

TELFER EXECUTIVE PROGRAMS

TELFER LEADING CHANGE CERTIFICATE PROGRAM

Program Information

Leading change is a core part of public service leadership, yet research shows that over 75% of organizations' change initiatives fail to meet their stated objectives. Why? Leaders pay too much attention to project management targets and insufficient attention to the "people side of change". Effective change leaders need to model new behaviors, foster engagement of staff and stakeholders and support those most impacted by the change.

Whether you are leading a change initiative within the federal or provincial public service, municipal government, health care, public school system or other public-sector context, change processes within large organizations bring unique complexities and challenges. Leaders and change agents must anticipate and skillfully navigate a variety of twists and turns to create a clear pathway to delivering timely and meaningful results. Most importantly, they must learn to act and behave like change agents and authentic change leaders.

WHAT TYPE OF CHANGE DOES THIS PROGRAM ADDRESS?

The *Telfer Leading Change Certificate Program* recognizes that your role as a public sector leader encompasses all types of change. Change can be on a small, medium or enterprise scale; and it can also be menial, day-to-day change. Change is a core part of your work as a leader and it is constant and ongoing. This program will equip you with the tools you need - and the hands-on practice using these tools – to be successful in your organizational change initiatives.

WHAT MAKES THIS PROGRAM UNIQUE?

Telfer's program is a unique response to the learning and development needs that we have heard expressed by change leaders that we work with. Our highly experiential, hands-on

Table of Contents

- Introduction
- What Type of Change Does This Program Address?
- What Makes This Program Unique?
- Highlights of Our Program
- Telfer's Partnership with Prosci
- What is the ADKAR® Model?
- What You Will Learn
- Program Takeaways
- Who Should Attend
- Registration Information
- Program Fees
- Program Dates
- Program Schedule
- Telfer's Proven Track Record with Leading Change Programs Faculty

In Partnership with Prosci:



To learn more about the *Telfer Leading Change Certificate Program* or to register:

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Ottawa Ontario K1P 6B9

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executiveprograms@telfer.uottawa.ca
613-562-5921



CONNECTS YOU TO WHAT MATTERS

Telfer’s Partnership with Prosci

Telfer is proud to partner with [Prosci](#) to deliver our *Leading Change Certificate Program*. With over 20 years of change management research and more than 50,000 people trained and certified worldwide, Prosci is committed to empowering individuals throughout the entire change management process. In the first module of the program, participants will be taught Prosci’s ADKAR® Model, which will guide them through the remaining five modules of the program. Through this partnership, participants will also have access to Prosci’s eLearning modules.

What is the ADKAR® Model?

The Prosci ADKAR® Model is a goal-oriented change management model that guides individual and organizational change. Created by Prosci, ADKAR is an acronym that represents the five tangible and concrete outcomes that mark the individual journey needed to achieve lasting change: *awareness, desire, knowledge, ability* and *reinforcement*.

By outlining the goals and outcomes of successful change, the ADKAR Model is an effective tool for planning change management activities, equipping your leaders facilitating change, and supporting your employees throughout the change.

approach to learning helps leaders effectively plan and implement new and ongoing change initiatives. Our team will work intensively with participants through a series of modules that covers step-by-step strategies, tools and techniques as well as offers real-time advice and coaching on scoping a real workplace initiative, engaging key stakeholders and integrating change into the ongoing operating context, taking into account the unique realities of public sector organizations. In addition to our typical focus on the practice of leadership, our partnership with Prosci will bring a proven change methodology to the program and will provide additional e-learning modules for participants to access.

This is not a project management program. This program is a series of workshops which build on one another, designed to introduce concepts while offering real-time clinics where our expert advisors and fellow participants can offer strategic advice on how to move forward with your change initiative. From our experience, there is no standardized recipe or toolkit for managing change, but there are a number of important principles, frameworks, approaches and leadership behaviors that lead to success. With this in mind, we have created a program that it is customized and responsive to the particular issues and questions that leaders bring forward while leading change initiatives.

HIGHLIGHTS OF OUR PROGRAM

1. Proven frameworks, tools and techniques for managing change, including the Prosci ADKAR® Model

You will learn step-by-step change strategies and options you can apply to change initiatives that will be varied in size and scale and develop a game plan to build support. Our team will help you learn how to sustain momentum for change while applying a disciplined approach to communications, resourcing and trouble-shooting.

2. Opportunity to apply learning to a real project

Participants are asked to attend the course with a particular change initiative, which they will use as a live case study to work on throughout the duration of the program. This will assist in making the theoretical learning as tangible as possible and give participants a chance to apply the learnings, see the results, and troubleshoot while in a supported environment of peers and change management experts.

3. Learning that follows your progress in real time

The program includes real-time learning and support as you initiate and lead your change initiative. Accordingly, the in-class sessions have been extended over a 6-month period so that faculty and expert advisors can offer tailored support and advice as you advance your change initiative and course-correct as you go.

4. Mentorship from experienced executive-level advisors

As part of each in-class learning sessions (and in between modules), experienced executive-level advisors will be present to provide advice and council as you move through your change initiative obstacles. These advisors include recently retired Deputy Ministers and high-level public sector executives with extensive experience leading organizational change. As an add-on to the program, participants will also be able access one-on-one sessions with these advisors if they choose to engage after the program has ended.

WHAT YOU WILL LEARN

By the end of the 6-month process, participants will have achieved the following outcomes:

1. You will be comfortable with a variety of methods and frameworks that can effectively support change initiatives and will be equipped to select and/or adapt the right tools for your own change initiative.
2. You will be comfortable with a variety of strategies and tools for dealing with resistance and obstruction and for assessing risk while managing a change process.
3. You will be able to communicate your chosen strategies and methods for leading your change initiative to stakeholders, to clients, to change teams and to senior executives that you wish to engage and will be confident in your ability as a change leader.

PROGRAM TAKEAWAYS

- Clarify your personal principles for change
- Analyze the scope and impact of your initiative - targeting key players and stakeholder groups that need to be involved
- Develop your change strategy so that it clearly aligns with organizational requirements/strategy
- Identify approaches to address resistance and support system-wide learning
- Apply concepts and frameworks to specifically tailor your change strategy
- Strengthen your personal change leadership skills – including communication skills (e.g. building a shared vision), influencing skills and stakeholder engagement strategies
- Develop a deeper understanding of how to work with organizational culture while integrating and normalizing change

WHO SHOULD ATTEND

This program is designed for leaders and teams in the public sector, primarily at the Manager or Director level (i.e., in the Federal Public Service, leaders at the EX minus 1, EX 1 level, or equivalent), who have an official or unofficial role as a change agent within their organizational unit.

Before registration is considered complete, applicants will be contacted by one of the program facilitators to ensure that this program aligns with the stage and scale of their current change initiative.

Where there is a change team already established, we strongly encourage multiple members of the team to attend. Team members attending simultaneously will be eligible for a discounted tuition price.

REGISTRATION INFORMATION

For further information and to register, please visit our [website](#). If you would like to speak with a program representative, call 613-562-5921 or e-mail executiveprograms@telfer.uOttawa.ca.

PROGRAM FEES

The price for the program is \$7,200 + HST, including all resource materials and program activities, meals and refreshments. The in-class modules of the program will be held at the Telfer Centre for Executive Leadership in Ottawa.

For participants who attend as part of an established team, each team member will receive a discount, for a registration price of \$6,500 + HST.

[All registrations are subject to our cancellation and payment policy.](#)

At the end of the program, participants will be offered the option of engaging in one-on-one or group sessions with the expert advisors at an additional cost if they wish to continue an advisory relationship after the program.

PROGRAM DATES

The program includes 6 days of in-class learning sessions and will be delivered in five modules over six months. For current program dates and registration deadlines, please visit [the program's webpage](#).

PROGRAM SCHEDULE

The faculty will develop an understanding of the participants needs as part of the pre-program interview process and will adjust content as necessary to ensure all needs are being met throughout the course of the five modules.

Day	Topic	Time
1	<p>Module 1: Day 1 – Getting Started</p> <ul style="list-style-type: none"> • Introduction to key change management principles, frameworks and models • Scoping your change initiative in order to assess its' complexity and viability 	08:30-16:30

Day	Topic	Time
	<ul style="list-style-type: none"> Identifying and mapping stakeholders and their engagement needs Introduction to the Prosci ADKAR® Model 	
2	<p>Module 1: Day 2 – Prosci & Coaching Skills</p> <ul style="list-style-type: none"> Learning to apply the Prosci ADKAR® Model for change managers and sponsors. Practicing coaching skills: Working with peer coaching circles and advisors 	08:30-16:30
3	<p>Module 2 – Creating Readiness for Change</p> <ul style="list-style-type: none"> Strategies for building change readiness Building change coalitions Assessing and strengthening your change leadership capacity: What do you need to do differently to walk the talk? 	08:30-16:30
4	<p>Module 3 – Strategies for Building the Vision and Engagement</p> <ul style="list-style-type: none"> Assessing your organizational culture and strategy to decide on a change approach Building and communicating a shared change vision Developing an engagement strategy 	08:30-16:30
5	<p>Module 4 – Managing Resistance</p> <ul style="list-style-type: none"> Assessing the costs of change Identifying and managing resistance 	08:30-16:30
6	<p>Module 5 – Sustaining Change</p> <ul style="list-style-type: none"> Fostering and Sustaining Change by identifying cultural elements that need to be reinforced or shifted for results to occur Change presentations 	08:30-16:30

TELFER'S PROVEN TRACK RECORD WITH PROGRAMS ON LEADING CHANGE

The Telfer Leading Change Certificate Program has been designed specifically for the public service. This program is based on one of Telfer's flagship certificate programs on leading change that has been offered for ten years to leaders in the regional health sector. The Telfer [Quality Improvement and Patient Safety Leadership Program](#) (QIPS) is a change management certificate program which creates and supports champions who can help to **lead and facilitate change and improvements** within their practice, their department, their hospitals, and across the entire health system.

FACULTY

Lynn Davies is an organizational effectiveness consultant with 40 years' experience. She is a member of the faculty in the University of Ottawa's Executive MBA and part of the Telfer Executive Programs Community of Practice, with whom she has been Academic Director for the Quality Improvement and Patient Safety Leadership Program for the past six years. Lynn has an MA in Human Systems Intervention and advanced training in Coaching and Gestalt therapy and her teaching specialties include Change Management, Leadership and Team Development. Her professional mission is to help individuals, teams and organizations organize and manage for dignity, community and meaning. She has been coaching leaders for over 25 years and has consulted widely to all levels of government, the hospital sector and the private sector. Lynn has counted among her clients the Canada School of Public Service, The Ottawa Hospital, the Department of Justice, and The Bank of Montreal. She has volunteered on several boards and has published work in the area of women in the workplace. Lynn is an avid outdoorswoman, enjoying cross-country skiing, canoeing, and biking. She also enjoys gardening at her cottage, cooking, reading and bridge (at which she is slowly improving). She is the proud mother of two children and three grandchildren.

Ingrid Richter PhD is an Executive in Residence at the Telfer School of Management, University of Ottawa and Partner, Threshold Associates. Her teaching, action research and consulting work has three major areas of focus: leadership development, facilitating complex, multi-stakeholder change processes and developing change agents so that they can more effectively engage in high impact, complex change. Her recent client work focuses on leadership and international capacity development supporting sustainability of social innovation initiatives. She has in-depth experience in provincial and federal governments, including as a Senior Fellow at the Canada School of Public Service as well as senior roles in corrections, policing and public safety. Ingrid was the co-founder of the Canadian Organization Development Institute and designs and delivers leadership programs

"I would definitely recommend this course. The course is so well paced; it walks you through each step to enable you to succeed in your project. The presentation topics helped me to grow professionally. The sharing of knowledge and work experience with other participants was key to this course." – Marie-Pierre Dionne, Learning and Development Specialist, Bruyère Continuing Care

"...this Leadership Program has effectively reinforced my skills as a leader and given me the confidence to initiate and guide change." - Lisa Kis, Manager of Central Services, Royal Ottawa Health Care Group

"The program has provided me a learning framework with which meaningful change can be implemented in my work and in my organization." – Dr. Eric Mutter, Attending Physician, Department of Emergency Medicine, The Ottawa Hospital

for the UN Staff College and the UNHCR. In her spare time she is an active volunteer at Synapcity, (an Ottawa non-profit focused on developing citizen engagement), loves travel, poetry, cooking and learning to play the ukulele.

Karen Ellis is an accomplished senior executive with over 30 years of diverse experience in the federal public service encompassing policy, operations, service delivery and 3 regional assignments.

She has worked in 11 different departments including the Privy Council Office, National Defence, the Canada Revenue Agency, Natural Resources Canada and Veterans Affairs. Karen also taught secondary school for 6 years in the evenings as a junior public servant.

As an executive, Karen held increasingly senior leadership positions for 20 years, culminating in 7 years in the Deputy Minister ranks. She served as the Deputy Minister Champion for Managers in the public service for several years.

She has led both large and small teams through many changes and has adapted to different mandates, cultures and challenges along the way.

Karen graduated from the public service in December 2017 and feels privileged to be sharing her experience and helping others build their leadership competencies in change management with Prosci Canada.

Expert Advisors

The group will be joined by expert advisors with in-depth experience leading organizational change. These advisors include:

Carolina Giliberti has 35 years of experience assuming senior positions in the federal government. From 2014-2017, she was Executive Vice-President of the Canadian Food Inspection Agency. Prior to that, she worked as Senior Assistant Deputy Minister at Service Canada and as Assistant Deputy Minister at the Regions and Programs Branch at Health Canada.

Previously, she has spent more than 20 years at Canada's Department of Justice where she developed extensive expertise in the areas of criminal and family law policy, program development and grants and contribution programs such as criminal and civil legal aid, native court worker programs and several grant and contribution programs to criminal and civil NGO's.

She has seasonally lectured on Criminal Justice Policy and Sociology of Deviance at Carleton University. She also holds a Bachelor of Arts from the University of Western Ontario and a Master of Arts (Criminology) from the University of Ottawa.

Linda Lizotte-MacPherson is a recently retired senior executive that currently serves on boards, and provides coaching, teaching and strategic advice to senior executives in the Federal Government and industry. She brings a unique blend of experience and an exemplary track record of leadership in both government and the private sector at the CEO, COO, CIO and Deputy Minister levels. She has led complex organizations, launched start-ups, and managed large transformation and information technology programs throughout North America. Amongst many prior executive roles on her resume, Linda was most recently the President of the [Canada Border Services](#)

[Agency](#), President of the [Canada School of Public Service](#) and Commissioner of the [Canada Revenue Agency](#). In the private sector, Ms. Lizotte-MacPherson was President of two Canadian subsidiaries, Sapient Canada Inc. and AMS Management Systems Canada Inc., and she held a number of senior executive positions with Digital Equipment of Canada (DEC). She was also the first Chief Executive Officer of [Canada Health Infoway](#), where she successfully launched the corporation.

Bob Orr was a member of Canada's public service and Foreign Service for over 36 years, and has extensive experience in senior management and leadership roles. This includes 5 years as a senior Assistant Deputy Minister with Immigration, Refugees and Citizenship Canada and three years as a High Commissioner/Ambassador. He holds a Master's degree in History from Queen's University.

Bob became an Associate of the Telfer School in 2019. Prior to this, he was a Senior Faculty Member and Distinguished Fellow at the Canada School of Public Service. At the School, he helped design and was a facilitator of the Executive Leadership Development Program. He also led sessions for the ADM orientation and New Director General and New Director courses.

As an experienced mentor and facilitator, he assists executives to see new perspectives and to develop practical strategies for their workplace. He brings valuable experience in operations and policy, managing human resources, and working with parliamentarians and Ministers. He has led large projects involving multiple departments and introduced major changes in the workplace. Having spent so much of his career working at Canadian overseas missions, he is familiar with challenges –and opportunities-- that arise while working in international environments.

Additional advisors from the Telfer network will be invited in to the classroom based on the needs of the cohort to ensure maximum effectiveness.