Build meaningful networks across the University
- Contribute to University improvements and innovations
- Develop your management and leadership capacity within McMaster
- Participate in a fun and unique learning experience
- Enhance your skills, knowledge and creativity to apply back in your department
- Access senior leadership from the University in a small-group setting

### **Why is the program named CALM?**

This program encompasses two different but desirable skill sets – effective management and innovative leadership. It was important to reflect both words in the title of the program. Also, the acronym of CALM suggests a level-headed, proactive, even-tempered demeanor. Managers and leaders who calmly handle the daily pressures of work demands, organizational complexities and challenging interpersonal dynamics will likely be more successful. Lastly, the word “advanced” was a key element to include as the program learning expectations and the project team element combine for a unique opportunity that is more rigorous than any existing McMaster training program.