Course Descriptions

JANUARY

1. The Agriculture and Aquaculture Industries

Claude Caldwell

Content: This course will provide a broad overview of the agriculture and aquaculture industries in Atlantic Canada, and where they fit in the context of regional, national, and international systems. It will also provide participants with three frameworks for analyzing the issues, challenges, and opportunities faced by the agriculture and aquaculture industries. This will prepare them for analysis and discussion in the leadership courses and action challenge projects.

Course Objectives:

• Possess a working knowledge of the primary agriculture and aquaculture commodities and sectors, and where they fit in the context of regional, national, and international systems
• Be able to analyze an agriculture or aquaculture commodity or sector using the ecosystem framework (main components, critical inputs & outputs, major flow pathways, ecosystem losses)
• Be able to analyze an agriculture or aquaculture commodity or sector using the value chain framework
• Be able to analyze an agriculture or aquaculture commodity or sector using the PESTEL (political, environmental, socio-economic, technological, ethical, and legal) framework

2. Introduction to Leadership

Scott Comber

Content: This is an introduction to the entire Excelling in Leadership program that all participants will be involved in over the next year. It includes a review of the courses, the reason for the sequence, objectives and expected learning outcomes. It is an opportunity to clarify the commitment from the participants and have them examine where they are now in terms of leadership development, and where they aspire to be by the end of these courses.

An overview of Leadership Theory including the historical overview and context examination of some of the major leadership models (traits, behaviors, competencies, situational, leadership as practice) will provide the context for the leadership journey participants are about to begin.

Participants engage in discussions about:

• Current Leadership Conversations (nature/nurture; leading in a global environment; leading in multi-generational diverse organizations; ethics in news) “hyphenated leadership”
• Leadership Profile/Philosophies and Leadership Challenges
Course Objectives:

• Possess an awareness of a range of leadership theory that will enable them to evaluate their own leadership and that of others
• Be able to undertake a detailed analysis of their own leadership and be able to discuss critically areas for development

• Have considered the impact of effective leadership on the organization and their individual role as a leader or future leader
• Develop individualized learning plans that demonstrate how they will contribute to the achievement of the organization’s goals and objectives.

**ACP’s to be introduced during this course**

3. Self Management- Self Awareness- EQ- Self Leadership

Scott Comber

Content: This is an ideal course for professionals who want to understand the importance of self-awareness as it relates to leadership and for those interested in effectively self-managing their ability to deal with emotions, conflict, communication and thinking.

Self-awareness and Self-management are the foundation of successful leaders. This course will focus on four core elements of self-management – emotional intelligence, conflict resolution, thinking strategies, and reflective practices. Participants will leave with a deeper understanding of their skill levels in each of these areas, practical skills to use when they return to the workplace, and a self-management plan to take forward. The core tenants of this course are to be relevant, experiential and applied.

Course Objectives:

• Develop and refine the practice of mindfulness, feedback and reflection
• Understand their preferred style of conflict management
• Apply an Emotional Intelligence framework that will make them a more successful leader
• Identify their key strategic thinking styles and develop the capacity use multiple thinking strategies
• Assess their ability to lead responsibly, create a self-management profile for themselves and create an action plan to move forward
4. Effective Communication

Binod Sundararajan

Content: This is an ideal module for professionals who want to understand the importance of effective communication and the importance it has in creating positive, engaging relationships, within and outside the organization, and allow innovation, sharing, and creativity to flourish.

Effective communication underpins and overarches all successful human endeavors. Effective communications help us better understand a person or situation, enables us to resolve differences, helps to builds trust and respect, and creates positive work environments. This course will integrate communication practices from different contexts and scenarios like conflict resolution, vendor to advisor relationships and the role of emotional intelligence in creating and maintaining work relationships.

Effective communications is a key engagement practice, and engaged stakeholders are effective, creative, productive and successful.

In this session participants explore the level of competencies in each communication methods, and demonstrate the level of effectiveness in various contexts such as:

• Practice the skills of Listening and engaging in difficult conversations
• Effectively communication change – applying communication practices to engage others in change
• Team communications, including components related to cross-cultural, personality and gender diversities.
• Communication for influence, persuasion, and motivation
• Understanding and practicing effective dialogue to work through and understand complex problems

Course Objectives:

• Have an improved appreciation for the role of effective communication at the workplace
• Have a set of tips and tricks that they can employ to measure the efficacy of improved effective communication practices.
• Be able to define a specific area of communication upon which they wish to improve, select a performance standard they aspire to achieve, and define the context in which they will achieve it
5. Teams and Relationship Management

Binod Sundararajan

Content: This course will explore the role of teams within the systems model, and emphasize the key role teams can play in problem-solving and innovative thinking. Team management has become a key competency of leaders, and requires new models of leadership, with supporting motivational and performance management components such as recognizing, rewarding and supporting. Participants will discuss how to build and lead successful teams to achieve optimal performance in organizations.

Participants explore and develop a set of tools that when combined with planning and collaboration will result in enhanced performance of teams and improved retention of talent within their organizations.

Course Objectives:

• Critically explore the roles of individuals as members of teams
• Examine the roles teams can play in problem solving and innovation within organizations
• Take consideration of the skills and competencies related to the leadership of teams to achieve optimal performance within organizations
6 & 7. Creativity and Innovation

David Roach

Content: In an increasingly competitive marketplace, firms need to innovate not only in terms of new products and services, but also in the ways they design processes, practice and business models to compete in an increasingly global market. This course first debunks the myth of innovation by establishing what innovation “is” and “is not”. From this definition, leading innovation systems are examined and best practices established. Various innovations are then examined and benchmarked against these best practices in an effort to identify, shape and develop breakthrough products, services, processes and practices.

Course Objectives:

• Recognize various types of innovation: product, process, service and business model innovation
• Appreciate the innovation spectrum: sustaining innovation versus radical innovation
• Know when and where to use innovation systems, tools and methods
• Understand and sponsor innovation culture in their business
• Know how to lead organizational innovation
8. Leading Change in Complex Environments

Scott Comber

Content: Change is constant. That is one of the most enduring assumptions we make in our organizational lives, but we rarely seek a deeper understanding of why change occurs and how we can anticipate, rather than simply react to, change. This course will help participants see change from multiple contextual and audience perspectives and better appreciate both the complexity of change and the need to guide their organization through dynamic environments. Participants learn to appreciate change as generating useful movement in the organization and then practice using both analytical and implementation tools that enhance their ability to move an organization in the direction they need it to move.

Course Objectives:

• Understand organizational change as a complex process.
• Recognizing the role of transition in the change process.
• Understand how to imagine and inject energy into the change process.
• Identify how to create organizational movement in the direction of a desired change.
• Develop tools for context and audience analysis that facilitate movement generation.
• Identify and apply various change methodologies.

9. Creating the Environment for Success

Eddy Ng

Content: This course utilizes a behavioral modeling approach. Participants will learn about human performance, what individuals can do vs. what they will do, recognizing and rewarding employees, avoiding the pitfalls for performance reviews, and managing for team performance. Topics covered will include formal performance reviews, giving recognition, correcting poor performance, and managing employee retention and turnover.

Course Objectives:

• Understand what motivates employees;
• Know how to avoid the pitfalls when conducting performance reviews;
• Conduct formal performance reviews and correcting poor performance;
• Develop the skills they need to manage individual and team performances
10. Action Challenge Project

**Content:** The ACP is an integral part of the required action learning in the program, providing an effective adult learning method for actively testing the concepts and ideas learned in the classroom. It requires participants to work with their teammates to develop an actionable strategy and plan to address the assigned challenge.

The ACP requires the team to assign roles and organize regular meetings as needed outside of classroom time. During these meetings, the team will meet to discuss their ideas, define deliverables, create actionable items, and assign accountabilities with timelines. In addition, there will be scheduled times within the structured courses to facilitate group discussions on the ACPs. The focus of those discussions will be reporting back on milestones identified and considering next steps. This will include identifying issues and options for resolution as well as a consideration of how the day’s readings and discussions might have informed their ACPs.

At the end of the program, each team will submit a report and deliver a presentation to the ACP sponsors and other key industry players. This will provide an opportunity for sponsors and industry players to gain perspectives from others on the issues they are facing. It is also an opportunity for the ACP teams to affect change and demonstrate their leadership abilities.

Through the ACP, participants will:
- Demonstrate and apply the skills and competencies learned in the program to an action challenge.
- Be able to present the results of a project to stakeholders and integrate the feedback into their strategy.