



Leadership Training Proposal

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MUNICIPALITY OF
West Elgin

Presented To :
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MOHAWK COLLEGE ENTERPRISE

About Us

At MCE, we are the go-to for leadership development, serving as the essential starting point for individuals and organizations seeking to cultivate exceptional leaders.



With our suite of signature training programs, fundamental knowledge of a powerful user experience, and expert facilitation, we provide the knowledge and inspiration necessary to embark on a transformative leadership journey with MCE – or we'll guide you in the right direction.



MOHAWK COLLEGE ENTERPRISE

Our Team



Sue Buckley
Business
Development
Officer



**Dany
Spencer**
Lead Instructional
Designer



**Trishna
Ravaliya**
Instructional
Designer



Irene Grant
Learning
Coordinator



April Morganti

President/CEO

"Enable Your Leadership Potential:
Your Growth is Our Priority."

Vision & Mission

Vision

Our VISION is to remain the trusted 'go-to' partner for anyone seeking to elevate their leadership journey and achieve lasting success, through a commitment to excellence, integrity, and continuous improvement.

Mission

Our MISSION is to be the unparalleled ('go-to') leader in developing exceptional leadership capabilities within individuals and organizations.

History

In 2023, the Community of West Elgin engaged Linton Consulting Services (LC) to evaluate their operational status and identify areas for improvement to enhance the effectiveness of their leadership team and better serve the community. LC's final report recommended mandatory people management training for all managers and supervisors. Consequently, Mohawk College Enterprise (MCE) was brought on to offer training options that would address these needs. MCE conducted an extensive needs analysis, incorporating LC's findings, and developed the following training needs assessment statement, also commonly referred to as a "Business Problem Statement".

MCE'S NEEDS ASSESSMENT STATEMENT

The Community of West Elgin is grappling with significant internal **communication** and **leadership challenges**. Managers and supervisors lack the necessary **people skills**, often bypassing the chain of command and leaving staff feeling **undervalued** and **confused** by conflicting directions. This has led to **low morale, high turnover**, and interpersonal conflicts. **Leadership** is perceived as **micro-managing, unresponsive**, and **last-minute in decision-making**, with senior managers too involved in day-to-day operations to provide strategic guidance or mentorship. Internal **communication** is **inconsistent**, leaving staff out of the loop on important changes, which **diminishes their sense of value** and connection to the organization. There is an urgent need for **comprehensive training** in **effective people management**, consistent **communication**, and **strategic leadership** to address these issues and improve organizational cohesion.

LIST OF POTENTIAL LEARNING OPPORTUNITIES

In an initial discussion between MCE's Business Development Officer (BDO) and West Elgin's Chief Administrative Officer (CAO), the following consolidated list of potential learning opportunities was explored:

1. Delegate and prioritize work for oneself and employees
2. Manage people effectively
3. Follow the proper chain of command
4. Demonstrate respect and professionalism across the organization
5. Take positive action on concerns raised by staff to demonstrate they are valued
6. Improving public trust
7. Manage stress, adapt to change, and pursue personal growth
8. Develop skills for long-term planning, visioning, and inspiring others to achieve organizational goals
9. Ensure supervisors understand the process of providing efficient public services
10. Lead teams through organizational changes smoothly
11. Problem solving and decision making
12. Ensure legal compliance and fair treatment of employees
13. Effective communication
14. Deal with difficult people
15. Presentation skills
16. Conflict resolution
17. Project management

LEARNING OPPORTUNITIES & THEMES

MCE conducted a comprehensive analysis of potential learning opportunities in light of the Needs Assessment Statement and LC's final report. From this analysis, MCE identified three key themes to guide the initial phases of West Elgin's learning journey.

Theme 1: Team Performance

- Lack of team cohesion
- Resentment
- Failure to accept responsibility
- Conflict among team members
- Increased stress
- Goal confusion
- Communication gaps
- Lack of trust
- Lack of motivation
- Inequitable decision-making
- Accountability issues
- Lack of self-awareness

Theme 2: People Management Skills

- Ineffective leadership
- Low productivity, employee engagement, and morale
- Ineffective presentation skills
- Inability to lead teams through change
- Poor conflict resolution skills

Theme 3: Organizational Capacity

- Lack of strategic direction
- Short term focus for planning
- Weak leadership presence
- Hostile work environment/culture
- Unfair treatment of employees

Other Areas Identified

- Burnout in the workplace
- Ineffective project management
- Reputational damage and legal non-compliance/Public trust

Overview of learning approach



To cater to the diverse learning profiles of individuals with varying levels of leadership training and management experience in different roles, a blended learning approach would be ideal.

This approach would include interactive workshops and case studies/simulations for hands-on learning and real-world examples. Peer learning opportunities would allow participants to share experiences and best practices.

We recommend that cohorts stay intact as much as possible, so that each learner has the same experience.

Our Vision for West Elgin Post Training

Empowering municipal leaders of the Community of West Elgin to become effective, forward-thinking leaders who can successfully navigate the complexities of managing a diverse workforce and serving their community.

Phase 1: Team Performance

Phase 1 is dedicated to fostering a cohesive and united team at West Elgin. The initial two programs aim to cultivate trust among team members and establish a culture of psychological safety, ensuring that everyone feels truly heard and valued. We recommend that the team complete a DISC assessment to tailor their communication strategies based on their individual archetypes. Building on a foundation of Emotional Intelligence, these programs will transform West Elgin's leadership team from a reactive group to a high-trust, high-performing unit.

PROGRAM 1: Emotional Intelligence

This foundational course utilizes brain-based research to explore Emotional Intelligence (EI) and its implications. Participants will evaluate their current emotions and feelings and their impact, as well as learn to apply EI skills such as empathy to build effective communication and trust.

Audience: Leadership team

Duration: 1 day

Location: In-person

Proposed start date: June–July 2024

Learning Outcomes:

- Assess Emotional Intelligence in the context of brain-based research.
- Develop Emotional Intelligence skills through the lens of Daniel Goleman's Four Domains.
- Match the principles of Emotional Intelligence to key leadership competencies.
- Apply Emotional Intelligence to develop personal and team leadership resulting in an increase in organizational effectiveness.

PROGRAM 2: Team Building

This high-energy, interactive course offers experiential learning to help teams realize the benefits of strong Effective Organizational Teams (EOTs). Team members will learn how effective communication enhances internal and external relationships.

Audience: Leadership team

Duration: 1 day

Location: In-person

Proposed start date: June–July 2024

Learning Outcomes:

- Apply principles of trust, respect, and mutual accountability to build effective teams.
- Develop a high-performance organizational team.
- Understand the Team Development Model and manage their stages of growth.
- Shift from "Community of We Can't" to Community of West Elgin "CAN!"

Phase 2: People Management Skills

Phase 2 is designed to build on the foundational components implemented in phase 1 and develop applicable leadership skills that participants will be able to use immediately in their leadership roles. This phase will include 8 separate days of learning. West Elgin has the ability to choose an intact team approach or take advantage of MCE's open seat option. We recommend you discuss these options with MCE's BDO.

PROGRAM: Future Ready Leadership 1

The Future Ready Leadership (FRL) 1 program consists of eight leadership training courses delivered twice a month, emphasizing theory, practical application, and experiential learning. Participants will develop and assess themselves on thirteen key leadership competencies throughout the program.

To reinforce learning, participants will complete 'Apply the Learning' assignments between courses and receive daily resources, creating a continuous learning tool. On the final day, participants will present a team project on a preselected topic to their leaders.

Audience: Managers & Supervisors

Duration: 8 days

Location: In-person

Proposed Start Date: September 2024

Learning Outcomes:

- Develop 13 core leadership competencies
- Apply strategies to build and lead high-performing teams, leveraging team strengths
- Learn how to deliver power presentations and effectively engage with their teams
- Embrace diversity by fostering an inclusive workplace that values and all team members
- Apply tools to effectively coach for the purpose of employee development
- Develop strategies for leading teams through change and resolve conflict

Phase 3: Organizational Capacity

Phase will 3 will include a separate offering for West Elgin's CAO in the form of a 360 Assessment and 1:1 Coaching. This unique learning engagement is designed to provide useful feedback on their impact to the team and opportunities to grow as a Sr. leader for West Elgin.

360 Degree Feedback Assessment & Executive Coaching

The MCE 360 Degree Feedback Assessment is a self-report assessment combined with the perceptions of people around you. It gathers important 360-degree insight from bosses, co-workers, direct reports, others, as well as you, the leader. This tool will be supported with online coaching sessions with one of MCE's coaches. The results of the 360 Feedback Assessment and "Theme 3" opportunities will guide the content of the four 1:1 coaching sessions.

360 Degree Feedback Assessment

Audience: CAO

Duration: 1 month for raters to complete and compile results

Proposed Start Date: August 2024

Executive Coaching

Audience: CAO

Duration: Four 1:1 90 minute Coaching Sessions

Location: Virtual

Frequency: Coaching sessions will be held every 2 weeks for 2 months

Proposed Start Date: September 2024

Implementation Plan: Assessment Review & Performance Improvement Plan

Your Investment

Phase 1: Team Performance

(Leadership Team – 2 days in June-July)

Emotional Intelligence Program (1 day)

- Design & Delivery \$475/day/person X 8 participants.....\$3,800.00

Team Building Program (1 day)

- Design & Delivery \$475/day/person X 8 participants.....\$3,800.00

Phase 2: People Management Skills

(Managers & Supervisors – 8 days starting in September)

Future Ready Leadership (FRL) 1 Program

- Design & Delivery \$475/day X 8 days X 7 participants.....\$26,600.00

Phase 3: Organizational Capacity

(CAO starting in August)

MCE 360 Degree Feedback Assessment

- \$500 per assessment.....\$500.00

Executive Coaching

- Assessment Review & Personal Development Planning (2 hours)

\$500 per hour X 2 hours.....\$1,000.00

- 1:1 Coaching (Four ninety minute sessions = 6 hours)

- \$500 per hour X 4 sessions X 90 minutes per session.....\$3,000.00

TOTAL..... \$38,700.00

This proposal is valid for 60 days.

A formal contract will follow for your signature once we have your agreement to proceed.

Additional Recommendations

The following recommendations are optional for future considerations. Should West Elgin choose to invest further, MCE would be happy to provide investment numbers for budget planning.

Reducing Burnout in the Workplace:

This recommendations addresses some of the comments identified in LCs report around West Elgin people feeling overworked and stressed. This one-day program will equip West Elgin leaders to:

- Recognize the symptoms of burnout in yourself and others.
- 2.Outline the consequences of disregarding burnout in the workplace.
- 3.Utilize an Emotional Intelligence Framework to develop strategies for addressing burnout.

Addressing Future New Leaders to West Elgin:

As part of West Elgin's commitment to their team and their plan for hiring new roles over the next 6 to 12 months, MCE recommends that each new manager or supervisor participate in our Future Ready Leadership 1 (FRL1) and Emotional Intelligence programs through the Open Seat delivery format.

This approach would ensure a consistent management style and further contribute to developing a high-performing team at West Elgin.



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Thank You



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