



Development Tips



Executive Assessment and Development Services
Alberta Public Service

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HayGroup®



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INTRODUCTION

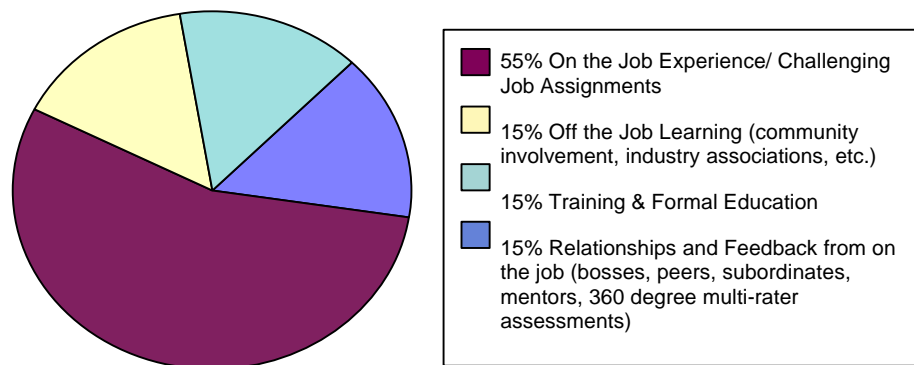
This Competency Development Tips document will help you develop the Deputy Minister/Assistant Deputy Minister Competencies linked with success at the Alberta Public Service. This document will help you generate ideas and provide direction as you create and implement a personal action plan for developing the competencies you have chosen as your focus. It is not intended to be an exhaustive list of possibilities but rather a starting point for your own individual plan. Use this document as a resource to help your self-development rather than a list of activities which must all be accomplished.

WHERE DEVELOPMENT TAKES PLACE

Research indicates that competency development takes place through a combination of:

- On the job experience and challenging job assignments;
- Relationships and feedback from others you work with;
- Training and formal education; and
- Off the job learning

The following illustrates where competency development takes place.



This document provides suggestions that cover the above mentioned areas. Consider including elements from each area in your development plan. Keep in mind that on the job development activities provide a very powerful learning experience and that readings provide useful background information. Choose activities that you feel will help you. People have different ways of learning. Some learn by observing, some by doing, some by reading, or a combination of these. Determine what works best for you. Feel free to tailor or build on the activities suggested, to better fit your needs.

WHAT'S IN THE DEVELOPMENT TIPS GUIDE

For each competency, the Development Tips document gives you:

1. Development tips
2. Courses – both internal and external
3. Books
4. Videos

Please note that the courses, books and videos outlined in this document are put forward as suggestions only, and have not in any way been endorsed by the Alberta Public Service.

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Conceptualize and articulate your vision of a change initiative. Create a written and verbal presentation of your vision. Deliver a presentation of your vision to your team either in small groups or a large group session. Rehearse the presentation with colleagues for feedback on your presentation style. Put together a communication plan to ensure the vision is visible to all staff. Look for opportunities in your everyday work to express your commitment to the vision.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Identify a critical governmental issue that impacts other areas as well as your own. Take the lead in forming a cross-functional, multi-level task force or team to address and resolve the issue. Organize an appropriate communication plan to keep appropriate stakeholders apprised of progress.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Instill into others your passion for a government initiative and encourage others to develop commitment. Identify opportunities with your team and emphasize how the current work effort is related to the initiative. Involve direct reports and other stakeholders from the beginning (i.e., solicit input and insight, communicate the vision, involve them in the development of the plan). When goal setting with your direct reports, ensure that they are referencing the initiative as one of the goals to which their specific efforts will deliver. Talk to other areas (ministries, departments, etc.) and ask what they are doing to support the initiative.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Establish “buy-in” and commitment to department or ministry goals. Explore ideas about how to improve group results. Discuss issues that could help or hinder the ability of the group to reach their targets. Keep an open mind about all the issues, and positively reinforce members of the team who take risks in suggesting new ways of approaching tasks.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Clarify your team’s mission. Initiate a process with your team to either develop or re-visit a mission statement for your ministry. Provide the framework and a draft of your initial thoughts, and use a group process to fine tune the mission statement. Include feedback, where appropriate, from your area’s customers in the discussion to ensure that your mission meets their expectations of you. Post the final product prominently and refer to it regularly in group meetings when agreement has been reached.

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Spend time developing and living up to a personal vision. Over the next several months, develop a personal vision of what you believe a leader should be. Test if the vision is realistic by practicing it in your daily work. As you develop confidence in your vision, communicate it to the team.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Create a clear and effective team vision for change that captures the hearts and minds of employees. John Kotter identifies six characteristics of an effective vision. Review these characteristics and incorporate as many as you can as you draft your vision and strategy. Effective visions: Convey an imaginable picture of what the future will be like; Appeal to the long term interests of people; Consist of realistic, attainable goals; Are clear enough to guide decision making; Are flexible enough to allow individual initiative as well as adjustments to changing circumstances; Are easy to explain.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Learn to listen for information on the forces which contribute to the change process. Identify a situation that needs to be changed or a problem that needs resolution. Initiate conversations with your peers and direct reports about the situation. Listen to their discussions to see if you can identify the forces that are driving or could drive the needed changes to achieve the desired solution. Listen to identify the forces that may block change so that the situation remains as it is presently. Work with your team to develop a plan to address those forces.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Learn from someone who excels in leading change. Identify a person who is perceived as a leader of organizational change. Observe them at work and model your behaviour on what you learn from them, or arrange a meeting to determine how they approach different situations. What does he or she do that you can do?
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Develop your skills in preparing and delivering motivational and engaging speeches and presentations. Begin your speech or presentation with a strong and explicit statement of purpose. Answer the question "Why are we here?". Provide an overview of what you intend to address. Give the appropriate background so that the audience understands the context. If necessary, explain any technical terms or concepts. Constantly monitor the audience's reaction to adjust your tempo and maximize the effect of points that seem to arouse interest. Where possible, personalize the information you are presenting in order to help convey your passion for the message.

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Help your team move forward through change. Help your team look at the change from a more positive perspective, while not downplaying the serious difficulties they will face. Speak clearly about the specific benefits your team members will see from the change; not just the “party line”. If there are no specific benefits that you can outline, then work to neutralize the areas that are seen to be the most troubling. Ensure action plans are put in place to help maintain focus on the benefits, especially by having measures of performance established. Having something tangible to look at during a time of uncertainty can help people feel more comfortable with their progress.
Leadership	<i>Tips</i>	<ul style="list-style-type: none"> • Create a meaningful graphical representation of your change vision to help reinforce it and drive it forward. Think through your change vision and identify the 4 or 5 key dimensions/principles around the change. Think about key words that represent the principles of your change vision and picture in your mind an ‘image’ that would help ground the change for people. Use this image to continually reinforce your change vision.
Leadership	<i>Courses</i>	<p>Alberta Public Service Corporate Executive Development Leadership Competency Session</p> <p>This session is based on the DM/ADM competency profile for the Alberta Public Service. More information can be found at www.gov.ab.ca/ced.</p>
Leadership	<i>Courses</i>	<p>Economic and Political Environment (Alberta Public Service Senior and Executive Managers’ Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an awareness of the major economic and political issues facing the public service in modern Alberta.</p>
Leadership	<i>Courses</i>	<p>The Legal Environment (Alberta Public Service Senior and Executive Managers’ Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of Alberta’s legal environment focusing on constitutional, administrative and aboriginal law.</p>
Leadership	<i>Courses</i>	<p>Strategic Human Resource Management and Team Building (Alberta Public Service Senior and Executive Managers’ Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn about the theory and practice of strategic human resource management to enhance their capabilities as a leader in attracting, retaining and further developing the talent required to sustain a vibrant public service in Alberta.</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>The Social Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>This module aims at providing an understanding of Alberta's social environment. This module explores the key features of Alberta's social environment, highlighting how social patterns and public opinion both influence and are affected by public policy.</p>
Leadership	<i>Courses</i>	<p>Leading and Managing Change (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of how to lead and manage organizational change in response to: fiscal pressure; changes in the business of government; efforts to increase efficiency and effectiveness; and the increased emphasis on accountability.</p>
Leadership	<i>Courses</i>	<p>Transformational Leadership: Building a Leadership Culture (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn what leadership is, acquire an understanding of the practices and associated concepts of a behaviorally-based leadership model, develop some specific leadership development objectives, and have an opportunity to establish leadership development support networks to encourage, support and critique participants as they pursue their leadership development objectives.</p>
Leadership	<i>Courses</i>	<p>Managing Organizational Performance (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn how to effectively implement business plans, using organizational performance measures and financial/ accounting management systems.</p>
Leadership	<i>Courses</i>	<p>Enhancing Managerial Performance (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>At the core of peak performance in the workplace and life in general are sound nutrition, emotional health and adequate amounts of physical activity. These constitute the personal performance triad. Participants will gain insight and learn strategies for managing and continually improving their own performance. An emphasis is placed on learning to manage personal wellness in the face of ongoing challenges in the workplace.</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>Strategic Leadership for Today's Senior Executive (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Drawing on a number of cases developed from Alberta public service, participants will explore leadership issues relevant to executive leadership in today's public organizations.</p>
Leadership	<i>Courses</i>	<p>Strategic Leadership: Leading for Results (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>The Faculty of Extension partners with Franklin Covey Canada Ltd. to combine some of the greatest managerial and supervisory wisdom from Dr. Stephen R. Covey's book Principle-Centered.</p>
Leadership	<i>Courses</i>	<p>Successful People Management (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>The importance of getting results with your people can't be underestimated. Effective leaders and managers create a motivational climate in which organizations and people thrive. This seminar will create an opportunity for you to assess your work style and that of your staff to achieve maximum results.</p>
Leadership	<i>Courses</i>	<p>Building High Performance Teams (University of Calgary, Continuing Education, 403-220-2877, fax: 403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Understand team dynamics. Learn to build and develop effective teams. Identify the source of team problems and develop practical solutions to those problems. Recognize how differences in personal values affect team dynamics</p>
Leadership	<i>Courses</i>	<p>Fundamentals of Leadership (University of Calgary, Continuing Education, 403-220-2877, fax: 403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Understand your personal style. Develop effective coaching skills. Choose an appropriate management style. Build productive relationships with others.</p>
Leadership	<i>Courses</i>	<p>First Things First™: Leading From the Inside-Out (University of Calgary, Continuing Education, 403-220-2877, fax: 403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>The best of Dr. Stephen Covey's personal leadership and effectiveness wisdom designed for all levels of employees and based on the world-renowned 7 Habits of Highly Effective People™ and First Things First™ programs.</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>Business Essentials for the 21st Century: Re-charging your Management Batteries (University of Calgary, Haskayne School of Business, 403-220-5685, fax: 403-282-0095, www.haskayne.ucalgary.ca/index.html)</p> <p>Update core business knowledge and develop competencies in emerging and contemporary areas of management such as e-Business, corporate social responsibility, risk management and innovation. Extend your managerial horizon with new knowledge and skills!</p>
Leadership	<i>Courses</i>	<p>Leadership Challenge: Leading Change Successfully (Banff Centre for Management, 1-800-590-9799, www.banffmanagement.com)</p> <p>Perhaps the most common challenge that leaders face today is leading change and creating capacity for others to adapt to change. The Leadership Challenge focuses on leading change and adaptive challenges at the individual, team, business unit, and organizational level and explores the crucial role that values, ethics, and culture play. This program gives you hands-on practice in behaviours that will help you lead your team and department through change.</p>
Leadership	<i>Courses</i>	<p>Leading & Managing for Results (Banff Centre for Management, 1-800-590-9799, www.banffmanagement.com)</p> <p>This program focuses on developing your leadership and management ability to get results by translating higher level strategy into business unit goals and objectives, managing and improving the performance of others, as well as managing and sharing knowledge effectively to stimulate creativity and innovation.</p>
Leadership	<i>Courses</i>	<p>Team Leadership & Facilitation (Banff Centre of Management, 1-800-590-9799, www.banffmanagement.com)</p> <p>Successful leaders succeed largely because of the talents and efforts of team members. They must be able to translate organizational objectives into team and personal goals. And they need the ability to inspire and enable each team member to achieve their full potential. In this program, you will find new ways to increase team effectiveness and get the best out of your people and yourself!</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>Meeting the Leadership Challenge (University of British Columbia, Commerce, Executive Education 604-822-8400, www.commerce.ubc.ca/exec_ed/calendar/index.cfm)</p> <p>The focus of this residential program is on broadening your understanding of what it takes to be an effective leader in times of rapid change. It is intended to provide you with a toolkit of skills to help you lead others and yourself in productive and healthy ways.</p>
Leadership	<i>Courses</i>	<p>Leading High Performance Work Teams (University of British Columbia, Commerce, Executive Education, 604-822-8400, www.commerce.ubc.ca/exec_ed/calendar/index.cfm)</p> <p>Organizations that have successfully shed a traditional hierarchy in favour of empowered work teams invariably notice dramatic improvements in performance and customer satisfaction. In this workshop, you'll get tools for making the transformation to top performing work teams and maintaining enthusiasm at the highest level.</p>
Leadership	<i>Courses</i>	<p>University of Saskatchewan Executive Programs (University of Saskatchewan, Extension Division, College of Commerce, 306-966-8686, www.learntolead.usask.ca/)</p> <p>This course is held to give senior managers and executives the opportunity to address current issues and enhance their leadership practices and techniques. The Effective Executive program is designed for both personal and professional growth and renewal.</p>
Leadership	<i>Courses</i>	<p>The Leadership Imperative: Connecting to the Leader Within (University of Saskatchewan, Extension Division, College of Commerce 306-966-8686, www.learntolead.usask.ca/)</p> <p>This two-day workshop focuses on the development of the whole leader. This session will explore the areas of spiritual, emotional, mental and physical intelligence. Through a deeper understanding of the self, participants will enhance their ability to motivate and inspire creativity and talent in others.</p>
Leadership	<i>Courses</i>	<p>Leveraging Your Leadership Skills (Schulich School of Business, York University, 1-800-667-9380, www.execdev.schulich.yorku.ca/ssb-extra/ded.nsf?Open)</p> <p>Surveys of top executives have confirmed that Leadership Skills are the most important factor in a manager's career progress - rated above intelligence, knowledge or job skills. Today's leadership demands in both private and public sector business have changed significantly. Leveraging Your Leadership is a new program for executives who are serious about achieving peak performance in their role as leader, communicator and change agent.</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>Successfully Managing People (Schulich School of Business York University 1-800-667-9380, www.execdev.schulich.yorku.ca/ssb-extra/ded.nsf?Open)</p> <p>In today's environment, top priority must be placed on maximizing the potential of our human resources. As our responsibilities as managers constantly become more complex and demand the involvement of more people, it is essential that we explore alternate methods to motivate our staffs. This seminar has been designed to allow current managers to develop new leadership and behaviour styles which will accommodate our changing environment</p>
Leadership	<i>Courses</i>	<p>Queen's Strategic Leadership Program (Queen's University, 613-533-2371, fax: 613-533-6585, www.business.queensu.ca/execdev/index.html)</p> <p>This program is designed to enhance the skills of senior managers at leading change through the creation and implementation of imaginative business strategies.</p>
Leadership	<i>Courses</i>	<p>Managing People Effectively (University of Toronto, School of Continuing Studies, 416-978-2400, fax: 416-978-6666, http://learn.utoronto.ca/uoft/)</p> <p>The course content includes influencing behaviour, motivating people, group dynamics, exercising leadership, communicating, designing a job and understanding how structure, technology and environment influence people in the organization.</p>
Leadership	<i>Courses</i>	<p>The Executive Program (University of Western Ontario, 1-800-948-8548, www.ivey.uwo.ca/executives_business/)</p> <p>This program provides enhanced understanding of functional and general management issues (strategic management, accounting, finance, marketing, human resources, information systems, operations); environmental understanding; and enhanced executive skills (leadership, change management, implementation, problem-solving skills).</p>
Leadership	<i>Courses</i>	<p>Creating a Culture of Continuous Learning and Superior Performance (HayGroup Limited, 416-868-1371, www.haygroup.ca)</p> <p>This program is based on leading-edge research in individual learning and organizational change. This interactive workshop provides a compelling new paradigm and tangible tools for creating a culture that supports continuous learning and its implications for managers, employees and teams</p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Courses</i>	<p>Building Leadership Excellence (HayGroup Limited, 416-868-1371, www.haygroup.ca)</p> <p>This course provides presents the personal journey of leadership transformation for successful leaders, and provides and integrated model of motives, emotional intelligence, competencies, managerial style, organization climate and job requirements that support outstanding leadership performance.</p>
Leadership	<i>Courses</i>	<p>Mobilizing For Change (HayGroup Limited, 416-868-1371, www.haygroup.ca)</p> <p>This program focuses on how to successfully implement change initiatives once the vision and direction for change have been determined. You will have the opportunity to “think through” the change process, what it takes to successfully implement change, and how to add value to your change initiatives.</p>
Leadership	<i>Courses</i>	<p>Improving Your Managerial Effectiveness (Canadian Management Centre, 1-800-262-9699, www.cmcamai.org)</p> <p>In this four-day seminar, you’ll learn the important of team dynamics and how understanding others – their goals and values, needs and wants, comforts and “stretch” areas – can lead to more effective motivation, delegation, conflict resolution and overall team performance.</p>
Leadership	<i>Courses</i>	<p>Managing Yourself: Leading Others (MICA Management Resources, 604-685-1771, www.micaworld.com)</p> <p>In this powerful two-day seminar, Dr. Harvey Silver will challenge you to come to grips with your own behaviours, values, and perceptions. He will show you specific strategies you can build upon to achieve your full leadership potential</p>
Leadership	<i>Courses</i>	<p>Leading High Performance Teams (Canadian Management Centre, 1-800-262-9699, www.cmcamai.org)</p> <p>The best teams perform in an environment that promotes creativity, interdependence and forward-thinking action. Taking a highly-interactive approach to team building, this course will enable you to lead your group to new and improved levels of performance excellence</p>
Leadership	<i>Read</i>	<p>Fast Forward - Organizational Change in 100 Days, by Elspeth J. Murray and Peter R. Richardson (Oxford University Press, 2003)</p> <p><i>This book, due to be released in early 2003, addresses key components of successful organizational change.</i></p>

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Leadership	<i>Read</i>	<p>Leading Beyond the Walls: Wisdom to Action Series (The Peter F. Drucker Foundation for Nonprofit Management) Frances Hesselbein, Marshall Goldsmith & Iain Somerville (Jossey-Bass Publishers, 2001)</p> <p><i>In this book, twenty-nine great thinkers examine leaders adept at establishing partnerships, alliances, and networks both within and outside their organizations. They address the challenge of leading in an age when the old rules and conventional boundaries no longer exist.</i></p>
Leadership	<i>Read</i>	<p>Adversity Quotient @ Work: Make Everyday Challenges the Key to Your Success, by Paul G. Stoltz, Ph.D., (William Morrow & Co., 2000)</p> <p><i>This book teaches readers how to hire and retain highly motivated and talented workers, develop employees to their full potential, and create a leadership culture that encourages all to put forth their best efforts and maximize their performance capabilities. Based on real research performed with thousands of managers and members of the workforce on the front lines of hundreds of businesses, it will quickly become any corporation's indispensable handbook for success.</i></p>
Leadership	<i>Read</i>	<p>Fish! A Remarkable Way to Boost Morale and Improve Results, by Stephen C. Lundin, Ph.D. (Hyperion, 2000)</p> <p><i>This book addresses today's most pressing work issues, including employee retention and burnout, with an engaging metaphor and an appealing message that applies to anyone in any sector of any organization.</i></p>
Leadership	<i>Read</i>	<p>Empowerment Takes More Than a Minute, by Ken Blanchard, John P. Carlos & Alan Randolph (Berrett-Koehler Publishers, 2000)</p> <p><i>This book goes beyond the empowerment rhetoric to show managers how to achieve true, lasting results in their organizations. The authors explain how to empower the workforce by moving from a command-and-control mindset to a supportive, responsibility-centered environment in which all employees have the opportunity and responsibility to do their best.</i></p>

Competency	Type of Activity	Suggestions for Development
Leadership	<i>Read</i>	<p>Executive Instinct: Managing the Human Animal in the Information Age, by Nigel Nicholson (Crown Business, 2000)</p> <p><i>The author looks at human nature and why we do what we do at work. While we have to cope with the modern world and the complexities of working in organizations, we do so with brains hardwired for Stone Age realities. He uses the ideas of evolutionary psychology to challenge many conventional beliefs about human nature with a more realistic picture of what motivates people and shapes their thoughts and actions at work. This book enables you to manage with, not against, the grain of human nature.</i></p>
Leadership	<i>Read</i>	<p>First, Break all the Rules: What the World's Greatest Managers do Differently, by Marcus Buckingham & Curt Coffman (Simon & Schuster, 1999)</p> <p><i>This book has some advice for well-intentioned but struggling managers everywhere: quit being so nice. Learn to recognize the inherent talents and skills of your individual employees, rather than trying to "nurture" certain traits that simply cannot be learned.</i></p>
Leadership	<i>Read</i>	<p>In Search of Honor - Lessons From Workers on How to Build Trust, by Adele B. Lynn (Bajon House Publishing, 1998)</p> <p><i>This book provides leaders with practical and inspiring advice on how to discover and appeal to people as human equals. You'll discover: how to build trust in the workplace, how to lift people to newer heights and reach inspiration levels never before achieved in the workplace, how to be a "real" leader not a cardboard cutout, and what your workers might want to tell you if they had the opportunity</i></p>
Leadership	<i>Read</i>	<p>Why Teams Don't Work, What Went Wrong and How to Make it Right, by Harvey Robbins and Michael Finley (Petersons Guides, 1996)</p> <p><i>Many organizations turn team structures and wait for magic which never comes. This book explains the problems that occur and how to fix them.</i></p>
Leadership	<i>Read</i>	<p>Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal, by Michael L. Tushman and Charles A. O'Reilly III (Harvard School Press, 1996)</p> <p><i>The authors present a complete toolkit for identifying and diagnosing the causes of performance gaps and developing action plans to attain, and maintain industry leadership.</i></p>

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Leadership	<i>Read</i>	<p>The Human Side of Change, by Timothy Galpin, (Jossey - Bass, 1996)</p> <p><i>A step-by-step action plan for the change process including setting goals for change, establishing measurement criteria and providing feedback, rewards, and recognition.</i></p>
Leadership	<i>Read</i>	<p>The Leadership Challenge: How to Get Extraordinary Things Done in Organizations, by James M. Kouzes & Barry Z. Posner (Jossey-Bass, 1995)</p> <p><i>This book uses case studies of 500 middle and senior managers at their personal best to demonstrate how ordinary managers can lead others to extraordinary accomplishments. The authors take the view that leadership is an observable, learnable set of practices that virtually anyone can master.</i></p>
Leadership	<i>Read</i>	<p>Credibility: How Leaders Gain and Lose It, Why People Demand It, by James M. Kouzes & Barry Posner (Jossey-Bass, 1993)</p> <p><i>This is a guide to help managers understand the fundamental importance of credibility for building personal and organizational success, and for fostering trust within work, family and the community.</i></p>
Leadership	<i>Read</i>	<p>People-Centered Leadership: Strategies for Personal and Professional Effectiveness, by Stephen R. Covey (Distican, 1992)</p> <p><i>This book outlines a long-term inside-out approach to developing people and organizations.</i></p>
Leadership	<i>Read</i>	<p>A Force for Change: How Leadership Differs from Management, by Johan Kotter (Free Press, 1990)</p> <p><i>This book describes the nature of leadership with relevant case studies of effective application (Chapter 2 is particularly relevant).</i></p>
Leadership	<i>Read</i>	<p>Creating the High-Performance Team, Steve Buchholz and Thomas Roth (John Wiley & Sons, 1987)</p> <p><i>This book provides a step-by-step guide to leadership and communication techniques for creating more effective teams. It addresses how to provide strong leadership, create and reinforce a positive work culture, generate interdependence, set goals, anticipate problems and tap the creativity of the team.</i></p>

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Leadership	<i>Read</i>	<p>Transforming Leadership From Vision to Results, by Jown Adams (Miles River, 1986)</p> <p><i>A collection of works intended to emphasize the role and thinking processes of leaders in various types of organizations faced with complex and turbulent environments.</i></p>
Leadership	<i>Video</i>	<p>The video, “The Power of Vision” (International Tele-Film)</p> <p><i>This video shows how meaningful visions of the future empower organizations and individuals to solve problems and accomplish goals.</i></p>
Leadership	<i>Video</i>	<p>The video, “Team Building: How to Motivate and Manage People” (Career Track Publishing)</p> <p><i>In this three-volume video program, managers learn how to turn conventional work groups into teams. Management expert Mark Sanborn leads the viewer step-by-step through the team-building process including how to structure the team and set objectives.</i></p>
Leadership	<i>Video</i>	<p>The video, “Building High Performance Teams” (International TeleFilm)</p> <p><i>This video teaches the essential knowledge and skill components for building a High-Performance team. Training points include how effective teams evolve through four unique stages, how they communicate, make decisions, resolve conflict and relate to their formal and informal leaders.</i></p>
Leadership	<i>Video</i>	<p>The video, “Team Building”, (Performance Resources Inc.)</p> <p><i>This video and leaders’ guide discusses several elements that can prevent teams from succeeding. The film then makes recommendations on how to build and maintain an organizational team based on the principles of Quality Circles and Total Quality Management.</i></p>

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Ensure benefits of the relationship are clearly stated and mutually understood. When initiating a relationship, communicate your goals and objectives of the relationship and how you see the partnership developing. Ask for input and listen to the other party to clarify their expectations and address any concerns.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • List all the individuals who currently exist in your work related network – people you interact with on a regular basis. Identify the kind of role each person occupies in your network. For example, information sources, coach or mentor, expert advisor, supporter, and performance feedback advisor. Ask yourself if there are any roles you would like to see expanded or added to your network. Make a conscious effort to identify and get to know people who can fill those roles.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Look to relationship building as permitting you to exceed the value of individual effort because of combined efforts. Bring colleagues (internal or external to the organization) together to generate ideas aimed at supporting strategic alliances, (e.g. funding for a new project, a new technology, etc.). Evaluate the probability of success or feasibility of alternatives for various activities as a group rather than on your own.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Be visible, accessible and stay in contact with your stakeholders. Find ways to keep in regular contact with your stakeholders or their contacts, even when you are not directly servicing them on a current mandate (i.e., your deliverable may have been met but you've come across come information that would be useful for them, share it).
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Brainstorm a list of potential external partners. Rank them in terms of involvement with your ministry and identify what type of involvement you currently have. Identify partners where it would be strategic to build/enhance your relationship. Take the time to identify the partnership where you feel there will be the biggest payback. Both parties need to gain so that the overall mandate is best served and mutual goals achieved.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Review internal business plans/strategies to assess current external stakeholder involvement. How are stakeholders currently involved in the process? Is there strategic value for both your ministry and the external stakeholder(s) to create a different type of partnership? Identify what the value would be. Where appropriate, develop a formal plan to create new partnerships with external stakeholders.

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Identify someone who is known as having strong Relationship Building skills so that you can learn from them. Once you have identified a person who has strong Relationship Building skills observe them in an interaction with a key stakeholder. Take notes on what you see and after the interaction ask them questions to understand their thinking behind the actions they took. Discuss with the person the techniques and approaches they used to ensure you understand how the individual's needs were met.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Use following up on information as an excuse to chat with your stakeholders and get information about what is going on with them. Know your stakeholder's broader issues, and talk to them about their business, not just the services or projects you currently have mandate to deliver against. Keep up-to-date with what is happening in the broader public sector by talking to your stakeholders regularly, reading business magazines and publications, and other colleagues, and talking to your stakeholders about the critical short and long-term issues facing them.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Expand your networks through existing contacts. Ask someone you know in a customer organization to identify and introduce you to other influential people within his or her organization. Use these relationships to further expand your networks.
Relationship Building	<i>Tips</i>	<ul style="list-style-type: none"> • Use your network to develop your expertise and the visibility of your ministry. Identify individuals whose expertise you can use to develop your own area of the government as a whole. Exchange ideas and expertise on a regular basis to keep up to date on industry trends, patterns and changes related to your service area.
Relationship Building	<i>Courses</i>	<p>Alberta Public Service Corporate Executive Development Relationship Building Competency Session</p> <p>This session is based on the DM/ADM competency profile for the Alberta Public Service. More information can be found at www.gov.ab.ca/ced.</p>
Relationship Building	<i>Courses</i>	<p>Economic and Political Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an awareness of the major economic and political issues facing the public service in modern Alberta.</p>

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Courses</i>	<p>Strategic Human Resource Management and Team Building (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn about the theory and practice of strategic human resource management to enhance their capabilities as a leader in attracting, retaining and further developing the talent required to sustain a vibrant public service in Alberta.</p>
Relationship Building	<i>Courses</i>	<p>Transformational Leadership: Building a Leadership Culture (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn what leadership is, acquire and understanding of the practices and associated concepts of a behaviorally-based leadership model, develop some specific leadership development objectives, and have an opportunity to establish leadership development support networks to encourage, support and critique participants as they pursue their leadership development objectives.</p>
Relationship Building	<i>Courses</i>	<p>Public Consultation and Marketing (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Consulting with stakeholders and the public has become part of the way of doing business in both the public and private sector in Alberta. Participants will review the principles of effective consultation and identify methods for sharing information with the public regarding the process and outcomes of consultation.</p>
Relationship Building	<i>Courses</i>	<p>Interpersonal Communications (University of Calgary, Continuing Education, 403-220-2877, fax: 403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Improve listening skills. Give effective feedback. Communicate with those with different communication styles. Encourage mutual problem solving. Understand differences in communication between men and women.</p>
Relationship Building	<i>Courses</i>	<p>Strategic Alliances: Managing for Results (Schulich School of Business [York University], 1-800-667-9380, www.execdev.schulich.yorku.ca/ssb-extra/ded.nsf?Open)</p> <p>This program is designed to help participants understand the nature of alliances and also an appreciation of an effective alliance.</p>

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Courses</i>	<p>Building Better Working Relationships: New Techniques for Results-Oriented Communication (Canadian Management Centre, 1-800-262-9699, www.cmcmai.org)</p> <p>Master the skills to utilize proven techniques for improved listening, gain and maintain rapport with others, develop flexibility in actions, thoughts and feelings, recognize congruent and incongruent messages, handle difficult situations, connect language with experience to communicate more clearly, know how to listen – even when you are not interested, and learn how body language impacts verbal behaviour</p>
Relationship Building	<i>Courses</i>	<p>Customer Relations Skills (MICA Management Resources, 604-685-1771, www.micaworld.com)</p> <p>Build lasting, profitable relationships with your customers. A customer’s good will is your most important asset. Help develop and keep it with this seminar. Our highly interactive format includes discussion, role-play and case study reviews</p>
Relationship Building	<i>Read</i>	<p>Leading Beyond the Walls: Wisdom to Action Series (The Peter F. Drucker Foundation for Nonprofit Management), by Frances Hesselbein, Marshall Goldsmith & Ian Somerville (Jossey-Bass, 2001)</p> <p><i>In this book, twenty-nine great thinkers examine leaders adept at establishing partnerships, alliances, and networks both within and outside their organizations. They address the challenge of leading in an age when the old rules and conventional boundaries no longer exist.</i></p>
Relationship Building	<i>Read</i>	<p>Managing Strategic Relationships: The Key to Business Success, by Leonard Greenhalgh (The Free Press, 2001)</p> <p><i>In this book, the author asserts that the primary job of the manager is no longer to plan, organize, direct, or control. Instead, he argues, today's successful managers are primarily negotiators who are judged on their ability to foster, coach, protect, and support collaborative relationships, as well as manage conflict, with peers, workers, bosses, suppliers, customers, regulators, competitors, and stakeholders.</i></p>

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Read</i>	<p>Networking: Building Relationships and Opportunities for Success, by Melissa Giovagnoli & Jocelyn Carter-Miller (Jossey-Bass, 2000)</p> <p><i>In this book, the authors explain their practice as a "purposeful process of collaboration" among individuals who "share similar intent, values, goals, and interests." They then lay out a seven-step system for developing such mutually beneficial personal relationships, ranging from the establishment of "a values-rich foundation" through the formation and cultivation of a circle of "connections" with whom you "co-create opportunities" that move everyone ahead.</i></p>
Relationship Building	<i>Read</i>	<p>Building Trust at the Speed of Change: The Power of the Relationship-Based Corporation, by Edward M. Marshall (AMACOM, 1999)</p> <p><i>This book offers a breakthrough model for building organizations that can swiftly and effectively respond to rapidly changing business needs. It's a model that values principle over power and people over processes - and that focuses on integrity, trust, and collaboration. His approach treats the workforce not as a cost or liability, but as an intellectual asset and irreplaceable resource.</i></p>
Relationship Building	<i>Read</i>	<p>Cultivating Common Ground: Releasing the Power of Relationships at Work, by Daniel S. Hanson (Butterworth-Heinemann, 1997)</p> <p><i>This book teaches us how to care at work with real life experiences, rather than through conceptual thinking alone. Caring relationships give meaning to our work and provide a powerful source of energy for our organizations. As old structures crumble, we have the opportunity to build caring communities at work. This book explains what went wrong in the first place, names our fears, and provides real-life examples of how to release the power of relationships in the workplace.</i></p>
Relationship Building	<i>Read</i>	<p>Building Strategic Relationships, by William Bergquist, Jul Betwee and David Meuel (Jossey-Bass Publishers, 1995)</p> <p><i>This book shows how successful alliances are launched, developed, and concluded - within the corporate world and between corporate entities.</i></p>
Relationship Building	<i>Read</i>	<p>Networking Smart, by Wayne E. Baker (McGraw-Hill, 1994)</p> <p><i>This book carries networking several steps farther than the original concept. It expands to networking your people, your department, and company.</i></p>

Competency	Type of Activity	Suggestions for Development
Relationship Building	<i>Read</i>	<p>Conversationally Speaking: Tested New Ways to Increase Your Personal and Social Effectiveness, by Alan Garner (Lowell House, 1991)</p> <p><i>The author provides a set of techniques for initiating contact with others and advises how to ask conversation-promoting questions, and how to achieve more rewarding relationships with others.</i></p>
Relationship Building	<i>Read</i>	<p>Getting Together: Building Relationships As We Negotiate, by Roger Fisher and Scott Brown (Penguin Books, 1988)</p> <p><i>The authors offer a straightforward approach to creating relationships that can deal with difficulties as they rise. They take you step-by-step through initiating, negotiating, and sustaining enduring relationships</i></p>
Relationship Building	<i>Video</i>	<p>The video, “People Skills”, (Core Career Strategies Inc.)</p> <p><i>This highly entertaining program reveals innovative techniques for interacting with others more successfully by getting on their wavelength.</i></p>
Relationship Building	<i>Video</i>	<p>The video, “If You Really Want to Get Ahead”, (Core Career Strategies Inc.)</p> <p><i>This video is loaded with ideas that will help you manage smarter, get along with people better and recognize and apply those things that are vital to your professional growth. You’ll learn to promote yourself, how to become remembered by the right people, and how to make yourself indispensable to your organization.</i></p>

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Organize and execute priorities with others. Talk to people about relevant issues, concerns, approaches or ideas. Use a matrix to decide what activities need to be done and then determine who should do them. For example, Steven Covey makes reference in his book “The Seven Habits of Highly Effective People,” to a time management matrix that lists activities as urgent and not urgent, important and not important. Evaluate your distribution of activities and resources across this matrix, and take action on areas of concern.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Create a plan for your next project and list the resources needed to follow through on this plan. Calculate how much of each resource (people, materials, assets) is needed at each stage and incorporate this into the project plan. Consider whether an alternative use of resources would result in higher efficiency.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Help others to learn about effective resource management. Think of an initiative/project that achieved top results at a minimum expense (in terms of human and financial resources). Discuss this initiative/project with a group of colleagues at your next meeting and obtain feedback. Do they agree that it was an example of superior resource management? Do they see any areas to improve upon? What organizational implications does this discussion raise?
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Conduct a scenario review and planning session with your team. Lead team members through the process of identifying what could happen in the next six months that could interfere with projects or planned actions. Describe the possible scenarios and their potential impact on resources, both positive and negative. Lead the team in developing a resource management plan to handle these situations if they should arise. Determine a method of incorporating the plan into regular team processes.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Look at a series of annual operating budgets over the past 3 years. Examine the expense column and determine where most of your department's expenses lie. Use this information to assess what areas require the greatest degree of financial resource allocation. Think of measures you can take to cut costs in these areas, e.g., alternative distribution routes, time saving measures (generally doing more with less). You may need to consider radically different approaches or changes to business processes to make a material difference.

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Identify one or two individuals or organizations who could function as a resource source and work to improve your relationship with them. Set a goal to have at least one conversation with the appropriate individuals each week. Focus on learning about the people; what do they do? what are they good at? who do they know? and what are their interests? Discuss how they have handled similar situations to yours. Listen carefully and evaluate which approaches would work best for you. Keep in touch with them on a regular basis.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Consider the following general tips to improve your Resource Management capabilities. Plan how you can effectively use resources to accomplish your goals, assignments or projects. Monitor your progress against milestones. Take the time to get a detailed understanding of the systems, programs and resources needed to complete your projects. Clear away bureaucratic barriers or other problems that make it difficult for you or your staff to get the project done.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Get input from your peers. Talk to your peers within government on a regular basis about trends and issues impacting their ability to manage resources. Ask your peers to share their business plans with respect to resource management and their assumptions related to the plan. Compare their approach and assumptions to your own.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Identify the resources the group needs in order to accomplish organizational goals. On an ongoing basis, but particularly when new initiatives are introduced, identify the resources needed to accomplish organizational goals, seeking input from project leaders and team members. Identify the things you are able to obtain on your group's behalf and take action. Be clear about any constraints that exist in terms of providing required resources and initiate within the group problem solving to develop plans to overcome obstacles or shortages of resources. Use your network to identify additional resources when required.
Resource Management	<i>Tips</i>	<ul style="list-style-type: none"> • Identify or develop tools that will help you track resources more effectively. Keep a spreadsheet that lists your financial and non-financial resources and record what is available to you and when. Keep a diary of contacts that you can approach to seek additional resources if required. Evaluate this information in order to assess where your network needs to be expanded.

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Courses</i>	<p>Alberta Public Service Corporate Executive Development Resource Management Competency Session</p> <p>This session is based on the DM/ADM competency profile for the Alberta Public Service. More information can be found at www.gov.ab.ca/ced.</p>
Resource Management	<i>Courses</i>	<p>Strategic Human Resource Management and Team Building (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn about the theory and practice of strategic human resource management to enhance their capabilities as a leader in attracting, retaining and further developing the talent required to sustain a vibrant public service in Alberta.</p>
Resource Management	<i>Courses</i>	<p>Leading and Managing Change (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of how to lead and manage organizational change in response to: fiscal pressure; changes in the business of government; efforts to increase efficiency and effectiveness; and the increased emphasis on accountability</p>
Resource Management	<i>Courses</i>	<p>Information Management (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will examine the innovative use of information systems to improve business processes and develop information management strategies within the organization and across its value chain.</p>
Resource Management	<i>Courses</i>	<p>Building Innovative Knowledge-Intensive Organizations (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>This module focuses on the strategic management of knowledge and innovation within a public sector setting. Participants will explore principles of innovation and knowledge management with a focus on two interrelated themes- creating, applying and sharing knowledge in a systematic manner, and developing a culture and capacity for innovation.</p>

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Courses</i>	<p>Strategic Human Resources Management (University of Alberta – Faculty of Extension 780-492-3116, www.extension.ualberta.ca/business)</p> <p>Examines the processes and conceptual framework for the evolution and delivery of contemporary human resource management. Specifically the program looks at the changing roles, skill and knowledge requirements, and changing values from the perspective of human resources practitioners, employees and managers.</p>
Resource Management	<i>Courses</i>	<p>Successful People Management (University of Alberta – Faculty of Extension) 780-492-3116, www.extension.ualberta.ca/business)</p> <p>The importance of getting results with your people can't be underestimated. Effective leaders and managers create a motivational climate in which organizations and people thrive. This seminar will create an opportunity for you to assess your work style and that of your staff to achieve maximum results.</p>
Resource Management	<i>Courses</i>	<p>Innovative Problem Solving and Decision Making (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>Designed for anyone who has a need to deal more effectively with problems, generate solutions and make decisions, this two-day workshop will enable participants to develop the critical skills needed to identify, define, unravel, analyze and resolve both technical problems and performance dilemmas. You'll learn how to creatively generate solutions, decide on the best course of action, and set up follow-through methods that will win universal support.</p>
Resource Management	<i>Courses</i>	<p>Human Resource Management (University of Toronto, School of Continuing Studies, 416-978-2400, fax: 416-978-6666, http://learn.utoronto.ca/uoft/)</p> <p>This course is designed to give the learner a general introduction to HRM. Topics include strategic human resources planning, employment law, job analysis, recruitment and selection, training and development, performance management, compensation and benefits, diversity in the workplace, health and safety, labour relations and international HRM.</p>

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Courses</i>	<p>Managing People Effectively, (University of Toronto, School of Continuing Studies, 416-978-2400, fax: 416-978-6666, http://learn.utoronto.ca/uoft/)</p> <p>The ability to manage people is a critical skill, regardless of your discipline or area of responsibility. The course content includes influencing behaviour, motivating people, group dynamics, exercising leadership, communicating, designing a job and understanding how structure, technology and environment influence people in the organization.</p>
Resource Management	<i>Courses</i>	<p>Strategic Human Resources Management (HayGroup Limited, 416-868-1371, www.haygroup.ca)</p> <p>This interactive full day session will help you ensure that your HR function is well positioned to effectively support not only operational but also strategic business needs, and to inform and support business strategy development and implementation.</p>
Resource Management	<i>Courses</i>	<p>Fundamentals of Talent Retention (HayGroup Limited, 416-868-1371, www.haygroup.ca)</p> <p>In this half-day seminar, discover the fundamental principles and best practices behind attraction, retention and motivation of critical talent and the action plans your organization can take to manage in the face of intensifying pressures.</p>
Resource Management	<i>Courses</i>	<p>Fundamentals of Human Resource Management (Canadian Management Centre, 1-800-262-9699, www.cmcamai.org)</p> <p>The role of the HR professional continues to evolve, matching the pace of today's rapidly changing business environment. This program addresses emerging HR issues and will provide you with the practical skills you need to attract, engage, train and manage a fluid and diverse workforce.</p>
Resource Management	<i>Read</i>	<p>Human Resource Management Systems, by Glenn M. Ramton and others (Nelson, 1997)</p> <p><i>This book outlines the process of planning for, acquiring, implementing, and operating an HRMS. Includes case studies, current Canadian Legislation and the impact on HRMS.</i></p>
Resource Management	<i>Read</i>	<p>Human Resource Champions, by Dave Ulrich (Harvard Business School Press, 1996)</p> <p><i>Ulrich identifies four distinct roles that the human resources function must assume - strategic player, administrative expert, employee champion, and change agent - and urges a shift of the human resource professional's mentality from "what I do" to "what I deliver".</i></p>

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Read</i>	<p>The Balanced Scorecard: Translating Strategy into Action, by Robert S. Kaplan and David P. Norton. (Harvard Business School, 1996)</p> <p><i>The authors explain a management system that uses measurements in four categories - financial, customer, internal, and innovation and learning - to align individual, organizational, and cross-departmental initiatives.</i></p>
Resource Management	<i>Read</i>	<p>The Ten Natural Laws of Successful Time Management Proven Strategies for Increased Productivity and Inner Peace, by Hyrum W. Smith (Time Warner, 1994)</p> <p><i>The themes discussed in this book are very relevant to obtaining a high level of Resource Management.</i></p>
Resource Management	<i>Read</i>	<p>What They Still Don't Teach You at Harvard Business School: Managing people and building value, by Mark H. McCormick (Nightingale-Conant Corp., 1990)</p> <p><i>More street smarts for success. An updated version of the very popular program on how to read people, and get what you want in business.</i></p>
Resource Management	<i>Read</i>	<p>Managing in a Flexible Workplace, by Barney Olmstead and Suzanne Smith.</p> <p><i>Written especially for managers and supervisors, this guide explains the many benefits of workplace flexibility, including allocating people and resources more effectively, and attracting quality people who can't (or won't) work in a traditional structure.</i></p>
Resource Management	<i>Read</i>	<p>Supervising for Quality (Toasters International).</p> <p><i>Work force values and expectations are changing, and so is the supervisor's role. This program is designed to help you make the transition. You'll learn how to build employee commitment and involvement, while continuing to fulfill traditional responsibilities for scheduling work, enforcing rules, and monitoring progress.</i></p>
Resource Management	<i>Video</i>	<p>The video, "If It Ain't Broke... Break It", by Robert Kriegel & Louis Patier (Warner Books, 1992).</p> <p><i>Using examples of the experiences of people in a variety of organizations, the authors present ways to increase productivity and quality through simple, effective tools that encourage initiative and risk-taking.</i></p>

Competency	Type of Activity	Suggestions for Development
Resource Management	<i>Video</i>	The video, “ The Human Side of Management ”, by Dr. George S. Odiorne [audiocassette]. <i>How to manage employees as a human resource; the coaching, mentoring, motivation and disciplining.</i>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Keep a diary of what you spend your time doing for a one week period. Review the diary at the end of the week and see if actual time allocated to tasks matches their importance and priority. Develop and implement an action plan to allocate more time to high priority activities. Repeat this exercise periodically to ensure that you stay on track.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Look for standards of high performance in other areas of government. These might include program management, policy development, or excellent relationships with clients. Try to meet or exceed these standards.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Measure your accomplishments against your objectives. <ul style="list-style-type: none"> ⇒ Determine if you are satisfied with your progress or your team’s progress against targets and other goals. ⇒ List any obstacles that are getting in the way of achieving your objectives. ⇒ Once you have listed all the obstacles, identify the resources you can draw on to overcome the obstacles. ⇒ Based on this review, take action.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Test new ideas that you have read about or learned from some other source to see if they could apply to your ministry or department. Develop a plan to incorporate the new idea into your work group. Solicit feedback. Identify key learnings from your group’s feedback. Identify the changes you would have to make to your plan to make it fit.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Challenge yourself by taking part in a strategic project that goes beyond your usual areas of responsibility/expertise. Volunteer for a project that will give you a chance to achieve something significant outside of your usual role/area of expertise. Reflect on how these new experiences may benefit your performance and consider ways of incorporating these experiences into your regular activities.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Identify a peer who demonstrates exceptional tenacity and perseverance in implementing initiatives. Observe how he or she assesses the situation, identifies key players, and maintains commitment to seeing the initiative through. Try to incorporate these behaviours into your own way of doing things at work.

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Select a new initiative, project or activity that you are considering for the coming year. List the costs and benefits, quantifying the benefits as much as possible. Don't forget the more intangible costs and benefits though, such as the degree to which others will resist the initiative or the opportunity for exposure to new people and experiences. Consider the potential obstacles that may arise and how you can address them. Use this information to create a business case for the initiative that will have the highest payoff.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Set an ambitious long-term strategic goal that you believe in strongly. Outline what you need to achieve this goal. For example, commitment to the goal from your management team. Plan interim actions that will move you towards achieving this goal. For example, start researching other ministry's approaches to the issue, establishing productivity standards, or start tracking measures of individual/team results. Be sure to consider the implications of this goal for your team. What steps do you need to take to make sure that they are clear about the goal, and clear about their role in achieving the goal?
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Schedule a planning session with your team to develop challenging goals in key success areas. Analyze the strengths, weaknesses, opportunities and threats affecting your area from both internal and external perspectives. (Some internal factors to consider include: customer satisfaction, quality, productivity and cost efficiency). Determine the critical success factors that will define improvement related to the issues identified in your analysis. Set goals. Develop specific strategies and a formal plan to realize the goals. Include responsibilities, time frames and progress reviews in the plan.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Use your relationships within other ministries and outside of the government to develop an understanding of how others approach their business. Set yourself a goal of discussing issues with a colleague every quarter. Visit other ministries or departments to develop an understanding of how other people handle similar situations.
Results Orientation	<i>Tips</i>	<ul style="list-style-type: none"> • Set an innovative goal to improve something in your ministry. Publicly commit yourself to making this contribution by telling your peers what you intend to do. Clearly communicate the vision and purpose to all involved. Ensure project roles and accountabilities are clearly defined and understood by participants.

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Courses</i>	<p>Alberta Public Service Corporate Executive Development Results Orientation Competency Session</p> <p>This session is based on the DM/ADM competency profile for the Alberta Public Service. More information can be found at www.gov.ab.ca/ced.</p>
Results Orientation	<i>Courses</i>	<p>The Social Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>This module aims at providing an understanding of Alberta's social environment. This module explores the key features of Alberta's social environment, highlighting how social patterns and public opinion both influence and are affected by public policy.</p>
Results Orientation	<i>Courses</i>	<p>The Legal Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of Alberta's legal environment focusing on constitutional, administrative and aboriginal law.</p>
Results Orientation	<i>Courses</i>	<p>Leading and Managing Change (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of how to lead and manage organizational change in response to: fiscal pressure; changes in the business of government; efforts to increase efficiency and effectiveness; and the increased emphasis on accountability.</p>
Results Orientation	<i>Courses</i>	<p>Managing Organizational Performance (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will learn how to effectively implement business plans, using organizational performance measures and financial/ accounting management systems.</p>
Results Orientation	<i>Courses</i>	<p>Public Consultation and Marketing (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Consulting with stakeholders and the public has become part of the way of doing business in both the public and private sector in Alberta. Participants will review the principles of effective consultation and identify methods for sharing information with the public regarding the process and outcomes of consultation.</p>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Courses</i>	<p>Enhancing Managerial Performance (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>At the core of peak performance in the workplace and life in general are sound nutrition, emotional health and adequate amounts of physical activity. These constitute the personal performance triad. Participants will gain insight and learn strategies for managing and continually improving their own performance. An emphasis is placed on learning to manage personal wellness in the face of ongoing challenges in the workplace.</p>
Results Orientation	<i>Courses</i>	<p>Enhancing Personal and Professional Effectiveness (University of Calgary, Continuing Education, 403 220-2877, fax: 403 284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Identify values and needs. Explore self-concept. Understand learned behaviour. Recognize different personal styles. Identify strengths and limitations. Develop effective action plans.</p>
Results Orientation	<i>Courses</i>	<p>Creating Personal Best Performance: Effective Performance Management (University of Calgary, Continuing Education, 403-220-2877, fax: 1-403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Know the relationship between performance management and organizational outcomes. Understand the difference between performance management and performance appraisal. Learn the critical importance of continual feedback and effective communication. Learn to conduct a productive performance appraisal feedback session. Define performance standards and determine accountabilities.</p>
Results Orientation	<i>Courses</i>	<p>Leading and Managing for Results (Banff Centre for Management, 1-800-590-9799, www.banffmanagement.com)</p> <p>Achieving results in today's competitive, fast-paced, changing environment requires a unique combination of leadership and management skills. Achieving results requires leaders who can translate higher-level business unit objectives into key objectives and critical success factors. Leaders must then be able to engage their team by providing a context and critical success factors and measurements.</p>
Results Orientation	<i>Courses</i>	<p>Personal Productivity Workshop (University of British Columbia Commerce Executive Education 604-822-8400, www.commerce.ubc.ca/exec_ed/calendar/index.cfm)</p> <p>This seminar uses group discussion, videos and case analyses to explore problems and solutions in managing your time. You will learn to create a personalized system that helps you organize and balance the many demands on your time.</p>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Courses</i>	<p>So Many Projects...Too Little Time! Time and Project Management (University of Saskatchewan, Extension Division, College of Commerce 306-966-8686, www.learntolead.usask.ca/)</p> <p>Feeling rushed, unfocused and unproductive? Missing deadlines and longing for the thrill of finishing something ... anything? Finding yourself committed to projects with mushrooming expectations and impossible deadlines? Rarely satisfied despite your accomplishments? Join the club! Today's workflow can be unpredictable, erratic and frustrating. This program offers insightful perspectives and practical skills to build your capacity for accomplishment and satisfaction.</p>
Results Orientation	<i>Courses</i>	<p>Managing Motivation for Performance Improvement (Hay Group Limited, 416-868-1371, www.haygroup.ca)</p> <p>A research-based course designed to increase the effectiveness of mid- and executive-level managers. Utilizing objective assessments, managers identify developmental opportunities and plan for improvement</p>
Results Orientation	<i>Courses</i>	<p>Performance Driven Leadership (Canadian Management Centre, 1-800-262-9699, www.cmcamai.org)</p> <p>This unique seminar is designed for the organizational leader at any level who is given "stretch" goals, with limited time and resources. Whether a CEO or a team leader, you will benefit from the best techniques of performance management plus leadership practices that have stood the test of time.</p>
Results Orientation	<i>Courses</i>	<p>Goal Setting and Tracking Results (MICA Management Resources, 416-366-6422, www.micaworld.com)</p> <p>Decide your directions, plan to get there and know when you have arrived. Learn strategies for establishing clear goals and objectives in a wide variety of business settings. Develop detailed action plans, implement your initiatives and track results.</p>
Results Orientation	<i>Read</i>	<p>Business as Unusual, by Anita Roddick (Thorsons Publishing, 2001)</p> <p><i>Anita Roddick's company biography is anything but your run-of-the-mill book on how to create, nurture, and run a successful company. While it does give a firsthand account of the birth of The Body Shop and Roddick's own particular leadership style of creative (and sometimes chaotic) passion, it doubles as a clarion call for business to tackle the big issues of life alongside the pursuit of profits, with heart, soul and conscience.</i></p>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Read</i>	<p>Trade and Trade-offs: Using Resources, Making Choices, and Taking Risks, by M. Estellie Smith (Waveland Press, 2000)</p> <p><i>This book encourages people to think not just about dollars but also about sense. The emphasis is on the sociocultural costs and benefits involved in making choices.</i></p>
Results Orientation	<i>Read</i>	<p>The Arc of Ambition: Defining the Leadership Journey, by James Champy & Nitin Nohria (Perseus Publishing, 2000)</p> <p><i>Showcasing the experiences of dozens of contemporary and historical figures from all walks of life, this book is a practical and inspirational guide to harnessing your ambition and leaving a legacy of accomplishment.</i></p>
Results Orientation	<i>Read</i>	<p>How to Be a Star at Work: 9 Breakthrough Strategies You Need to Succeed, by Robert E. Kelley (Time Books, 1999)</p> <p><i>The author interviewed innovative employees from all over and draws links between their common success to create a program readers can follow. How to Be a Star at Work is a great guide for anyone who feels stuck and wants a big boost up at work.</i></p>
Results Orientation	<i>Read</i>	<p>Make Success Measurable!: A Mindbook-Workbook for Setting Goals and Taking Action, by Douglas K. Smith (John Wiley & Sons, 1999)</p> <p><i>This book will enable you to avoid activity-based goals that can go on indefinitely, and articulate aggressive outcome-based goals that are specific, measurable, achievable, relevant, and time-bound.</i></p>
Results Orientation	<i>Read</i>	<p>Motivation and Goal Setting: How to Set and Achieve Goals and Inspire Others, by Jim Cairo (Career Press, 1998)</p> <p><i>This concise guide teaches readers to define their values, become more goal-oriented and productive, create an action plan that gets results, and stay motivated even in the face of setbacks.</i></p>
Results Orientation	<i>Read</i>	<p>The Leadership Challenge: How to Get Extraordinary Things Done in Organizations, by James M. Kouzes & Barry Z. Posner (Jossey-Bass, 1995)</p> <p><i>This book uses case studies of 500 middle and senior managers at their personal best to demonstrate how ordinary managers can lead others to extraordinary accomplishments. The authors take the view that leadership is an observable, learnable set of practices that virtually anyone can master.</i></p>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Read</i>	<p>The Ten Natural Laws of Successful Time and Life Management, by Hyrum Smith (Warner Books, 1995)</p> <p><i>The topics in this book are relevant to this competency.</i></p>
Results Orientation	<i>Read</i>	<p>Maximum Achievement, by Brian Tracy (Simon & Schuster, 1995)</p> <p><i>Ideas, concepts, and methods used by high-achieving people to meet challenging goals. You learn to unlock your individual potential for personal success and the potential of others.</i></p>
Results Orientation	<i>Read</i>	<p>Goal Setting, by Susan Wilson (American Management Association, 1994)</p> <p><i>A workbook on setting goals, looking at potential obstacles and strategies to reach short and long-term goals. This book deals with setting priorities, planning and time management.</i></p>
Results Orientation	<i>Read</i>	<p>Mastering Self-Leadership: Empowering Yourself for Personal Excellence, by Charles C. Manz (Prentice-Hall, 1991)</p> <p><i>This book reviews the theory behind goal orientation and provides some useful tools and techniques for setting and achieving personal goals.</i></p>
Results Orientation	<i>Read</i>	<p>Seven Habits of Highly Effective People, by Steven R. Covey (Distican, 1990)</p> <p><i>This book provides thought provoking ideas on clarifying your personal values and how to translate them into your daily and weekly activities.</i></p>
Results Orientation	<i>Read</i>	<p>Swim with the Sharks, Without Being Eaten Alive, by Mackay (H.N.Y. READINGS, 1989)</p> <p><i>This easy reading straight-from-the-hip handbook by self-made millionaire Harvey Mackay provides the reader with real-life examples of goal-orientation. Written in a style of quick parables and lessons of life, Mackay shares his experiences in the business world.</i></p>
Results Orientation	<i>Read</i>	<p>The Effective Executive, by Peter F. Drucker (Harper & Row, New York, 1985)</p> <p><i>Drucker identifies five practices essential to business effectiveness that can, and must, be learned: management of time; choosing what to contribute to the particular organization; knowing where and how to mobilize strength for best effect; setting up the right priorities; and knitting them all together with effective decision-making.</i></p>

Competency	Type of Activity	Suggestions for Development
Results Orientation	<i>Video</i>	<p>The video, “Goals and Goal Setting”, (Reid publishing)</p> <p><i>This 20-minute training film is based on a book written by consultant Larrie Rouillard and takes you through the steps for attaining goals.</i></p>
Results Orientation	<i>Video</i>	<p>The video, “How to Set and Really Achieve Your Goals” (Core Career Strategies, Inc.)</p> <p><i>This video discusses the importance of setting accurate goals. It also teaches you how to set meaningful goals and how to achieve them through the GRASP IT goals achievement system.</i></p>
Results Orientation	<i>Video</i>	<p>The movies “Breaking Away” or “Working Girl”.</p> <p><i>These movies show people striving to improve their performance. Look for examples of Results Orientation in these movies.</i></p>
Results Orientation	<i>Video</i>	<p>The video, “Do Right” (International Tele-Film).</p> <p><i>This film speaks to the need for goal-setting, combined with a deep regard for the rights of others.</i></p>
Results Orientation	<i>Video</i>	<p>The video, “The Goal: The Dramatic Story”, (International Tele-Film)</p> <p><i>Based on the best-selling business book by Eli Goldratt, stimulate ongoing improvement and increased productivity through better and faster methods of decision-making.</i></p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Schedule strategic planning sessions with members of your ministry or department. Ensure participation of team members from various locations. Look at where your ministry or department currently stands versus where it should stand and assess the gaps. Develop a list of priorities and accountabilities for the group and hold regular meetings to determine if appropriate changes are being made. Encourage team members to translate the team's priorities into team and individual priorities and accountabilities for their teams.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Assess your work unit's/department's contribution to the government's strategic plan. Is it adding value to the overall direction of the government? List your conclusions and devise an action plan (if necessary).
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Review the priorities and current activities of your department or ministry. What is your area doing that is a “nice to do” versus what is a “must do”? Realign resources so as to accomplish the area's short and long-term goals.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Keep up-to-date on current economical, social, political and technological trends in the external environment. Make an effort to scan newspapers, magazines, financial reports, technical reports, etc., regularly and attend government and public events. Think of the potential impact these factors may have on the future of your department or ministry. Use this information to determine any adjustments your area will have to make to keep on track with accomplishing its objectives.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Determine benchmarks. Collect information about best practices and key success factors within government. Use this information to develop benchmarks for performance and behaviour in your own department or ministry. Share these benchmarks with your peers to test them for accuracy and alignment.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Anticipate and prepare for potential changes. Look at what other government branches or ministries are doing. What assumptions are they making about the future that is driving their current strategy? Collect information about best practices and key success factors in other areas that you believe could be transferable to your own area. Anticipate changes in legislation and/or accepted industry standards and determine any adjustments your area will have to make in order to keep on track with accomplishing its objectives.

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Identify your key client's critical issues and assumptions about the future. Study client/key service partner satisfaction surveys and external industry reports to better understand their needs. Talk to clients/key service partners about issues facing them, trends affecting them, and concerns they may have about the future. Summarize the common themes that you identify. Discuss your findings with your peers/direct reports to incorporate their impressions into the critical issues facing the client/key service partner. Draft a plan, working with peers/direct reports to outline what, if anything, you can do to help clients/key service partners address these issues.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Strategic thinking and industry foresight is strengthened by developing and testing assumptions. Collect relevant information, review and identify the major themes and formulate a direction. Facilitate a meeting with internal experts to help quantify your assumptions on environmental or external factors impacting the government. Test your assumptions by participating in an external forum on current government issues and future trends. Outline the impact of your assumptions and the implications on people, technology, product/service and process.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Conduct a market review to identify trends and potential responses. Focus on specific areas - regulatory trends, demographic, social, environmental, and technological trends, changes in senior personnel within government and industry. Create a template for yourself and others to use, so that information is in a standard, easily accessible format. Once you have recorded the information, look for trends across or within organizations or the government. How have they typically responded to changes in the marketplace or changes in the economy? Review any available information regarding your strategic direction - in what areas are you well positioned? Vulnerable or under-utilized? Take action - include team members in your action plan.
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Look for opportunities in your community to network and develop your business expertise. Take advantage of these opportunities to gain insight to relevant industry-related issues.

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Tips</i>	<ul style="list-style-type: none"> • Assess your own and your team's attitude toward change. Think about the change that is being proposed. Analyze the potential impact this change will have on you, the type of work you do, the ways in which you do your work and the environment in which you work. Identify opportunities that will exist because of, or in spite of, the change. Communicate these to your team directly, and support their efforts to uncover more of them as the change proceeds. If there are multiple barriers or opportunities available to you and your team, discuss which of them you really want to commit to, in terms of time, resources and effort. Make these decisions as a team.
Strategic Thinking	<i>Courses</i>	<p>Alberta Public Service Corporate Executive Development Strategic Thinking Competency Session</p> <p>This session is based on the DM/ADM competency profile for the Alberta Public Service. More information can be found at www.gov.ab.ca/ced.</p>
Strategic Thinking	<i>Courses</i>	<p>Economic and Political Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an awareness of the major economic and political issues facing the public service in modern Alberta.</p>
Strategic Thinking	<i>Courses</i>	<p>The Social Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>This module aims at providing an understanding of Alberta's social environment. This module explores the key features of Alberta's social environment, highlighting how social patterns and public opinion both influence and are affected by public policy.</p>
Strategic Thinking	<i>Courses</i>	<p>The Legal Environment (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of Alberta's legal environment focusing on constitutional, administrative and aboriginal law.</p>
Strategic Thinking	<i>Courses</i>	<p>Leading and Managing Change (Alberta Public Service Senior and Executive Managers' Development Program, www.gov.ab.ca/sem_dp)</p> <p>Participants will gain an understanding of how to lead and manage organizational change in response to: fiscal pressure; changes in the business of government; efforts to increase efficiency and effectiveness; and the increased emphasis on accountability.</p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Courses</i>	<p>Strategic Leadership for Today’s Senior Executive (Alberta Public Service Senior and Executive Managers’ Development Program, www.gov.ab.ca/semdep)</p> <p>Drawing on a number of cases developed from Alberta public service, participants will explore leadership issues relevant to executive leadership in today’s public organizations.</p>
Strategic Thinking	<i>Courses</i>	<p>Building Innovative Knowledge-Intensive Organizations (Alberta Public Service Senior and Executive Managers’ Development Program, www.gov.ab.ca/semdep)</p> <p>This module focuses on the strategic management of knowledge and innovation within a public sector setting. Participants will explore principles of innovation and knowledge management with a focus on two interrelated themes- creating, applying and sharing knowledge in a systematic manner, and developing a culture and capacity for innovation.</p>
Strategic Thinking	<i>Courses</i>	<p>Innovative Problem Solving and Decision Making (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>Designed for anyone who has a need to deal more effectively with problems, generate solutions and make decisions, this two-day workshop will enable participants to develop the critical skills needed to identify, define, unravel, analyze and resolve both technical problems and performance dilemmas. You’ll learn how to creatively generate solutions, decide on the best course of action, and set up follow-through methods that will win universal support. This is not a theoretical course. Instead it uses intensive involvement and practical application to real situations.</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Leadership: Leading for Results (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>This program is about building and executing the plan to lead yourself and others to produce higher results and with greater effectiveness. The Faculty of Extension introduces a partnership with Franklin Covey Canada Ltd. to combine some of the greatest managerial and supervisory wisdom from Dr. Stephen R. Covey's best-selling book Principle-Centered Leadership and the current 4 Roles of Leadership model.</p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Courses</i>	<p>Thinking Beyond the Box (University of Alberta – Faculty of Extension, 780-492-3116, www.extension.ualberta.ca/business)</p> <p>Information is the enemy of intelligence. Learn the new rules of thinking through problems in an information-intensive environment. Discern between data, information and insight. Discover the value of collective intelligence and how to untap it in yourself as well as your organization. Gain a better understanding of why the obstacles to opportunity, things like insufficient time and rear of failure, are little more than self-perpetuated mental walls.</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Leadership Program (University of Calgary, Haskayne School of Business, 403-220-5685, fax: 403-282-0095, www.haskayne.ucalgary.ca/index.html)</p> <p>This three day intensive workshop deals with core concepts of strategic management and examines contemporary approaches to strategic processes within organizations. The key role of top managers and the pivotal role of middle managers in shaping and executing strategy will be discussed. Follow-up coaching is available.</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Management: Linking Strategy and Performance (University of Calgary, Continuing Education, 403-220-2877, fax: 403-284-5702, www.cted.ucalgary.ca/managementseminars/)</p> <p>Integrate strategy and performance. Build core competencies into competitive edges. Use strategic tools such as vision, scenarios, benchmarking and performance management.</p>
Strategic Thinking	<i>Courses</i>	<p>Implementing Strategic Plans (University of British Columbia Commerce Executive Education 604-822-8400, www.commerce.ubc.ca/exec_ed/calendar/index.cfm)</p> <p>We all know that most change initiatives, be they strategic plans or modifications in workplace technology, fail because of improper implementation. But we rarely spend as much time, effort and money on learning and applying implementation principles as on preparing for them and mopping up afterwards. This seminar develops your ability as a leader and manager to implement strategic plans and other change initiatives.</p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Courses</i>	<p>Reinventing Strategic Planning (University of Saskatchewan, Extension Division, College of Commerce 306-966-8686, www.learntolead.usask.ca/)</p> <p>This interactive two-day workshop is designed for executives, managers, directors and functional leaders who want to learn the systems thinking approach to strategic planning. Each participant will receive a workbook with inserts that can be utilized in individual planning sessions.</p>
Strategic Thinking	<i>Courses</i>	<p>University of Saskatchewan Executive Programs (University of Saskatchewan, Extension Division, College of Commerce 306-966-8686, www.learntolead.usask.ca/)</p> <p>This premier learning experience is held to give senior managers and executives the opportunity to address current issues and enhance their leadership practices and techniques. The Effective Executive program is designed for both personal and professional growth and renewal.</p>
Strategic Thinking	<i>Courses</i>	<p>Business Strategy (University of Toronto, School of Continuing Studies, 416-978-2400, fax: 416-978-6666, http://learn.utoronto.ca/uoft/)</p> <p>This course deals with the planning and policy function. Primarily using case studies, this course integrates functional activities such as production, finance and marketing with general management. You are exposed to a wide range of Canadian and international business situations and contemporary issues.</p>
Strategic Thinking	<i>Courses</i>	<p>Business Management (University of Toronto, School of Continuing Studies, 416-978-2400, fax: 416-978-6666, http://learn.utoronto.ca/uoft/)</p> <p>This is a survey course that provides an introduction to the primary management disciplines utilized by organizations worldwide. Emphasis is placed on management trends and practices within a Canadian setting as we discuss how real-world businesses operate within a constantly changing environment</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Management (Schulich School of Business, York University 1-800-667-9380, www.execdev.schulich.yorku.ca/ssb-extra/ded.nsf?Open)</p> <p>Strategic management and planning is consistently identified as the single most important concern of senior executives. This 3-day program uses workshops and case studies extensively to allow a "hands on" experience with the development of the key components of the Strategic Management system: The Strategic Plan and The Business Plan.</p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Courses</i>	<p>Queen’s Strategic Leadership Program (Queen’s University, 613.533-2371, fax: 613-533-6585, www.business.queensu.ca/execdev/index.html)</p> <p>This program is designed to enhance the skills of senior managers at leading change through the creation and implementation of imaginative business strategies. Topics include developing strategic plans (approaches to strategic thinking, understanding the strategic landscape, creating the strategic plan, financial analysis and control) and leading strategic change (role of the strategic leader, implementing the plan for leading change).</p>
Strategic Thinking	<i>Courses</i>	<p>The Executive Program (University of Western Ontario, 1-800-948-8548, www.ivey.uwo.ca/executives_business/)</p> <p>This program is designed for executives who occupy, or are designated to occupy senior management positions. It provides enhanced understanding of functional and general management issues (strategic management, accounting, finance, marketing, human resources, information systems, operations); environmental understanding; and enhanced executive skills (leadership, change management, implementation, problem-solving skills).</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Formulation & Implementation (Centre for Management Development [UBC], 604-822-8400, www.cmd.commerce.ubc.ca)</p> <p>This program will help you understand the new competitive reality and create strategies that will guide your unit or organization into the future.</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Planning (Canadian Management Centre, 1-800-262-9699, www.cmcai.org)</p> <p>This program is specifically designed to help you set a strategic direction for your organization by anticipating and preparing for future trends and opportunities in today’s rapidly changing global environment. You’ll learn how to harness the power of your strategic vision and use the right tools and methods to implement a systematic and workable plan of action.</p>
Strategic Thinking	<i>Courses</i>	<p>Strategic Thinking and Planning (MICA Management Resources, 604-685-1771, www.micaworld.com)</p> <p>Think strategically on a day-to-day basis. This workshop will teach you how to think strategically and get results. You will learn how to incorporate strategic thinking into your daily activities as an ongoing process, not an event. You’ll also learn a model for developing strategic plans.</p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Read</i>	<p>It's Not the Big that Eat the Small...It's the Fast that Eat the Slow: How to Use Speed as a Competitive Tool in Business, by Jason Jennings & Laurence Haughton (HarperCollins, 2001)</p> <p><i>In this book, the authors argue that only the swiftest of corporations will thrive in the 21st century. They then outline a program, based on best practices developed by contemporary speedsters like Charles Schwab and AOL that readers can work into their own businesses by similarly focusing on "commerce, resource deployment, and people." If you want to think quicker and faster all the information you need is here.</i></p>
Strategic Thinking	<i>Read</i>	<p>Six Sigma: The Breakthrough Management Strategy Revolutionizing the World's Top Corporations, by Mikel J. Harry and Richard Schroeder (Doubleday, 2000)</p> <p><i>The Six Sigma Breakthrough Strategy is one of the most compelling and successful management strategies of the last quarter century. It focuses on business processes and the components that comprise those processes.</i></p>
Strategic Thinking	<i>Read</i>	<p>Strategic Renaissance: New Thinking and Innovative Tools to Create Great Corporate Strategies Using Insights from History and Science, by Evan M. Dudik (AMACOM, 2000)</p> <p><i>This book will introduce you to four guidelines for developing strategy, and teach you the importance of an effective top management team to harmonize your company's strategy and culture.</i></p>
Strategic Thinking	<i>Read</i>	<p>The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, by Robert S. Kaplan & David P. Norton (Harvard Business School Press, 2000)</p> <p><i>In this book, the authors share the results of ten years of learning and research into more than 200 companies that have implemented the Balanced Scorecard. Drawing from more than twenty in-depth case studies-including Mobil, CIGNA, Nova Scotia Power, and AT&T Canada, Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their groundbreaking tool to the next level. These organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems.</i></p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Read</i>	<p>Strategy Safari: A Guided Tour Through the Wilds of Strategic Management, by Henry Mintzberg, Joseph Lampel & Bruce W. Ahlstrand (Simon & Schuster, 1998)</p> <p><i>This book provides a thorough critique of the contributions and limitations of 10 dominant schools of strategic thought.</i></p>
Strategic Thinking	<i>Read</i>	<p>Thought Leaders: Insights on the Future of Business, by Joel Kurtzman (Jossey-Bass Publishers, 1998)</p> <p><i>In this collection of interviews and profiles, twelve of the world's most remarkable business leaders and thinkers tell companies what it will take to prosper in the next century. The contributors offer compelling insights into such topics as the strategic uses of technology, building sustainable business growth, and realizing a new 'corporate core' while anticipating key business functions and competencies for the future.</i></p>
Strategic Thinking	<i>Read</i>	<p>Making Strategy Work: Building Sustainable Growth Capability, by Timothy J. Galpin (Jossey-Bass, 1997)</p> <p><i>This book outlines the steps managers need to take so they can confidently implement corporate strategy within their departments and divisions and throughout their organizations. The author bridges the gap that so often exists between strategy and action, and offers tools managers need to translate plans into results-oriented strategic change.</i></p>
Strategic Thinking	<i>Read</i>	<p>Fundamental Issues in Strategy, by Richard P. Rumelt, Dan E. Schendel and David J. Teece Eds. (Harvard Business School Press, 1995)</p> <p><i>Twenty- strategy thinkers take a comprehensive look at the “intellectual backbone” of the field of strategy.</i></p>
Strategic Thinking	<i>Read</i>	<p>The New Strategists: Creating Leaders at all Levels, by Stephen J. Wall & Shannon Rye Wall (The Free Press, 1995).</p> <p><i>A collection of works intended to emphasize the role and thinking processes of leaders in various types of organizations faced with complex and turbulent environments.</i></p>
Strategic Thinking	<i>Read</i>	<p>When Giants Learn to Dance, by Rosabeth Moss Kanter (Simon & Schuster, 1989)</p> <p><i>A collection of case stories that illustrate how organizations learn to rapidly shift their strategies to adapt to the changing needs of the internal and external environment.</i></p>

Competency	Type of Activity	Suggestions for Development
Strategic Thinking	<i>Read</i>	<p>The Evolving Global Economy, by Kenichi Ohmae (Harvard Business School Press)</p> <p><i>This collection of Harvard Business Review articles will help you gain an understanding of the nature of the global economy and its opportunities. Individual articles by Tom Peters, Peter Drucker, Ken Ohmae and Robert Reich.</i></p>
Strategic Thinking	<i>Read</i>	<p>Applied Strategic Planning: A comprehensive guide, by Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer.</p> <p><i>This provides a complete understanding of the strategic planning process, along with views on the most effective ways to plan strategically. It presents the model that Pfeiffer & Company uses for its own strategic planning, with complete chapters devoted to each phase of the model.</i></p>
Strategic Thinking	<i>Video</i>	<p>The video, “What is Strategic Planning?”, (Performance Resources Inc.)</p> <p><i>This video demonstrates the five important steps in developing a strategic plan. It is designed to assist you with the first stage in creating an organizational culture that relates strongly to the concepts of strategic planning.</i></p>
Strategic Thinking	<i>Video</i>	<p>The video, "Football and the Art of Strategic Planning" (Vision Films Associated)</p> <p><i>This video illustrates the effectiveness and importance of the strategic planning process by using a professional football club as an example.</i></p>
Strategic Thinking	<i>Video</i>	<p>The video, "Applied Strategic Planning: Executive Briefing", by William J. Pfeiffer.</p> <p><i>This video presents an overview of the applied strategic planning process by J. William Pfeiffer, PhD. J.D. President of University Associates, Inc. Dr. Pfeiffer uses the Applied Strategic Planning Model to illustrate and to explain chronologically the steps necessary for effective strategic planning. He also shares insights and examples from his work in numerous organizations.</i></p>