Queen’s Emerging Leaders Program – 2019/2020

Program Overview

To provide new and future managers with practical tools, support, resources, and mentoring they need to 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 7 full-day training sessions for the participants, offered once a month. Participants will be placed in teams and tasked with monthly reviews and presentations. Session dates start in November 2019 and end in May 2020. (Workshop outlines including dates provided below). In addition, each participant will be mentored by a current manager and FLP graduate. The mentoring program component will start in October 2019 and continue until the program close in May 2020. The participants (mentees) and mentors will attend a 2-hour orientation October 24, 2019.

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 the acquisition of practical skills. The mentors, as experienced managers and Foundational Leadership Program (FLP) graduates, 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 (mentee). The program fee covers all training materials, diagnostic assessments, journal, mentoring book, and program binder. The program manager is Shannon Hill, Learning and Development Specialist, Queen’s Human Resources. There is no cost for mentors.
## Learning Outcomes

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

## Mentoring Goals

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

## Role of the Mentor

- Attend an orientation session as well as three one-hour group sessions at the beginning, mid-way and end of the program
- Attend a minimum of one mentoring session with their mentee each month for the 7 month period
- Provide informal feedback throughout the program and formal feedback to program coordinators at the end of the program

## 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 Shannon Hill prior to the session to inform her of their absence.

Mentors, though your time commitment may be less, have a responsibility to your mentee to attend all one-to-one meetings with your mentee as well as the three group mentor check-ins (dates below).

**Orientation**

On October 24, 2019, orientation sessions will provide the participants and the 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.

**Module One: Managing Self**

*Making the Leap to Management – 9:00 to 4:00 – Nov 14, 2019*
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 12, 2019*
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

Managing Conflict – 9:00 to 4:00 – January 16, 2020
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 – Feb 13, 2020
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

Best Practices in Managing your HR – 9:00 to 4:00 – March 12, 2020
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 9, 2020
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 14, 2020
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.

**Participant Program Orientation**

Thursday October 24, 2019  
10:00 a.m. – 12:00 noon  
MacCorry FSLF, B176 Lecture Theatre

**Mentor Sessions**

**Orientation** Thursday October 24, 2019  
1:00 – 2:00 p.m.  
MacCorry FSLF, B176 Lecture Theatre

**1st Session** Friday December 6, 2019 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

**2nd Session** Friday February 7, 2020 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

**3rd Session** Friday May 8, 2020 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

**Graduation**

Wednesday June 17, 2020  
10:00 a.m. to 12:00 noon  
Location: TBD