



## **P.E.A.K. LEADERSHIP – Positive. Effective. Applied. Knowledgeable.**

Duration: 145 hours

Whether you are new to a leadership role or have been doing this for a long time, this training is uniquely designed to propel you to new heights in leadership performance.

This is achieved through a combination of applied projects, peer-to-peer learning, highly experienced facilitators and in-depth coaching. Content includes communications, ethics, performance management, change management, teambuilding, planning, and project management. Participants will emerge from this training with the skills needed for P.E.A.K. Leadership – Positive. Effective. Applied. Knowledgeable.

The coaching process throughout this training will support each participant in achieving a specific personal or professional goal. It will provide positive support, feedback and advice and help embed the learning that is happening throughout the program. This is a proven effective way to develop valuable leadership competencies such as adaptability, self-awareness, collaboration and network thinking.

Participants will:

- Approach issues and problems more creatively
- Listen and communicate effectively
- Engender trust
- Lead by example
- Create positive working environments
- Overcome “analysis paralysis”
- Effectively support the change process
- Apply effective thinking skills

Modules (10):

- Communication
- Employment Law
- Project Management
- Performance Management
- Leading Teams
- Managing Change
- Finance
- Leading Responsibly
- Creative & Critical Thinking
- Leadership Application

*For more information and to arrange your training, please contact:*

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**or call 1-888-269-6929 x1135**

# COURSE DESCRIPTIONS

## Communication

Communication skills are essential to all aspects of life. This course will specifically address business communications. With the various technology tools and communication mechanisms available today it is important to know what is available and what mechanism should be used to communicate which message. Managing the various communication channels requires time management and effective informal and formal communication skills. This course will cover the communication styles, mechanisms and presentation skills needed for facilitating meetings, social marketing and ways to improve all communications.

Participants will learn to:

- Integrate the elements of effective communication including practices and processes in relation to business communications.
- Relate the importance of communication in the workplace.
- Evaluate communication barriers in order to identify ways to reduce or eliminate them.
- Practice active listening skills in order to improve communications.
- Utilize questioning skills and techniques to gather information for the workplace.
- Demonstrate effective communication skills when dealing with a management/supervisory issue.
- Provide instructive feedback in order to coach an individual on a specific situation.
- Facilitate a meeting for a team initiative.
- Present a communication plan to a team in order to gather information and obtain input.

## Employment Law

Today's workplace is highly regulated from the commencement of the employment relationship through to its termination. An examination of both statutory law and common law will be undertaken in both federal and provincial jurisdictions. Students will review employment standards, health and safety, labour relations, pay equity and human rights legislation as it applies to management and unionized employees and leaders.

Participants will learn to:

- Identify and describe relevant employment regulations and standards.
- Identify and describe employee relations best practices in non-unionized and unionized workplaces.

## Project Management

Today, leadership involves all aspects of an organization and multiple skills, duties and responsibilities. This course is designed to meet the needs of leaders in any organization who may be new to project management or who have not had formal project management training. This course provides the practical knowledge to start and complete a project successfully from a leadership perspective. You will learn how the elements of the Project Management Body of Knowledge are applied during each phase of a project's life cycle and the implications of project management on leadership within an organization. This will help establish priorities and effectively manage your projects and project teams.

Participants will learn to:

- Describe the key elements of project management including the project management life cycle.
- Explain network analysis and duration estimation.
- Identify project management tools & techniques.
- Develop strategies to deal with issues that may occur in a project team.
- Design a schedule and implementation plan for the trainee's applied project.

## Performance Management

Leaders and managers need to know and demonstrate techniques for managing employee performance in order to increase productivity and organizational effectiveness. This course will focus on performance analysis, counseling, coaching, constructive feedback, conflict resolution, performance management systems and overall strategies for performance management.

Participants will learn to:

- Explain employee motivation in order to determine methods of motivating employees.
- Explain performance management including the advantages & disadvantages of a performance management system.
- Identify performance management issues in order to develop strategies to address these issues.
- Provide coaching for performance management issues in order to bring the discussion to a positive conclusion.
- Demonstrate leadership skills when dealing with performance issues.
- Complete a performance management interview including documentation of the outcomes

## Leading Teams

This course will examine the leader's role in the development and success of teams in the workplace. Leaders will learn the differences between a group and a team, analyze various types of teams including self directed work teams, and explain how coaching and mentoring skills assist team effectiveness.

Participants will learn to:

- Evaluate a team at two stages of the team development and process utilizing the appropriate tools and criteria for both individual and team performance.
- Explore the influences of vision, goal setting and team member selection to building highly effective teams.
- Describe the concepts of trust and collaboration including the impact on teams and organizations.
- Evaluate leadership styles and their impact on conflict and other leadership scenarios.
- Lead a team through a team building exercise.

## Managing Change

Today's leaders are often called upon to implement and support the change process.

They need to be able to identify and respond to internal and external factors that will determine when and what types of change initiatives are required. Environmental scanning, identifying trends, implementing and measuring successful change are all essential to developing and managing change to the benefit of the organization. Organizational readiness and risk assessment will also be covered in the context of best practices.

Participants will learn to:

- Identify the elements of change management.
- Explain the roles and responsibilities of the leader in managing change.
- Apply tools and techniques for managing change to a workplace situation.
- Develop a communication plan for a change initiative in order to maximize buy-in and minimize resistance.

## Finance

Leaders in any organization need to understand the cost of doing business. Financial documents are used to explain how money is used in a business and can be interpreted to predict an organization's success. The ethical and effective use of financial statements and ratio calculations for forecasting and budget preparation can ensure investments or withdrawals within an organization will produce a healthy return or mitigate decline in other areas. Knowing the processes for assessing ROI, creating a budget and anticipating variances are critical in any organization in order to make effective decisions.

Participants will learn to:

- Read and interpret financial statements/financial reports relevant to the workplace
- Explain the effect of workplace activities, efficiencies and waste on overall business financial performance and financial statements/financial reports
- Create a forecast, budget and budget variance analysis for a workplace initiative

## Leading Responsibly

Sustainability in business is often related to profitability. Organizations now need to incorporate practices that include a more holistic approach to the responsibility corporations have to their communities and the environment. Leaders need to assess the impact of the business in an ethical and globally sustainable way using measures such as Corporate Social Responsibility and triple bottom line accounting.

Participants will learn to:

- Explain ecological principles as they apply to sustainable workplace practices.
- Describe the strengths and weaknesses inherent in the concept and practice of sustainability in the workplace.
- Design a "green report card" suitable for use in the workplace.

## Creative & Critical Thinking

Today more than ever, leaders need to be creative and critical thinkers in order to deal with all aspects of organizational, strategic and societal situations or environments. This course will build on the knowledge and skills covered in the previous courses. You will learn how to think creatively and critically in order to apply those skills to roles in the organization, and professional and personal situations. These skills will assist with analyzing information in order to respond to a wide variety of work and personal situations.

Participants will learn to:

- Define creative and critical thinking in relation to business and the role of a leader.
- Compare and contrast creative and critical thinking.
- Explain the difference between thinking and knowing and the implication to business operations.
- Assess your creative and critical thinking skills.
- Apply creative and critical thinking to a specific workplace situation or problem.
- Develop strategies to improve creative and critical thinking skills for an individual or a team.

## Leadership Application

Applying concepts and knowledge to typical workplace projects, situations, issues and problems is an effective teaching technique for enhancing leadership learning and development. P.E.A.K. Leadership program promotes a "hands-on" approach through the Leadership Application module, comprising a minimum of two applied projects delivered and supported by the P.E.A.K. Leadership Training Coach. In addition, examination of everyday situations, issues and concerns – identified through pre-training consultations undertaken by the Coach – are seamlessly integrated into the other nine training modules.

### Pre and Post Training Leadership Assessment

Return on investment – both training cost and participant time – is a critical metric of training program success. The P.E.A.K. Leadership program includes a pre-training and post-training assessment element using a customizable "360° Feedback" assessment tool. Results of the pre-training assessment are reviewed with program participants at the outset to benchmark leadership performance. At the conclusion of the program, a post-training assessment is undertaken using the same "360° Feedback" assessment tool. Results compared with the benchmark are reviewed with program participants and sponsors to recognize areas of improvement and identify ongoing leadership improvement goals.