

Queen's Emerging Leaders Program

Program Overview

The Emerging Leaders Program (ELP) provides new and future managers practical tools, support, resources, and mentoring so that they can perform their jobs effectively and confidently. The program addresses the goals and vision of the University's senior administration's talent management framework to provide Queen's specific training for management level staff.

The program consists of seven full-day training sessions offered once a month from November to May. Participants are placed in teams and tasked with monthly reviews and a presentation (at one of the sessions). Session dates start in November and end in May of each academic year; session outlines are provided. In addition, each participant will be mentored by a current manager, in some cases a graduate of HR's Foundational Leadership Program. The mentoring program component starts in October and continues until the program close in May. The participants and mentors attend a 2-hour orientation late October/early November.

The program is intended to fill a need for entry and mid-level management training and mentorship. The participants, as new or future managers, will benefit by establishing professional networks and acquiring practical skills. The mentors will have an opportunity to continue their own learning by applying their leadership skills and supporting the university's goal of leadership continuity.

The program is administered by Queen's Organizational Development & Learning, Human Resources and has a course fee of \$750.00 for each participant. The program fee covers all training materials, diagnostic assessments, mentoring guide, and program binder (for face-to-face delivery). The program manager is Alison Cummings, Learning Specialist, Queen's Human Resources.

Learning Outcomes

- Enhance your supervisory skill set
- Learn best practices in management
- Increase your understanding of your leadership capabilities
- Improve communication, coaching, and presentation skills
- Build professional relationships within and outside your department
- Build cross-organizational collaboration

Mentoring Goals

- Provide participants with specific on-the-job reinforcement of the learning points covered in the program
- Increase the immediate back-on-the-job application of skills and techniques learned in the program
- Provide mentors with an opportunity to transfer the skills and techniques of mentoring in a very practical manner
- Provide FLP graduates with an opportunity to transfer the skills and techniques of mentoring and coaching, learned in the FLP, to their roles

Program Attendance and Expectations

Attendance and participation are vital components to the success of the program and are strict requirements. Participants have a responsibility to their mentors, the entire cohort and themselves personally and professionally.

It is expected that participants, with the support of their supervisor, will attend all classroom sessions. In the event of extenuating circumstances, participants are expected to contact Alison Cummings prior to the session to inform her of their absence.

Orientation - late October/early November (online)

The Orientation session will provide the participants and mentors with an overview of the program. This will include format and expectations regarding the mentoring component as well as the training component. The participants will be paired up with their mentors after the orientation session and will be expected to connect with their mentor and arrange their first meeting prior to the first training session in November.

October - Online

Module One: Managing Self - all sessions online

Making the Leap to Management – 9:00 to 4:00 – November

Participants will gain a better understanding of their leadership capabilities and expand their communication and coaching skills. Utilizing the DiSC Management Profile, each participant will assess their individual leadership style and apply this information to the specific topic as well as incorporate it throughout the program to guide and apply their learning.

Essential Skills for Managing – 9:00 to 4:00 – December Participants will explore the challenges of transitioning to management and learn how to establish and maintain effective relationships. Topics will include team development, collaboration, developing trust, communication and listening, practical coaching techniques, and personal resilience.

Module Two: Managing Relationships - all sessions online

Managing Conflict – 9:00 to 4:00 – January

This workshop amalgamates the DiSC communication strategies covered in the Everything DiSC Management Profile, with the topics of Emotional Intelligence and Managing Conflict. Topics will include time to reflect, dealing with our attitudes, causes of conflict, assessing your reactions to conflict, situational conflict management strategy, turning conflict into collaboration, and case work.

Leading & Managing Through Change – 9:00 to 4:00 - February

Based on the work of Dr. John Kotter, participants will work through the 8-Step Process for Leading Change, utilizing the video "My Iceberg is Melting" and real-life situations to apply the concepts.

Module Three: Managing the Organization - all sessions online

Best Practices in Managing your HR – 9:00 to 4:00 - March

Participants will be provided with a high level overview of the Human Resources department structure, current state, future plans, including describing each unit's roles. Utilizing the talent management framework, specific topics such as recruitment, learning & development, evaluation, and performance management will be expanded on to include tools and techniques on best practices.

Managing in a Unionized Environment – 9:00 to 4:00 - April

Participants will be provided with Queen's specific information regarding their obligations as managers in our current highly unionized environment. Queen's Labour Relations team will clarify roles and responsibilities, including how to establish and maintain a workplace in which trust and respect are paramount. Case studies will include participant issues and questions.

Managing in a Diverse Environment – 9:00 to 4:00 – May

The purpose of this workshop is to create awareness of the various mechanisms by which managers can ensure an inclusive workplace. Best practices in Human Rights, Employment Equity and Accessibility will be explored in an interactive format. The workshop will focus on the requirements of related legislation and their practical application in the workplace, including the intersection with general HR practices. These will include: the Ontario Human Rights Code and Queen's Human Rights policy; the Employment Equity Act/Federal Contractor's Program and the Queen's Employment Equity policy; and the Accessibility for Ontarians with Disabilities Act and Queen's Accessibility Framework.

Graduation - June