



**Schulich**  
School of Business  
**Executive Education Centre**



**Online**  
**Virtual Classroom Format**

**UPCOMING SESSION:**  
**March 1 - October 18, 2021**

- Equivalent of 13 days in the virtual classroom over 7 months in multiple convenient sessions.

# Masters Certificate in Public Sector Leadership

**Achieve more in public service.**

*“The experience thus far, it has been amazing – really good content, the structure is superb – breakouts, the conversations are lively and the overall interaction is amazing. In all honesty, the virtual experience seems to be providing more value than any in-person learnings I have done.”*

Asher Jaffri, Manager, Application Services, City of Richmond Hill



**Benefit by attending with participants from other regions in Canada!**



Delivered simultaneously by select University Executive Education Network partner schools:



**Register through the university of your choice to receive your Masters Certificate from that institution.**

Our virtual classroom environment recreates the in-class experience with:

- Multi-modal presentation of materials
- Engaging activities and interactive exchanges
- Breakout discussions with the instructors and fellow participants

**Program Leadership Insights Include:**

- The ways in which public sector executives prepare to lead change today dictates the effectiveness of governance frameworks in the future.
- Thinking of government as a ‘guest’ at the social-responsibility table rather than the ‘host’ can foster innovative solutions.
- Sharing client groups between levels of government and public sector agencies generates service-delivery options and alternatives.



Presented Simultaneously by



**Schulich**  
School of Business  
**Executive Education Centre**



# Leading effectively in public service requires a unique strategic vision and skill set.

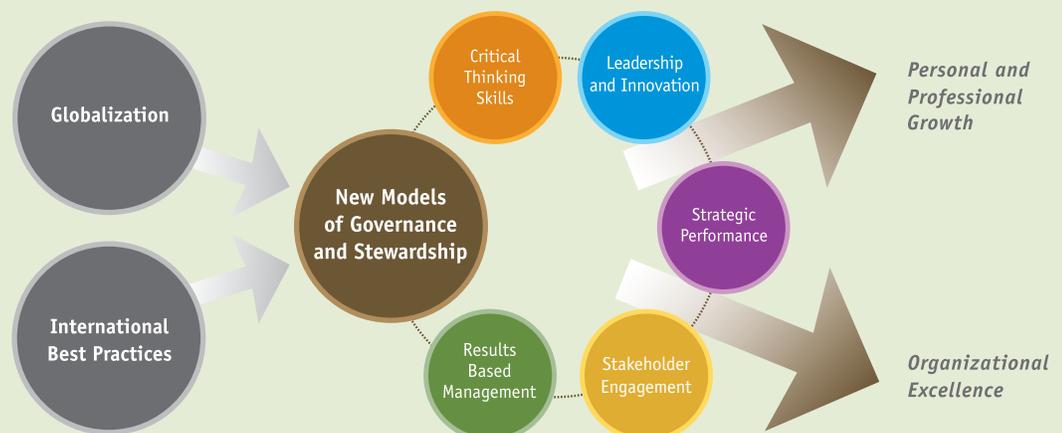
Public sector leaders need to know how to deliver high-quality results. In rapidly-changing political environments, that means having **a unique blend of mission-critical knowledge, perspectives, and finely-tuned competencies.** From state-of-the-art innovations in service delivery, performance metrics and evaluation to globalization trends and advanced leadership and change management models — today's public sector executives require **cutting-edge know-how about a host of different specialized topics.**



## Transformational leadership requires a well-rounded executive.

In order to 'do more with less,' executives in the public sector must find **new, non-traditional approaches that get the most in productivity and creativity from their people.** They must also be able to fully engage with stakeholders. From critical thinking and problem solving to communicating with influence; from establishing strategic alliances to leading effective organizational change — operating in complex political environments requires **advanced 'people leadership' skills and acumen.**

*The Masters Certificate in Public Sector Leadership* program is designed to equip today's public sector leaders with the **skills and competencies critical to establishing frameworks of governance that will encourage innovation and ensure best practices** throughout their organizations.



# Masters Certificate in Public Sector Leadership

The *Masters Certificate in Public Sector Leadership* addresses the public sector's major leadership issues by giving public service professionals the **practical tools and knowledge they need to design and deliver effective public services.**

The program stimulates insights and builds understanding rapidly through an **action-learning environment.** Participants enjoy lively discussions, examine real-life case studies, explore group projects, and engage within break-out sessions across 11 topics in 3 impactful learning modules — all while being guided by **public sector leaders who are unsurpassed in their expertise and experience.**

The resulting blend of 'soft' skills and 'hard' expertise allows public sector professionals to **fully engage** with all of the stakeholders whose involvement in the process of public management is critical for success.

## Key Program Take-Aways

- Learn innovative ways to deliver public services, lead organizational transformation and engage stakeholders
- Advance your critical thinking and communication skills
- Learn cutting-edge strategic and operational management methods to achieve organizational results
- Understand psychologically relevant methods of leadership to realize the greatest levels of personal and team performance in today's complex environment
- Gain practical insights from seasoned faculty members
- **Unique Value Add for Your Organization** – Apply your new knowledge by working on your own personalized project to alter, improve or conceptualize a situation in your workplace. Receive feedback from the Program Director to aid in presenting your case to senior leadership.

*"This program taught us cutting-edge models to address sophisticated issues... I am able to put forward better policies and programs."*

M. Pierre, Director, Historic Sites Planning and Programs Branch, Parks Canada

*"Gaining this type of globalized perspective on common, every day, local issues, represents some of the most powerful understanding public managers can have."*

M. D. Pegg, Fire Chief, City of Toronto

## Overview of Course Modules

Participate in the full Masters Certificate program, or register for single modules. For virtual classroom sessions and times, please see page 7.

### Strategic Leadership:

Understand and respond effectively to the broader context of public management

#### Global Trends in Public Sector Management

- Identify new and innovative practices for adapting to and dealing effectively with changing drivers and trends in the public sector

#### Stakeholder Relations, Strategic Alliances & Political Acuity

- Equip yourself with the most current tools to deal successfully with internal and external stakeholders and work effectively in a political environment

#### Developing a Strategic Mindset

- Develop a strategic mindset and strategic thinking skills to fulfill organizational missions and visions

#### Critical Thinking and Problem Solving

- Examine different approaches to making decisions, solving problems and managing public policy dilemmas

## Results Leadership

Deploy advanced methods to achieve extraordinary outcomes

#### Leading in Crisis

- Manage critical situations to ensure that your organization has the resilience to adapt and succeed in today's turbulent world

#### Leading Innovation

- Understand the language and the framing of effective innovation and tap into the creativity of your team and stakeholders

#### New Techniques for Funding Public Sector Projects

- Learn about PPPs, social financing instruments and working with the charitable and CSR sectors to fund projects and programs

## Executive Leadership

Transform your organization for sustained success as part of your leadership legacy

#### Communicating With Impact

- Unleash personal communication strengths to increase impact so that your message is heard, understood and remembered

#### The Leader's Challenge

- Foster the greatest levels of performance for yourself and your team in an increasingly uncertain environment

Visit us online to see detailed program content or register:  
Toronto: [seec.online/13059a](https://seec.online/13059a)  
Ottawa: [seec.online/13059b](https://seec.online/13059b)



See detailed program content & register

# Masters Certificate in Public Sector Leadership



Visit us  
online to  
register!

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<http://seec.online/13059a>  
Ottawa:  
<http://seec.online/13059b>

## Detailed Program Content

### MODULE

#### Strategic Leadership

Understand and respond effectively to the broader context of public management.

##### Global Trends in Public Sector Management

The public sector is under great pressure to change. The economic, social, demographic, environmental and technological drivers and trends that propel these changes are global in nature. Governments and public sector organizations must develop innovative practices to adapt to and deal with these changes.

- Understand how public service is evolving in Canada
- Obtain an overview of the global drivers and trends that propel changes in the public sector
- Identify examples of innovative practices used by government and public sector organizations to deal effectively with these global drivers and trends.

##### Stakeholder Relations, Strategic Alliances and Political Acuity

Successful policy, program design and delivery require effective stakeholder relations, strategic alliances and partnerships. Political acuity is an essential competence to managing stakeholder relations and realizing your goals.

- Develop strategies and use tools to design and achieve effective stakeholder relations
- Build internal and external networks and strategic alliances to engage stakeholders
- Build your political acuity to leverage successful policy development and implementation

##### Developing a Strategic Mindset

Strategy is challenging in the government and the broader public sector due to changes in political leadership, external factors, stakeholder advocacy and scrutiny by the media. Exceptional leaders recognize that only when strategic thinking becomes a part of everyday working life will it strengthen options to take actions today that position the organization effectively in the future.

- Understand why a “systems” approach is critical to effective strategic thinking and planning
- Cultivate a “growth” mindset versus a “fixed mindset” to improve your personal and strategic leadership abilities
- Foster a strategic thinking mindset within your teams and culture

#### Critical Thinking and Problem Solving

Gain new critical thinking skills; improve your ability to examine issues from new perspectives, reframe them, and resolve them with creative problem solving techniques.

- Improve competence in anticipating and preventing problems before they occur
- Determine the causes of problems using root cause analysis
- Develop new approaches to decision making, problem solving and managing public policy dilemmas

### MODULE

#### Results Leadership

Deploy cutting-edge methods to achieve extraordinary outcomes.

##### Leading in Crisis

With constant and rapid change in the global environment, and with social media intensifying the “fish bowl” effect, it seems that crises have become a daily occurrence for public sector leaders. Learning to manage critical situations has become an essential skill to ensure that public sector organizations have the resilience to adapt and succeed.

- Identify the nature of a crisis – its characteristics and consequences
- Learn the main features of a crisis management plan, including the communication component.
- Reflect on one’s leadership style in time of crisis

##### Leading Innovation

The ability to innovate to address constant change and solve increasingly complex problems has become a critical competency for public sector leaders. Obtain practical advice and tools to manage the innovation process from idea generation to idea selection to idea implementation to idea diffusion.

- Lead successful innovation initiatives in any area of your organization
- Embed an innovation process in your team or organization
- Implement innovations through change management and innovative planning

##### New Techniques for Funding Public Sector Projects

With ongoing austerity, governments and not-for-profit organizations are looking for new approaches for funding high social impact projects. New funding techniques can promote projects and programs that otherwise would be postponed or

## UPCOMING PROGRAM DATES

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## Program Faculty (complete bios online)

eliminated. Government can also create an environment conducive to greater discretionary giving from corporations and foundations.

- What are the important factors in successful public-private partnerships?
- What are the most prominent social financing instruments and how do they work?
- How can government work with charitable institutions, companies' CSR functions, and new sources of financing to address social problems?

### MODULE

## Executive Leadership

Transform your organization for sustained success as part of your leadership legacy.

### Communicating With Impact

Effective leadership requires polished skills to engage diverse audiences at all levels. Critical communication skills, both written and verbal, accelerate career success and are essential to the cohesive and prosperous operation of any organization.

- Gain new insights about your communication style tendencies and how they can both engage and disengage others
- Present your ideas to executive audiences convincingly for increased buy-in and commitment
- Write more clearly and persuasively to diverse readers

### The Leader's Challenge

The changing and complex public sector environment requires a paradigm shift in thinking about leadership. This module explores the dynamics of individual and organizational leadership – how to lead with clarity and authenticity, and with courage and passion, from where you are in your organization.

- Examine the relationship between leading and managing
- What distinguishes effective leaders?
- Clarify your vision, values and your leadership “brand”

### JP Gedeon, PhD

#### Program Director

JP is a nationally recognized, published expert in leadership, leadership psychology, corporate transformation, and cultural change. Over the past 20 years, he has held executive level positions in the private, public, academic and association sectors, having developed many of the mainline education and credentialing programs available in the sector today.

### Michelle Chambers, MED, CSODP, CHRL, CTDP, CTPC

Michelle brings more than 25 years of proven and successful leadership, coaching, training and consulting experience, including work with three of Canada's Top-50 employers, a Financial Post Top-100 Organization and several Greater Toronto Top-50 Employers.

### Gerald Cossette

Gerald has extensive experience at the Deputy Minister level in the Federal government, having been an Associate DM at Global Affairs, CEO of Passport Canada and Director of FINTRAC, Canada's financial intelligence unit mandated to deter money laundering and financing of terrorist activities.

### Peter Constantinou, PhD

Peter is one of Canada's leading practitioner-academics in the area of public policy and administration. He has worked as a senior civil servant, chief of staff to a cabinet minister, lobbyist and international consultant.

### Gail Levitt, PhD

Gail is one of Canada's most-experienced instructors in the field of influential leadership for change and communications impact. She offers Harvard principled negotiations programs in both collaborative and competitive influence and bargaining methods to leading clients in the public and private sectors.

### H. Ian Macdonald, PhD

Ian is President Emeritus, York University; Professor of Public Policy and Economics and Director of the Master of Public Administration Program at Schulich School of Business.

### Lee-Anne McAlear

Lee-Anne is an award-winning facilitator, speaker, writer and consultant. She is a featured speaker with the National Speakers Bureau, speaking at conferences in the area of innovation, leadership, employee engagement and team effectiveness.

### Atipol Bhanich Supapol, PhD

Atipol is a highly-rated professor at the Schulich School of Business. He specializes in alternative financial arrangements, international technology transfer, multinational corporations, as well as economic development of South East Asia.



Program Director  
JP Gedeon

# Masters Certificate in Public Sector Leadership

## Find Out More Today!

Toronto: [seec.online/13059a](https://seec.online/13059a)  
Ottawa: [seec.online/13059b](https://seec.online/13059b)

1. Watch a brief **video introduction** by JP Gedeon, Program Director, Centre of Excellence in Public Sector Leadership.
2. Join JP for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content-related questions**, ask JP Gedeon directly:  
Tel: 416.736.5079  
Toll free: 1.800.667.9380  
email: [jpedeon@schulich.yorku.ca](mailto:jpedeon@schulich.yorku.ca)

## Who Should Attend

The program has been designed for:

- Executives and senior managers at the federal, provincial or municipal levels of government, as well as the broader public sector, who are looking to increase the effectiveness of their department or agency
- High-potential professionals in the public sector who wish to develop their skills to the next level and aspire to senior-level leadership in the government or not-for-profit sectors
- Public sector leaders who will be succeeding to higher levels as current senior personnel retire
- Professionals in the private sector who interface with government

## Program Features & Benefits

- World-class instruction from accomplished faculty, drawn from government and the public sector
- Extensive sharing of ideas and experiences by participants deepens and extends learning
- Course material is constantly refreshed with new public management trends, topics and cutting-edge best practices
- Functional 'hard' skills and 'softer' leadership skills to develop well-rounded executives
- Provides practical theory and research-based tools, techniques and processes that you can implement as soon as you get back to the workplace
- Practice applying new methods through case studies, exercises and group work, all grounded in the public sector
- Work on a project for your own organization to apply what you have learned, with feedback from the Program Director
- Attend any module or topic in Toronto or Ottawa to fit your busy schedule

## Green Program!

Participants will receive all program learning materials electronically, and are asked to bring a suitable tablet or laptop PC to class. Alternative arrangements are available upon request.

## Registration Details

### Upcoming Session:

March 1 - October 18, 2021  
(Equivalent of 13 days in the virtual classroom over 7 months in multiple convenient sessions.)

**Note: virtual classroom sessions run on the days and times indicated on page 7.**

### Registration Options

- 1) Register for and complete the full program in 7 months.
- 2) Complete all the modules at your own pace over 3 years.

### Masters Certificate Program Fee

\$9,850 plus HST for the full program  
\$4,150 plus HST per module

- Fee includes program tuition and teaching materials.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Our liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates and fees are subject to change.

### Complete registration details

See: [seec.online/FAQ](https://seec.online/FAQ)

### Technical Requirements

See: [seec.online/techreq](https://seec.online/techreq)



## Administrative Inquiries

### Toronto:

Tel: 416.736.5079 | Toll Free: 1.800.667.9380  
e-mail: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

### Ottawa: Tel: 613.520.3486

email: [profdev@sprott.carleton.ca](mailto:profdev@sprott.carleton.ca)



For more information,  
or to register now, visit:

Toronto: [seec.online/13059a](https://seec.online/13059a)  
Ottawa: [seec.online/13059b](https://seec.online/13059b)



## 2021 Session Virtual Classroom Module Dates and Times

### **Module 1: Strategic Leadership**

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**Global Trends in Public Sector Management**

March 1, 2021 (9:00 a.m. - 12:00 p.m.)

**Stakeholder Relations, Strategic Alliances and Political Acuity**

March 8 - 9, 2021 (9:00 a.m. - 4:00 p.m.)

**Developing a Strategic Mindset**

March 22, 2021 (9:00 a.m. - 4:00 p.m.)

**Critical Thinking and Problem Solving**

April 7, 12 and 14, 2021 (9:00 a.m. - 12:00 p.m.)

### **Module 2: Results Leadership**

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**Leading in a Crisis**

May 11, 12, 17, 18, 2021 (9:00 a.m. - 12:00 p.m.)

**Leading Innovation**

May 31 and June 1, 2021 (9:00 a.m. - 4:00 p.m.)

**New Techniques for Funding Public Sector Projects**

June 14 and 16, 2021 (9:00 a.m. - 11:00 a.m.)

### **Module 3: Executive Leadership**

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**Communicating with Impact**

September 28, 2021 (9:00 a.m. - 4:00 p.m.)

**The Leader's Challenge**

October 4, 8, 12, 2021 (9:00 a.m. - 12:00 p.m.)

October 15, 2021 (9:00 a.m. - 4:00 p.m.)

October 18, 2021 (9:00 a.m. - 12:00 p.m.)