

LEADERSHIP COMPASS

Leadership Development Programs at The Banff Centre

WINTER 2008-2009

VISION

INWARD • UPWARD • OUTWARD

Building Your Vision

Follow Your Values to the Future

Promoting Effective Visioning
Within an Organization



The Banff Centre
inspiring creativity

The Banff Centre is a globally respected arts, cultural, and educational institution and conference facility.

Construction of the new Kinnear Centre for Creativity and Innovation is well underway. Scheduled for completion in 2010, the building will become both the physical and intellectual core of The Banff Centre.



The Banff Centre

Leadership Development

Leadership Development at The Banff Centre offers custom and public programs to mid- to senior-level leaders and decision makers in the corporate, government, Aboriginal, arts and non-profit sectors. Through experiential, arts- and nature-based learning participants explore creative ideas and innovative solutions in an inspiring setting.

Arts

Arts programming at The Banff Centre has a long and distinguished history. For 75 years, The Banff Centre has provided professional career development and opportunities to create new work for artists and cultural leaders in Aboriginal, performing, literary, new media, and visual arts. Work is showcased throughout the year in public performances, exhibitions, and events, culminating in the Banff Summer Arts Festival.

Mountain Culture

Mountain Culture at The Banff Centre promotes understanding and appreciation of the world's mountain places by creating opportunities for people to share – and find inspiration in – mountain experiences, ideas, and challenges. Showcase events include the Banff Mountain Film and Book Festivals, and mountain environment think-tanks and conferences.

Conference Services

Since 1952, Conferences have been a core activity of The Banff Centre, providing delegates from Alberta, Canada, and around the world with unparalleled meeting facilities in a creative and inspirational learning environment. With over 400 guest rooms, and 60 exceptional meeting spaces, lecture theatres, and auditoriums, The Banff Centre can accommodate groups from five to 1,000. Delegates benefit from the creative energies and showcasing of our arts, leadership, and mountain culture programming, and events.



www.banffcentre.ca/events

To receive regular updates about inspiring Banff Centre events throughout the year, subscribe to our events e-newsletter by following the links from www.banffcentre.ca/events.

GENERAL INFORMATION

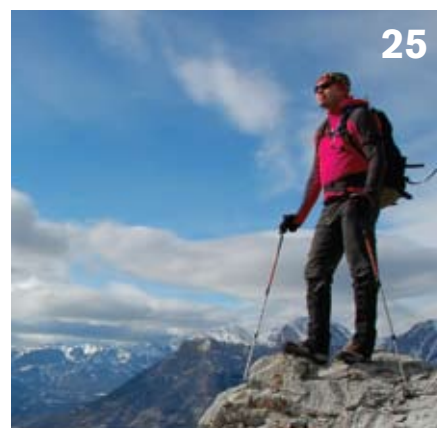
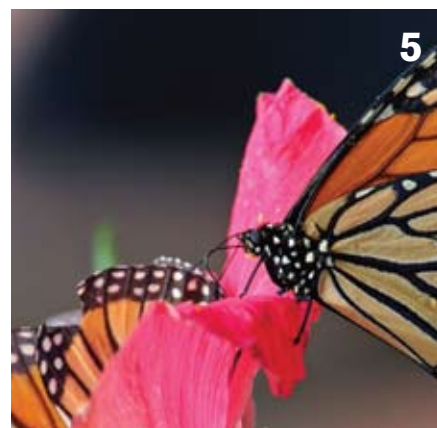
- 2 Executive Director's Message
- 12 Leadership Framework
- 14 Leadership Programs
- 21 Aboriginal Leadership
- 23 Our Scholarship Partners
- 32 Program Calendar
- 33 How to Register

PROGRAMS

- 14 Building Personal Leadership
- 15 Managing in the Middle
- 15 Leading Teams for High Performance
- 16 The Leadership Challenge: Managing Change Successfully
- 16 Coaching for Performance
- 17 Leading for Results
- 17 Leading Strategically
- 18 Inspiring Creative Leadership
- 18 Art of the Executive Leader
- 19 Powerful Expression for Leaders
- 19 Establishing Effective Aboriginal Relationships
- 20 In The Spotlight: Programs and Special Offers

ARTICLES

- 4 Promoting Effective Visioning Within an Organization
By Doug Lauchlan
- 6 Follow Your Values to the Future
By Bill Overend
- 8 Building Your Vision
By John Baldoni
- 10 The Power of Clear Vision and Willing Participation
By Brian Fraser
- 24 Accessing the Power of Vision
By John Varney
- 26 Alumni News
Reaching New Heights: Paula Woolley
By Sarah Fabbri
- 28 Alumni News
Cathy McFee:
CNIB Opens Innovative Outdoor Classroom for Children
By Sarah Fabbri
- 30 McLean & Partners: A Leadership Development Journey
By Sarah Fabbri



Comments regarding the Leadership Compass can be directed to leadership@banffcentre.ca

Publishing Editor: Sarah Fabbri Art Direction: Diana Skrepnyk Graphic Design: Laurie Buxton
Cover Photo: John E. Marriott, A hiker on the Iceline Trail in nearby Yoho National Parks. www.wildernessprints.com
Inside Photos: Donald Lee, Laura Vanags

The Banff Centre: Box 1020, Stn. 45, Banff, Alberta T1L 1H5 Phone: 1.800.590.9799 E-mail: leadership@banffcentre.ca
Website: banffleadership.com © The Banff Centre Printed in Canada, November 2008 Publications Mail #40064043
Return undeliverable Canadian addresses to: The Banff Centre, Box 1020, Station 1, Banff, Alberta T1L 1H5

Executive Director's Message

USING IMAGINATION, CREATIVITY, AND VISION TO BECOME A LEADER IN INNOVATION

BY NICK NISSLEY, ED.D.

The Conference Board of Canada's recent "Report Card on Canada" is disappointing. While Canada is still in the gifted class among nations, the report card tells the story of a country moving to the back of the class because of its underperformance in almost all subjects – especially in innovation where our "D" grade puts us at number 13 of 17 industrialized nations. Many leaders across Canada are now asking: How can Canada become a leader in innovation?

We say imagination, creativity, and vision must be part of the solution.

When leaders come to The Banff Centre we talk about the intersection of workforce and imagination and explore how they can develop their "human resourcefulness". Human resourcefulness is a leader's ability to think and act beyond boundaries to achieve more than was previously imagined. We think this ability is essential for leaders and their organizations to survive, and thrive, especially during these times of economic turmoil.

To help leaders and organizations move beyond their "present state" we begin by asking them about their vision. What is vision? We define vision as an imagined picture of the future you seek to create. By articulating our vision we're expressing where we want to go, and what it will be like when we get there. Our experience tells us that the more richly detailed and visual the image, the more compelling and memorable it will be. A vision gives shape and direction to our desired future.

We also know that the most effective visions are living visions – a living picture of the future, desired state. It's living

because it exists in the thoughts, hearts, and actions of people, not just in a written document. A shared vision can energize people by connecting them to the purpose of the organization – it's a source of inspiration. Visioning focuses an organization's energy on what its members desire to create.

With a vision in place, an insightful leader will employ both creativity (the human capacity to generate useful novel ideas) and innovation (the capacity to breathe life into these ideas and ultimately bring them to market) to reach a desired future.

The first step in evolving a shared vision with leaders participating in our programs is to begin by clarifying one's personal vision. My personal vision: "to always do my best, at what I am best at, for the good of others."

I am grateful to serve The Banff Centre and Leadership Development where we're committed to helping leaders, and Canada, move to the "front of the class" in innovation – to better our "D" performance.

The theme of this issue of *Leadership Compass* is vision. We hope the articles will encourage you to look inward, upward, and outward in new ways at the world around you, and to consider the role vision plays in your personal leadership and the work you do for the good of others.

Nick Nissley, Ed.D.
Executive Director
Leadership Development



PROMOTING EFFECTIVE VISIONING WITHIN AN ORGANIZATION

BY DOUG LAUCLAN

In the history of Canadian business the task of "visioning" is inseparably connected with industry captains such as the Van Horns, the Eatons, and the Richardsons. Visioning was seen as the act of placing one's stamp on an organization. Today while it is true that any successful organizational leader must have a coherent vision of the development of his or her organization, it is also true that this vision must be inspiring and enabling, not limiting and stifling. The process must also encourage and recognize creative work in all facets of the organization.

An assumption that makes real visioning in an organization difficult comes from a rather linear, cause/effect view of organizational life. Since a vision is both a driving force and a control mechanism, it really must be in place before other things can happen. And if there isn't a vision statement which is both articulated and shared within the group, then everything must come to a stop and we must make a Herculean effort to put this organizational talisman in place. There is a certain logic to this view. Unfortunately, this isn't the way the world works. In many successful enterprises, visioning is almost an afterthought. Many companies grow exponentially and then someone says, "What is our mission statement?" Or even more perplexing, the organization directs its energy, with great success, in a confusing diversity of directions, and then the sweet smell of success (and the money it brings in) overwhelms any misgivings about logic and order.

The fact is, visioning should be a part of the everyday life of any organization. The renewal, restatement, and rethinking of the organization's sense of direction is not an occasional priority. It should be a constant requirement.

For the past 30 years it has been a common experience for many organizations to devote enormous time and energy to elaborate planning exercises. These can be very valuable events but their consequences often differ from the original intentions. These exercises can have positive impacts on morale. They can inspire individual employees to new and different achievement. They can build bridges between senior management and other levels of the organization.

But they do not often produce the kind of enabling and inspirational organizational consequences their advocates predict, or desire. And the reason is simple: if visioning is not a part of the common and continuing life of an organization it has marginal and occasional consequences; not formative and defining results.

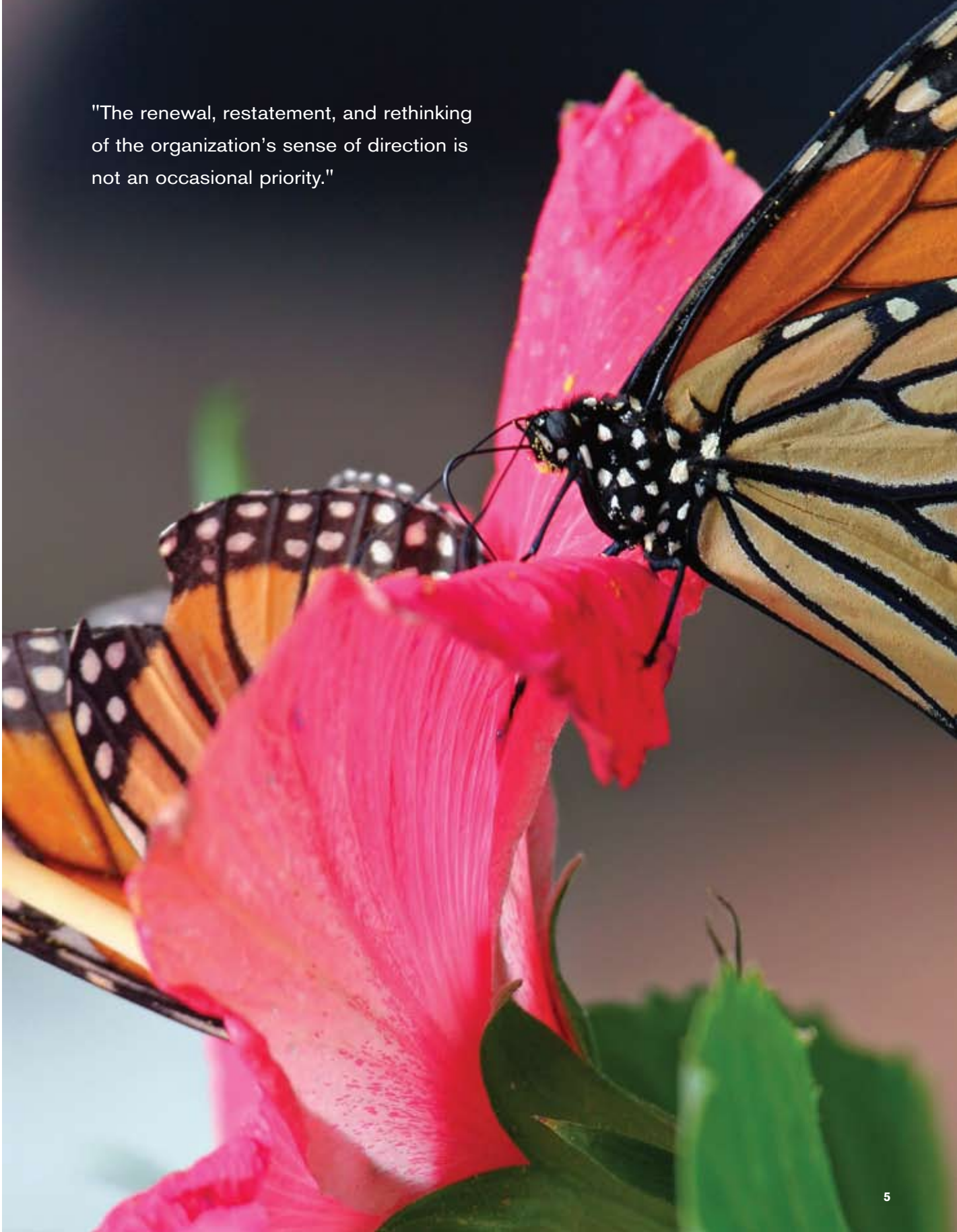
What can senior managers do to promote effective visioning within an organization?

1. Articulate present priorities and emerging alternatives for the future of the organization. This must be done in an open way which encourages comment. Comment must be both noted and welcomed. This process provides the framework for detailed discussion within the various operating units of the company.
2. Coach middle managers (department heads for example) to help the whole management team become more proficient in fostering and leading visioning discussions with their people. Remember, open-ended discussions seldom produce results and are quickly dominated by a few vocal people.
3. Communicate effectively. The feedback loop really matters. People become quickly disengaged from discussions if they never hear about results – with appropriate recognition given to contributors.

Effective "visioning" depends on two necessities: that it is a continuing part of the ongoing life of the organization, and that the organization has the leadership and the systems required to accept good ideas and incorporate them into the emerging future of the enterprise.

Doug Lauchlan has been a CEO of major non-profits for over 30 years. He is currently president of the International Avenue Arts and Culture Centre. He served as president of Mount Royal College, the United Way of Calgary, and the Calgary Centre for Performing Arts (now the Epcor Centre). Doug was also the leader of the Liberal Party of Manitoba.

"The renewal, restatement, and rethinking of the organization's sense of direction is not an occasional priority."



FOLLOW YOUR **VALUES** TO THE FUTURE

BY **BILL OVEREND**



“Envision it, and you’re half way there.”

“Look to the future – it’s where you’re going to spend the rest of your life.”

Pretty statements like these roll easily off the tongue – but they lend no insight into how to actually establish a shared and compelling vision. Perhaps now more than ever, the business and not-for-profit worlds subscribe to the notion of having a vision: some bold statement that defines a desired long-term outcome and thus aligns the organization toward its achievement.

But they appear to have few clues about how to come up with one.

Amazingly, there are still loads of leaders out there who feel it necessary to grind their teams for endless painful hours, using wordsmithing – an activity best left to a single person in a quiet den with Track Changes on – to jointly parse their organization’s vision. They “triumph” by inducing exhaustion. Any of the troops who may have entered the discussion with energy, or imagination, or a different idea, ultimately send up the white flag – just to get out of the room.

How can a vision do what it is supposed to do – that is, to galvanize and align a group toward a desired, energizing, aspirational future state, providing focus for strategies, plans and actions alike – when its birth is realized through a process akin to sanding drywall?

In traditional organizations, run by what Wageman, Nunes, Burruss and Hackman call “heroic leaders” (Senior Leadership Teams, Harvard Business School Press, 2007), the person at the top usually espouses and embodies a vision, leaving others to rally around it or desert it as they see fit. This approach works, but suboptimizes. As Victoria Holtz puts it, “The best way to kill creativity in a team is letting the boss speak first.”

In the manner that more and more of today’s organizations are run it is the “leadership team” that must espouse and embody the vision. This is the path of highest potential, but it is fraught with peril. Having more than one cook in the kitchen may be a good thing for a banquet, but when it comes to collectivizing a vision you can end up with some

bland and bodiless broth. Leadership teams can enhance their planning cuisine by turning to the one organizational recipe with more staying power than a vision: values.

To get to a vision that leaves people high-fiving, first identify what the organization stands for, what the people in it believe in. Surprise, surprise: most of the clues will be found not in the distant future but in the past; in the story of the organization, its historical turning points and its defining moments.

The question can then be asked: “As we move into the future, which values will we need?” Do we, for example, need to leave off some of what we’ve clung to? Given our understanding of the challenges ahead of us, are there new values we’ll need to embrace, or existing values we’ll need to emphasize?

Once a solid, future-ready set of values is identified, the ultimate vision question, the real coup de grace, can finally be posed: “What does our selection of values say about the future we’re preparing for?” With any luck, what will pour forth at that point are elements of a future that the assembled leadership team actually cares about – actually aspires to. This is your vision with a punch. This is what you want a vision to be for your organization.

To go back to the past in order to get to the future may seem counterintuitive. Then again, we’ve all tried linear advancement with predictable results. Values are the sap of your organization. Tap them to deliver an energized and energizing vision – something whose creation was worth the effort.

Bill Overend is a Certified Management Consultant and the principal of Overview Business Consulting Inc., a Calgary management consulting firm offering strategy, business planning, facilitation, research and related services.

BUILDING YOUR VISION

BY JOHN BALDONI

There is a famous parable that legendary management consultant Peter Drucker used to illustrate the power of vision. A visitor is walking through a town in medieval Italy when he happens upon a man cutting stone. The visitor asks, "What are you doing?" The man replies he is cutting stone. The visitor continues on his way when he sees another man doing the same. The visitor asks the same question to which the reply is, "I'm building a wall." A while later the man encounters a third person cutting stone and when asked his job, the man replies, "I am building a cathedral." As Drucker illustrates, knowing your job is one thing; knowing the outcome of what you do contributes to the fulfillment of the vision.

Knowing the big picture is essential to vision. That is the leader's responsibility to ensure that people know how their jobs complete what the organization is doing and why. For many of us, work is work, but when we know that what we do is making life better for our customers, our stakeholders, and ourselves we have a greater investment in our labour. There are three things a manager can do to ensure that people understand the vision.

Fuse with purpose. While visions are often focused on rank, as in statements like "becoming number one" or "being first," visions that integrate values such as respect, integrity, or sustainability position the organization that is as focused on principle as well as on growth. Employees can believe in something that uses the bottom line as a platform for doing well by doing good.

Make it feasible. While visions must be grand as well as aspirational in nature (e.g. building a cathedral) they need to be attainable. People want to feel part of something greater than themselves.

Make it personal. People want to know that what they do

matters. The century-old Harley Davidson Company nurtures the link between workers and customers with their rally day concepts. At least once a year, customers are invited to visit the factory in Milwaukee and meet the workers who build the motorcycles. The concept extends throughout the Harley world with HOGS, Harley Owner Groups, where owners and factory representatives come together to celebrate Harley ridership and ownership.

The way to enrich the vision, that is, to make it seem tangible to people, is through stories. This often occurs in family businesses where the founders or their children are actively engaged in the business. Within the family, they know the sacrifices the founders made to get the business up and running. Their successors do not play up the hardship angle with outsiders but rather talk about how generations of employees have made real and lasting contributions. The family business becomes a true family, a source of income as well as pride for all stakeholders, not just family members.

Many organizations like to put their vision and mission statements on posters or wallet cards. Nothing wrong with that, but unless the vision is fused with purpose, is feasible, and personal it will not succeed. Just ask the stonecutters who built the cathedrals.

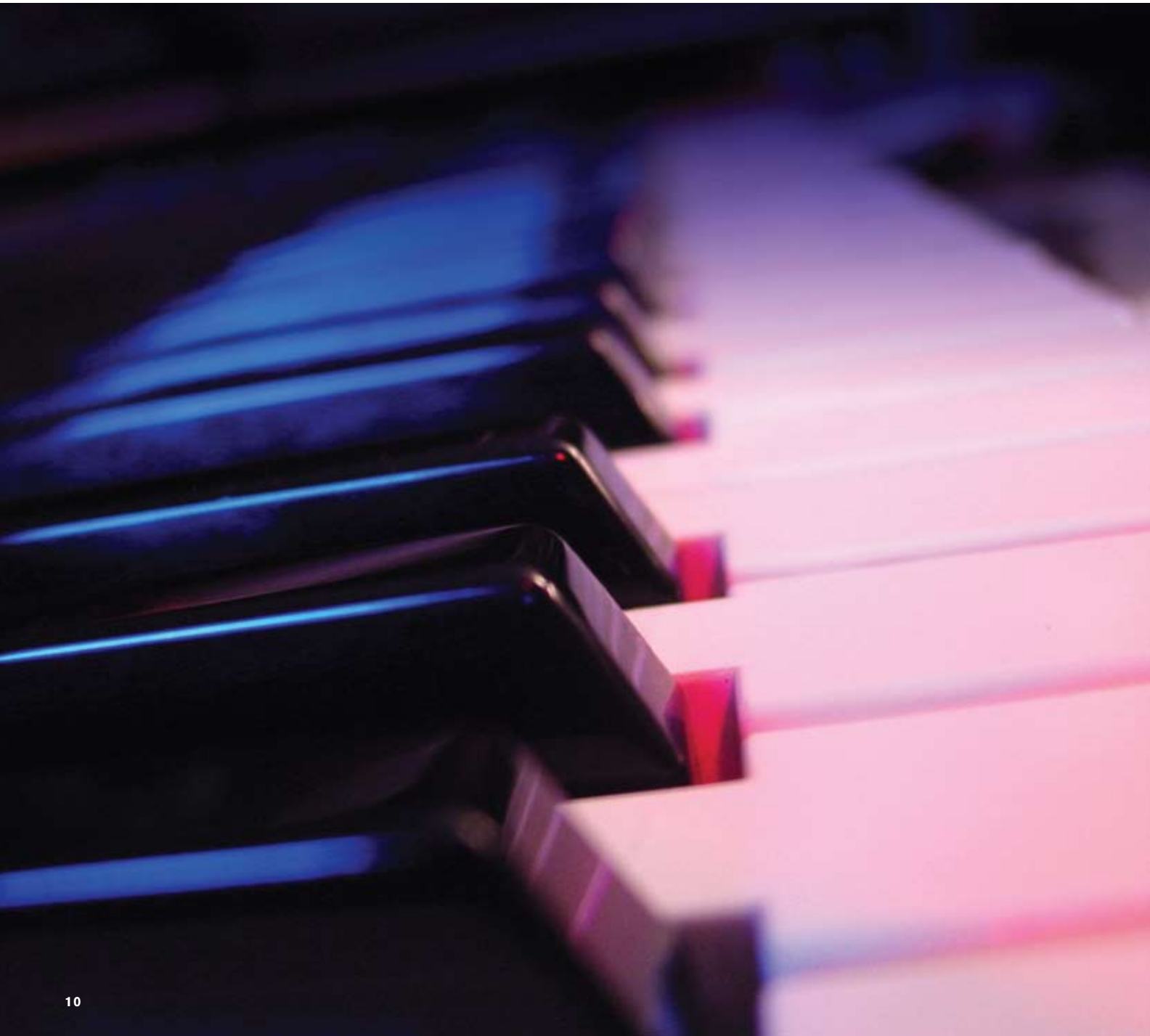
John Baldoni is an internationally-recognized expert in leadership and communications. As an executive coach, speaker and teacher, John helps men and women discover their leadership potential and deliver on it. John is the author of seven books on leadership. His newest book is *Lead by Example, 50 Ways Great Leaders Inspire Results* (Amacom 2009).

"...knowing your job is one thing; knowing the outcome of what you do contributes to the fulfillment of the vision."



THE POWER OF **CLEAR VISION** AND WILLING PARTICIPATION

BY **BRIAN FRASER**



Leadership is really about helping the team see so clearly that everyone can participate willingly. Think of the performance of a jazz trio. Without the leader providing a core chart or lead sheet with the melody written on it, the group would be lost. They would not know the piece to which they were being called to contribute their unique voices and experiences.

Vision is to leadership what melody is to musicianship. It lays out the core shape and direction of the performance. It keeps everyone playing the same tune in sync with each other. But achieving this ideal can be a little more complicated than suggested so far.

To be engaged in willingly, a vision must be constructed from things that the participants value most. The best way to find that out is to ask. The worst way to proceed is to assume. No vision will be fully realized without broad ownership from all those involved in its achievement. Tapping into value is the strongest strategy for unification.

Leaders of jazz groups usually confer with the musicians in the group about the music they will play together. They choose songs that the players like. They choose songs that the players feel competent to play. Thus, they create the conditions for passion and talent being blended into willing participation and great performance.

Leadership also involves negotiating the strategic imperatives to be implemented if the vision is to be realized. The imperatives are the two or three most highly-leveraged or effective actions that will move the team forward to achieve the vision. This involves thinking both short-term (about the imperatives) and long-term (about the vision) in an integrated way.

Using leadership in jazz as a model for clear vision and willing participation adds an important element to the implementation process. Jazz leaders expect their fellow musicians to improvise around the core chart. That's what jazz is all about – discovering new ways to interpret and play a melody with new harmonies and rhythms that enrich and enlarge its impact on the audience.

While implementing the imperatives, great leaders create the space for their followers to adapt as they proceed. They encourage reflective practice. Everyone learns as they go. All participants monitor what's happening, communicate their perceptions to each other, and make adjustments to stay on task and in sync. And they often find new or enriched meaning in what they do as they perform.

Over the years, we have asked participants in our Jazzthink experiences to identify the qualities of great leadership and teamwork that they see in the performance of the jazz trio. One of the most consistent qualities people notice in jazz is the way the musicians constantly communicate with each other with respect and delight to keep in harmony and sync. It's not just the communication but the positive quality of the communication that makes the difference in willing participation.

Here are core components that can help your team see so clearly that members participate willingly:

Values
Vision
Imperatives
Implementation
Monitoring
Meaning

If your vision is rooted in the common values of the participants, and you've identified the strategic imperatives that need to be implemented to move towards your vision, and you monitor your performance in a way that co-creates meaning for the team, then you are 'in the groove' of great leadership and teamwork. You and great jazz have much in common. As Count Basie once said to Mike Wallace in a 60 Minutes interview, "If I've got your toe, I've got your mind and heart."

Brian Fraser is a professional speaker, coach, and consultant who is lead provocateur of Jazzthink. While dean of the Presbyterian College at the University of British Columbia, he led the creation of a national leadership institute for those who govern congregations. Since 2002, he has worked with organizations from all sectors to provoke their brilliance in leadership and teamwork using jazz as a metaphor to help them imagine and realize new possibilities in their workplaces. Find out more at www.jazzthink.com.

LEADERSHIP FRAMEWORK

THE BANFF CENTRE LEADERSHIP DEVELOPMENT



SELF

Building Personal Leadership Page 14

- Improve your leadership self-awareness
- Reinvigorate your drive and passion for your work
- Discover strategies for balancing work and personal life

Art of The Executive Leader Page 18

- Explore the bigger questions that face your leadership, and your organization
- Inspire others through greater presence
- Rejuvenate your leadership vision

SELF-TEAM

Managing in the Middle Page 15

- Communicate more effectively
- Discover how to influence without organizational authority
- Develop strategies to manage relationships, especially with your supervisor

TEAM

The Leadership Challenge: Managing Change Successfully Page 16

- Understand the effects that change has on different team members
- Recognize leadership styles appropriate for various situations
- Move your team successfully through a change process

TEAM

Leading Teams for High Performance Page 15

- Create productive and supportive team environments
- Align teams and lead for optimum performance
- Understand how personal styles influence team dynamics

BUSINESS UNIT

Coaching for Performance Page 16

- Become a more effective coach by understanding style and personality
- Enhance your coaching presence
- Move performance forward through conversation

Leading for Results Page 17

- Establish and improve accountability in yourself and others
- Link daily activity to strategic plans
- Develop strategies to move from vision to results

ORGANIZATION

Leading Strategically Page 17

- Scan the internal and external environments effectively
- Learn a systematic approach for strategic thinking
- Develop a long-term plan for your organization or business unit

Inspiring Creative Leadership Page 18

- Respond to opportunities and challenges in innovative ways
- Inspire creative thinking and problem solving
- Build and nurture a culture of innovation within your organization

Powerful Expression for Leaders Page 19

- Explore the power of expression through words, movement, voice, and drama
- Learn how to communicate more effectively and creatively

Establishing Effective Aboriginal Relationships Page 19

- Gain a better understanding of the Aboriginal context
- Develop your ability to create mutually respectful relationships
- Practice relationship building conversations

LEADERSHIP DEVELOPMENT PROGRAMS

Developing the skills to be an effective leader is a continuous process. Leadership Development views the stages of a leader's career as **Emerging**: technically competent in your field, but now in a new position of leading others; **Experienced**: a decade or more of direct leadership and decision making experience; and **Seasoned**: more than a decade of experience dealing directly with the challenges of leadership. Our leadership programs are specifically designed to maximize your learning at these particular points in your career, and help you develop the skills and confidence you need to lead with greater impact during every stage of your career cycle.

Our programs focus on building leadership capability in four crucial areas which make up the Leadership "system", these include: self, team, business unit, and organization. Leading in

increasingly complex situations requires a systemic approach to successfully understand and navigate the interdependencies and linkages between all parts of the system, from the self through to the greater community. For this reason, we use an integrated approach in developing leaders.

Our programs meet the unique development needs and enhance the day-to-day effectiveness of directors, managers, and team leaders in the private, public, and not-for-profit sectors. They are renowned for their impact and focus on developing business and personal skills, including team leadership, business management, change management, performance management, people management and development, communication, facilitation, planning, critical thinking, and innovation.

SELF – The key element of the leadership system is you. Leaders that understand this personal perspective and have the core leadership skills and personal capacity to lead themselves will enjoy a high degree of success in leading others for the long run. This requires an understanding and awareness of strengths and weaknesses, clarity of personal vision, an ability to be creative and curious, an understanding of others, and a sense of what your personal brand of leadership is. Your leadership ethics and values act as an anchor in turbulent times. All of this serves to formulate your personal style of leadership.

TEAM – Leaders operating in this perspective must be able to engage and generate passion in others. Creating a vision for success and aligning all members of the team to that vision is often challenging. This requires an understanding of team leadership and dynamics and an ability to create an environment which maximizes the abilities of all team members. Leading for success in the team environment requires a great deal of grace, patience, focus, and finesse.

BUSINESS UNIT – Leaders operating in this perspective are measured greatly by the tangible results they must produce at the business unit level. This perspective demands leaders who can align individual and team efforts with higher-level business objectives. Leaders at this level must be able to measure performance, improve business processes, and work within the organization to create an environment which fosters accountability, allowing individuals to be proactive, focused, and successful.

ORGANIZATION – Leaders operating in this perspective are concerned with strategic direction, and enhancing value to the customer, while skillfully guiding the organization in a highly competitive external environment. They have the skills and capacity to position themselves and their teams to maximize value today and in the future. They are ever watchful of the changing marketplace and are able to be proactive to ensure the long-term viability and effectiveness of the organizations, business units, and teams they lead.

LEADERSHIP PROGRAMS

“We often try to change the world around us. Through this program, I learned who I am and that changes must first begin within ourselves and then ripple outwards! Thank you for a transformational experience!”

Lubna Saleem
The City of Calgary

BUILDING PERSONAL LEADERSHIP

**February 8 – 14, 2009; June 7– 13, 2009;
September 13 – 19, 2009**

Post-program coaching available*

Program starts Sunday at 5 p.m. Depart Saturday after breakfast.

Learn more about yourself and gain insights into the personal attributes essential to lead others with impact. Enhance your personal leadership and improve your performance.

Return on experience

- Discover the power of personal vision, values, and ethics
- Learn to understand the power of choice
- Deepen your understanding of your own personal leadership character

This is the right program for

- Emerging to experienced leaders who are looking to develop greater self-awareness and self-understanding as an essential foundation for leading others

Special program features

- Professional artists animate core leadership concepts through artistic processes
- Indoor/outdoor climbing activity helps reveal the essence of your personal leadership
- Certified leadership coach available to discuss your objectives during the program
- Includes one post program conversation with a certified coach
- Additional post-program coaching sessions are available to help you apply your learnings to the workplace

Faculty Team

Brian Woodward PhD, RPsych, Jan Henderson, Kathleen Foreman, Joanne McLean, Geoff Powter. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$4,155 Tuition with post-program coaching: \$5,355
Accommodation and Meals: \$1,386
Plus applicable taxes

*Post-program coaching Includes four, one-hour conversations over four months following the program with a certified coach.



“The ability to bring someone out of their comfort zone is truly a challenge on its own. However, doing it with creativity, confidence and style shall allow me to achieve further success.”

Trevor Grieve
The Wawanesa Mutual Life Insurance Company



MANAGING IN THE MIDDLE

March 22 – 27, 2009; November 1 – 6, 2009

Program starts Sunday at 5 p.m. Depart Friday after breakfast.

Team leaders, supervisors, executive assistants, administrative assistants, project coordinators, and other individuals who “manage in the middle” play a critical role in developing relationships which ensure team and organizational success. Increase your ability to influence others by improving your communication, relationship-building, and management skills.

Return on experience

- Develop strategies to manage relationships up, down, and across your organization
- Renew energy and motivation to re-establish work-life balance
- Increase confidence in your communication and problem-solving skills

This is the right program for

- Individuals who play a leadership role in organizations and manage key relationships daily, from team leaders and supervisors to administrative assistants

Special program features

- Outdoor and “hands-on” creative experiences led by professional guides and artists to animate program concepts
- Connection with a network of peers with whom you can share concerns and insights

Faculty Team

Merle Dulmage, Julia Cipriani, Dianne Bos, Jane Newman, Mike Shaw. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,255
Accommodation and Meals: \$1,155
Plus applicable taxes

LEADING TEAMS FOR HIGH PERFORMANCE

June 7 – 12, 2009; September 27 – October 2, 2009

Program begins on Sunday at 5 p.m. Depart Friday after lunch.

This program will help you develop competencies, tools, and techniques to enhance team performance with finesse. Learn how to mobilize participation, build consensus, reduce conflict, and move past stumbling blocks that prevent peak performance.

Return on experience

- Increase your awareness of how personal behaviours and leadership style influence team development
- Discover new strategies to encourage active participation and effective decision making
- Develop skills for addressing counter-productive team or individual behaviours

This is the right program for

- Emerging to experienced leaders, who may be either new or existing team leaders, or team members, who want to work more effectively in team or shared-leadership environments

Special program features

- An exploration of the medium of photography throughout the program, led by a professional photographer and curator, to anchor key program concepts
- Culinary, community, and outdoor experiences provide exciting animations of high performance teams in action

Faculty Team

Craig Milner, Sharon Horne. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,955
Accommodation and Meals: \$1,155
Plus applicable taxes

Program dates, faculty, and fees subject to change.

Visit www.banffleadership.com for more info, or call 1.800.590.9799

“The Leadership Challenge program was a wonderful experience. It had helped me develop a new approach in my organization and I’m confident that this will help me achieve my goals.”

Philip Penner
Federation of Alberta Naturalists



THE LEADERSHIP CHALLENGE: MANAGING CHANGE SUCCESSFULLY

March 1 – 6, 2009; October 18 – 23, 2009

Program starts Sunday at 5 p.m. Depart Friday after lunch.

This dynamic program will challenge assumptions about leadership and increase your awareness about how to lead successfully in times of change. You will become more effective at influencing organizational culture and implementing positive and meaningful change.

Return on experience

- Gain insight into the broad skill set required to lead successfully
- Understand ways that individuals, teams, and organizations respond to change
- Develop an awareness of what shapes and shifts organizational culture

This is the right program for

- Emerging and experienced leaders and managers who are responsible for implementing significant change or renewal processes
- Individuals who are working in climates of intense personal or organizational change

Special program features

- An array of outdoor experience-based learning
- Engaging creativity elements using clay and serious play

Faculty Team

Christo Grayling, Karen Ryan, Ed Bamiling, Mike Shaw.
For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,955
Accommodation and Meals: \$1,155
Plus applicable taxes

COACHING FOR PERFORMANCE

**February 15 – 20, 2009; June 14 – 19, 2009;
October 4 – 9, 2009**

Program starts Sunday at 5 p.m. Depart Friday after lunch.

This program is designed for leaders and managers who want to strengthen their coaching presence. Enhance your ability to develop the capacity of other people to perform effectively and creatively. By engaging in conversations designed to break unworkable patterns you will practice coaching that enhances performance and builds better results.

Return on experience

- Learn and practice a variety of techniques for effective coaching conversations
- Receive coaching on your real leadership challenges and opportunities
- Identify deeply ingrained assumptions that can lead to ongoing conflict situations
- Build strong interpersonal skills to enhance your coaching presence

This is the right program for

- Emerging, experienced, and seasoned leaders who want to hone their capacity to coach

Special program features

- Use of Myers-Briggs Type Indicator to understand personality differences and coaching preferences
- Feedback through several coaching sessions, including one video-taped session
- Creative theatre-based sessions to enhance coaching presence
- An outdoor experience that explores coaching through challenges and obstacles

Faculty Team

Karen Dawson, Kim Bater, Mike Shaw. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,955
Accommodation and Meals: \$1,155
Plus applicable taxes



“ The Banff Experience has helped me both personally and professionally in keeping me focused on the present and looking to the future.”

Natal Rodrigues
Gescan

LEADING FOR RESULTS

March 22 – 27, 2009; November 15 – 20, 2009

Program starts Sunday at 5 p.m. Depart Friday after lunch.

In this program you will learn how to execute your organizational vision, reach your goals, and deliver results. Discover how to focus on alignment, accountability, and courage and achieve your intended outcomes.

Return on experience

- Discover strategies to align vision and goals
- Establish and improve accountability in yourself and others
- Attain buy-in through courage and trust in yourself and those you lead

This is the right program for

- Experienced leaders, supervisors, and managers striving to improve organizational, business unit, or team performance.
- Leaders of performance management systems, operational managers, organizational change agents, and consultants

Special program features

- Sessions with Banff Centre artists-in-residence to help express key program concepts through music and movement

Faculty Team

John Baldoni, Diana Theodores PhD, MOTOS O Dance Theatre. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,955
Accommodation and Meals: \$1,155
Plus applicable taxes

LEADING STRATEGICALLY

**February 1 – 7, 2009; April 26 – May 2, 2009;
October 25 – 31, 2009 Post-program coaching available***

Program starts Sunday at 5:00p.m. Depart Saturday after breakfast.

This program focuses on the skills needed to create a strategic sense of direction for an organization such as strategic thinking, communicating vision, and persuading diverse stakeholders.

Return on experience

- Practice tools and processes for strategic analysis and implementation
- Create capability for strategic thinking throughout the organization
- Strengthen critical persuasion skills

This is the right program for

- Experienced to seasoned leaders who are responsible for the strategic direction of their organization

Special program features

- Executive-in-residence available to provide one-on-one coaching in session
- Hands-on case study to practice new techniques and tools
- Includes one pre-program conversation with an Executive in Residence
- Post-program coaching sessions are available to help you apply your learnings in the workplace

Faculty Team

Bastiaan Heemsbergen, PhD, Kevin Yousie, HBA, MBA, FICB, Malcolm Lim, Jane Newman. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$4,155 Tuition with post-program coaching: \$5,355
Accommodation and Meals: \$1,386
Plus applicable taxes

*Post-program coaching Includes four, one-hour conversations over four months following the program with a certified coach.

Program dates, faculty, and fees subject to change.

Visit www.banffleadership.com for more info, or call 1.800.590.9799

"The Inspiring Creative Leadership program opened up an entire new world centred around leadership issues and effectiveness. The program married the abstract with the practical, and inspired participants to enable their organizations to dream it, plan it... and do it."

Jason Cole
McMaster University



INSPIRING CREATIVE LEADERSHIP

**February 15 – 21, 2009; May 24 – 30, 2009;
November 22 – 28, 2009**

Program starts Sunday at 5p.m. Depart Saturday after breakfast.

Routine tools work in routine times; however, today's world is anything but routine. Responses to change must be multi-dimensional to meet the needs of a nonlinear, complex world. This program focuses on the development of the leadership required to promote vitality and nurture the conditions under which innovation flourishes.

Return on experience

- Spark your team's capacity to do more with less
- Remove constraints that block creative solutions
- Develop the capacity to imagine new processes and ideas?

This is the right program for

- Emerging and seasoned leaders charged with generating fresh ideas and perspectives to solve business challenges

Special program features

- Hands-on exploration of the relationships among art, leadership, and nature led by master facilitators
- Live case studies that address leadership challenges

Faculty Team

Bastiaan Heemsbergen PhD, Kevin Asbjörnson MIM, Keith Webb, Kim Bater, Ed Bamiling, Leadership Arts Ensemble. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$3,955
Accommodation and Meals: \$1,386
Plus applicable taxes

ART OF THE EXECUTIVE LEADER

**November 29 – December 5, 2009
Post-program coaching available***

Program starts Sunday at 5 p.m. Depart Saturday after breakfast.

This program focuses on the personal side of leadership and the challenges seasoned leaders face when tackling the complex issues of personal and organizational viability. It will provoke new learning and recharge your ability to lead with creativity and purpose.

Return on experience

- Assess your personal leadership authenticity to help you reveal a deeper meaning in your work
- Map your personal values, commitment, and purpose and use them to enhance your leadership presence
- Explore your ability to actively create your leadership legacy

This is the right program for

- Seasoned leaders who are responsible for making significant decisions that affect organizational culture and long-term sustainability

Special program features

- Using proven theatre-based methodologies, a team of master artists will guide you through an experiential learning session
- You will explore your leadership values using a rankings tool and during a follow-up facilitation session.
- Includes one pre-program conversation with a certified coach
- Post-program coaching sessions are available to help you apply your learnings

Faculty Team

Brian Woodward PhD, RPsych, Christopher von Baeyer, Piers Ibbotson, Jane Hilberry PhD. For detailed faculty biographies, please visit www.banffleadership.com.

Program investment

Tuition: \$5,500 Tuition with post-program coaching: \$6,700
Accommodation and Meals: \$1,386
Plus applicable taxes

*Post-program coaching available with a certified coach.



"The Banff Centre is for everyone and anyone who dreams of becoming a successful, productive, and innovative leader. It provides the skills and tools to reach their goals of sustainability, accountability, and most importantly, success."

Carolyn Small Legs
Treaty 7, Tribal Council Alberta

POWERFUL EXPRESSION FOR LEADERS

A series of programs

How you communicate has a significant impact on the message you send and what people perceive. Explore the power of expression through words, movement, voice, and drama with Leadership Development faculty and master artists. During these programs participants will learn how to communicate more effectively and creatively – a valuable skill for today's leaders. There are two remaining programs scheduled for 2009.

Powerful Expression for Leaders: Acting Like a Leader

February 5 – 7, 2009

Leaders have much to learn from the principles and practices of drama which combine words, voice, and movement. Learn drama techniques to sharpen your leadership performance.

Faculty Team

Nick Nissley EdD, Diana Theodores PhD.

Powerful Expression for Leaders: The Write Stuff

March 19 – 21, 2009

Discover the capacity of words and how you can use them masterfully to communicate for results in a complex and noisy multi-media world. Learn how to use writing as a tool to inform, motivate, and engage others.

Faculty Team

Brian Woodward PhD, RPsych, Jane Hilberry PhD.

Program investment

\$985 per program plus applicable taxes
(Includes two nights accommodation, two breakfasts, two lunches, one dinner.)

ESTABLISHING EFFECTIVE ABORIGINAL RELATIONSHIPS

October 25 – 28, 2009

Learn how to identify key decision makers and communicate more effectively with them during this three-day Aboriginal relations program designed to provide you with insight into Aboriginal communities and leadership.

Return on experience

- Gain a better understanding of the Aboriginal context and Aboriginal interests and aspirations
- Develop your ability to create mutually respectful relationships
- Practice having relationship building conversations
- Learn from best case studies in Aboriginal Relations
- Understand communication skills that are unique to working with Aboriginal people

This is the right program for

- Leaders and front-line employees from resource development organizations and utilities such as oil and gas, mining, forestry, and energy
- Federal, provincial and municipal government service workers who interact with Aboriginal communities in areas including health, education, police services, housing, and transportation

Special program features

- Exploration of best practice case studies to discover meaningful ways to connect and engage with Aboriginal organizations and the people who lead them

Faculty Team

Brian Calliou LLM, Dorothy M. Myo, Julian Norris.

Program investment

Tuition: \$2,295
Accommodation and Meals: \$693
Plus applicable taxes

Program dates, faculty, and fees subject to change.

Visit www.banffleadership.com for more info, or call 1.800.590.9799

IN THE SPOTLIGHT: PROGRAMS AND SPECIAL OFFERS



LEADERSHIP DEVELOPMENT GROUP SAVINGS PROGRAM

A Leadership Development Group Savings program is now available to organizations interested in our public programs. Send multiple participants to one program, or choose different programs throughout the year to suit individual needs and schedules. A one-year commitment is required. Contact us to explore leadership development opportunities that meet your needs.

The Group Savings program details:

- A 15-per-cent discount on tuition for four to 10 participants per year
- A 20-per-cent discount on tuition for 11 to 20 participants per year
- A 25-per-cent discount on tuition for 20 or more participants per year

To find out more about our programs, or special offers call us at 1.800.590.9799 or email leadership@banffcentre.ca.

CUSTOM PROGRAMS

Our customized programs explore leadership development within the unique context of your organization. Our design process starts with seeking to understand your priorities, strategy, and vision to form the foundation of your program. From there we use our creative expertise to design an exceptional and meaningful experience for leaders. To learn more about how a partnership with us can help your business build its leadership capacity call us at 1.800.590.9799.

CREATIVE TEAM BUILDING OPTIONS FOR CONFERENCE CLIENTS

Infuse your conference meeting or retreat with energy and variety. Actively engage your delegates with sessions geared towards fun – with a purpose! The Banff Centre offers an array of creative team building options to help your group build personal relationships, renew enthusiasm, explore personal growth, fire the imagination, or energize your meeting or conference.

CERTIFICATE OF LEADERSHIP EXCELLENCE

The Banff Centre's Certificate of Leadership Excellence recognizes those individuals who have made a significant investment in their personal and professional development. Certificates are presented to participants who complete five of the programs, in any order, from the list below.

Building Personal Leadership

Leading Teams for High Performance

Leading For Results

Leading Strategically

The Leadership Challenge: Managing Change Successfully

Managing in the Middle

Inspiring Creative Leadership

The Art of the Executive Leader

Coaching for Performance

ABORIGINAL LEADERSHIP AND MANAGEMENT



ABORIGINAL LEADERSHIP AND MANAGEMENT AT THE BANFF CENTRE

Situated on the side of Sleeping Buffalo Mountain, The Banff Centre's home has a long heritage of Aboriginal presence, with archaeological evidence of more than 11,000 years of settlement and use. The area was viewed as a sacred gathering space for trade and sharing, visions, ceremony and celebration. In 1972, the Centre established its first Aboriginal leadership program. Today our programs attract Aboriginal and non-Aboriginal participants and faculty from across North America for inspirational learning and creativity.

Aboriginal Leadership and Management at The Banff Centre delivers maximum-impact programs and experiences that build the capacities of Aboriginal leaders to help their organizations and communities continue to move forward. Our programs explore creative ideas and innovative solutions balanced with tradition.

Upcoming programs:

Aboriginal Leadership and Management Development

November 22 – 27, 2009

Best Practices in Aboriginal Business and Economic Development

January 25 – 30, 2009

Establishing Institutions of Good Governance

March 22 – 27, 2009

Indigenous Women in Leadership

December 6 – 11, 2009

Inherent Right to Indigenous Governance

February 8 – 13, 2009

Negotiation Skills Training

February 22 – 27, 2009; October 18 – 23, 2009

Principles and Practice of Good Governance

April 19 – 24, 2009; November 1 – 6, 2009

Strategic Planning

May 17 – 22, 2009

THIS SPACE

BY MICHAEL GOLD

in this space
time has texture
my thoughts do not rush
I notice my heart

in this space
I am able to reason
and to tease apart
the strands of epiphany

in this space
I feel the momentum of others
in balance with the trees, the grass, the rain

on the first day coyote came to check me out
he hung about for a long time
he wasn't afraid
but curious

so I learned from coyote
and remembered how wonderful it feels
to allow curiosity

on the last day
I am sad to leave
but know that the wonder of this place
will always be in my heart

Michael Gold, Ph.D, is the founder and principal of Jazz Impact and lives in Minneapolis, USA. In 2008, The Banff Centre named Gold a 2008 Paul D. Fleck Fellow for his outstanding work in the field of arts-based learning for business. He wrote this poem earlier this year after his fellowship residency at the Centre.

Aboriginal Leadership and Management at The Banff Centre



Inspiring innovative solutions balanced with tradition

For more information, contact Aboriginal Leadership and Management

Call 1.888.255.6327 Visit www.banffleadership.com



THE BANFF CENTRE

Green Your Meeting With Us

Explore the possibilities for making your next event a greener one at The Banff Centre.

- Your meeting is green at no additional cost – it's standard business procedure every day
- Reduce, Reuse, Recycle, Recover – our policies include a range of programs that reduce impact on the environment
- Respect for Nature – located within a UNESCO World Heritage Site, we place great value on our unique and spectacular mountain location



The Banff Centre is a globally respected arts, cultural, and educational institution and conference centre. A catalyst for creativity, the Centre inspires artists, the mountain community, and business and community leaders from Canada and around the world.



107 Tunnel Mountain Drive, Box 1020, Banff, AB, Canada T1L 1H5
Fax: 403.762.6202 Ph: 403.762.6435 Toll Free: 1.877.760.4595
E-mail: conferences@banffcentre.ca www.banffcentre.ca



OUR SCHOLARSHIP PARTNERS

A variety of scholarships are available for non-profit leaders with registered Canadian charities thanks to the generous support of donors who recognize the important role that non-profit organizations play in our communities. Thank you to our anonymous donors and to these scholarship partners:



The Alvin and Mona Libin Foundation



75th anniversary activities are made possible with support from the Kahanoff Foundation, and 75th lead corporate sponsor Chevron.



The Banff Centre Leadership Development Advisory Board

Dr. Nancy J. Adler
professor, Faculty of Management
McGill University, Montreal

Dr. Manley Begay
director, Native Nations Institute for Leadership,
Management, and Leadership, Arizona

Denis Caron
consultant,
Caron Creative Consulting, Saskatoon

Alastair Creamer
co-founder, Creamer and Lloyd, UK

Dr. Stanley Gryskiewicz
president, Positive Turbulence
senior fellow,
Creativity and Innovation
Center for Creative Leadership, North Carolina

Roger Gullickson
president and CEO, MVP Collaborative, Michigan

Dr. Bastiaan Heemsbergen
principal, Human Energy Management, Toronto

Don Jones
founder and president, experience it inc., Toronto

Paul Juniper
director, Queen's University Industrial Relations
Centre, Kingston

Ruth Kelly
publisher, editor-in-chief
Alberta Venture, Edmonton

Johnny O'Brien
president, Milton Hershey School, Pennsylvania

Irene Pfeiffer, C.M.
president, Moorgate Holdings, Okotoks

Dr. Greg Powell
president and CEO, STARS, Calgary

Harvey Seifter
founder and director, Creativity Connection, New York

Tim Stockil
founder and managing director
Ci: Creative Intelligence, UK

Dr. Steven S. Taylor
assistant professor, Department of Management
Worcester Polytechnic Institute (WPI), Massachusetts

Christopher von Baeyer
founder and artistic director,
Toronto Playback Theatre, Toronto

Dave Wolfenden
executive director,
Outward Bound Canada, Burk's Falls

ACCESSING THE POWER OF VISION

BY JOHN VARNEY

Vision may be both a blessing and a curse – and I've experienced both. For 30 years I have been possessed by my initial idea to establish a special centre for management groups to think and to grow. The vision has sustained the project through many setbacks and several incarnations. But more recently I have seen it come to life in a way that touches everyone who comes into contact with it.

The word 'vision' is often used loosely, meaning no more than a sound-bite to head up the business plan. Alternatively it can refer to a profound perception of purpose – a 'seeing within', with the brilliance of a Damascene experience. Such vision is a gift and our role is to be receptive to it. As with St. Paul, it may be other than what we expected, requiring that we change our lives to accommodate it.

Linguistically, obviously, vision is connected with seeing. But what kind of seeing is it? In the organizational context we need people to see where they are going, and hence to perform their individual roles. Vision is the glimpse of a guiding pattern that motivates and aligns. Vision is the right use of imagination.

Processes of co-creation will usually achieve clearer vision than any handed down by a hierarchical leader. Is it really likely, in a complex society, that one person can have the whole picture? Co-creation includes all stakeholders: sales as well as production; investors and customers as well as makers and managers. Co-creation can best be achieved with methodologies which express individual units of meaning as objects which can be manipulated to make sense. Because such processes increase the diversity of input, the resultant picture can, importantly, be representative of the whole system.

Although a picture constructed from component parts, like a kit-car, may unite us, it is not sufficient to raise our game. A necessary complement needs to be drawn through inference and inspiration. Through 'serious play', we integrate meaning from the fragments each contributes

to achieve 'wholeness' at a higher level. The 'Aha – now I SEE!' is cathartic. It brings us to a decision point in which our intent connects with the unrealized future. Vision thus embraced as an act of will has extraordinary power. Like mountaineers committing themselves to a challenging climb, it is not until the sacrifices and struggles have been made that the vista from the summit is revealed.

Clarity of Vision raises aspirations and aligns energies with the common intent, enabling people to bring their endeavour to life. Such vitality requires harmonization of three fundamentals:

Function – The time-bound process of realizing the Vision

Being – Becoming all that we can be through the journey to the Vision

Will – Deciding to accept the challenge of the Vision

Not everyone can 'hold' the Vision all the time. Keeping the Vision in sight is the work of leadership. At any moment, the person who sees most clearly – who can interpret the current circumstances in relation to the Vision - is best placed to lead those around them.

Vision itself, a link to a state of affairs yet-to-be-realized, is outside of time, although its realization will be enacted as a time-based process.

The journey is what matters. Once committed to a Vision, we are in a position to act. In striving to achieve our desire, being tested by what transpires and growing as a result, we travel a road that will add our unique cycle to history.

John Varney is founder and chief executive of the Centre for Management Creativity in the UK, works with senior managers to develop strategic dynamism and manage cultural changes. A mountaineer and psychological group leader with a first career in architecture, Varney's work focuses on awakening people's innate creative capabilities and awareness of leadership responsibility.

"Like mountaineers committing themselves to a challenging climb, it is not until the sacrifices and struggles have been made that the vista from the summit is revealed."



Alumni news

REACHING NEW HEIGHTS: PAULA WOOLLEY

BY SARAH FABBRI

"Personally, I am encouraged
to risk stepping in to more
responsibility..."



The thought of climbing a telephone pole and speaking in front of an audience were two things that made Paula Woolley's knees knock. But a series of Leadership Development programs designed specifically for the Alberta's Community Partnership Enhancement Initiative/Fund (CPEF) saw her get past her knocking knees to perform both activities - and emerge in the end with greater confidence and a promotion to CEO.

"I was in a state of anxiety, but I decided to go to the top," says Woolley remembering the Centre's ropes course. As part of the exercise, participants were invited to climb a telephone pole while roped up, stand on top of it, then come down with assistance from team members and experienced faculty on the ground.

"The sheer physical experience of being in the air was amazing. It was a phenomenal high," she says. "It gave me an experience of a risk being worth it."

Woolley works for Families Matter, a non-profit organization that provides learning opportunities designed to build confidence and strengthen Calgary families. Woolley and 23 other non-profit leaders with CPEF participated in a seven-month custom program, with components delivered both at the Centre and offsite.

"The goal was to establish a learning community committed to sharing knowledge across diverse organizations and agencies," says Elaine Broe, Custom Programs director.

The programs deepened connections, created collaborative conversations, and got funders talking to each other, Woolley says.

As Woolley recalls her Banff experience with me one morning in the Centre's Vistas Restaurant she shares that she was about to take on a risk of another kind. She had just accepted a promotion to CEO with Families Matter. "I credit The Banff Centre experience with putting me in a place to step into this role."

Just a few weeks earlier Woolley had taken a leap of another kind when she stepped up to a podium at a CPEF lunch to share how Leadership Development programs had impacted her.

In her speech Woolley remarked, "The processes of reflection, conversation, and experience are what I have found most significant to my learning. They have been used to illuminate principals of collaboration and the unique facets of our personal leadership behaviors, which taken together are the core subject of our study."

"The application to the ongoing change process at Families Matter is clear," she continued, and provided the following points:

First. Don't forget! Keep this learning fresh.

Second. Keep on! The bumps in the road are to be expected.

Three. Everyone has leadership ability.

Four. We are better and stronger as a collective.

Five. Model reflection, continue the conversations, and explore bringing experiential learning opportunities to other leaders and staff.

"The teams I work directly with at Families Matter have followed me into the realm of reflection and most individuals are expressing the value they are getting," said Woolley. "The tools we have learned about and practiced are very useful, support (our) philosophy, and are adaptable to individual and organizational needs."

"Personally, I am encouraged to risk stepping in to more responsibility within Families Matter, with greater confidence," she said.

For Woolley it's proof positive that Leadership Development takes its participants to new heights.

Sarah Fabbri is marketing officer for Leadership Development.

Our customized programs explore leadership development within the unique context of your organization. To learn more about how a partnership with us can help your business build its leadership capacity, call us at 1.800.590.9799.

CATHY MCFEE: CNIB OPENS INNOVATIVE OUTDOOR CLASSROOM FOR CHILDREN

BY SARAH FABBRI

A young boy in a playground giggles when he discovers that a special water fountain he is playing with makes different sounds when he moves his fingers – like a keyboard. The boy is blind and he's playing on something called a hydraulophone which is helping him learn more about the world around him. He's in the CNIB's (Canadian National Institute for the Blind) recently opened Outdoor Classroom in Calgary. It's the first facility of its kind in Canada.

"We have created something that has tremendous meaning for these children and their families," says Cathy McFee, Director of Services and Operations, CNIB - Alberta NWT Division. McFee received her Leadership Development Certificate of Excellence last spring and says her Banff Centre experiences played an important role in the development of the Outdoor Classroom.

The idea for the classroom started more than two years ago when employees with Urban Systems, a Calgary consulting firm, participated in the United Way's Day of Caring by painting fences in the CNIB's Family and Children's area, says McFee.

"We invited the Urban Systems team in for a tour, to share information about CNIB, and this led to some discussion

about developing a sensory playground to better meet the needs of children with vision loss," she says. Currently CNIB Calgary has about 80 preschool children registered with its services.

"We started to ask ourselves questions such as: Who uses this space? How is it used? How does it compliment the services of the CNIB program?" says Leighton Ginther of Urban Systems.

There was a lot of enthusiasm and creativity, recalls McFee. "We pulled together an exciting plan. We designed an educational facility where children with vision loss could explore, develop skills, and build confidence in a safe, interactive and accessible environment."

Plans featured a tactile map at the entrance to help children mentally map the outdoor space, a looped pathway system to give children the opportunity to develop their orienteering skills, a xylophone, and a sound bench.

"We were faced with a number of challenges," says McFee. These included securing approval from the CNIB's national office and securing the resources to fund the project.

At the time, McFee was just about to start her fourth



Leadership Development program, *Leading Teams for High Performance*.

During *Leading Teams*, McFee says she had a chance to present the Outdoor Classroom plans to her learning group. "I gained more confidence about how to communicate a plan to our national office, highlighting the benefits and outcomes to the organization. I (also) learned about staying focused, connecting with my own sense of values, and leading others with both purpose and passion."

The national office gave McFee the nod of approval to go ahead with the project.

McFee and her project team then secured additional partners in addition to Urban Systems, including WestJet. The tasks expanded, from creating a fundraising strategy to organizing volunteers.

"I learned about facilitating a new team that involved both internal and external stakeholders," explains McFee. She now had to build consensus and foster collaboration around a common goal.

In November 2007, McFee took *Art of the Executive Leader*, her fifth program. "One of the things I have learned is that

for nonprofit organizations to be competitive and successful you need to be innovative and mobilize every sector of society."

On October 3, 2008 McFee's shared vision became a reality and the CNIB Outdoor Classroom officially opened. The most memorable moment for McFee was watching several of the young children with vision loss engaged in play with the many components of the Outdoor Classroom.

"One very small child stood quietly – head bowed, eyes closed, tiny hands grasping onto the smooth xylophone bars – enjoying the calming vibrations of sound as his father delicately struck the instrument," McFee says.

McFee says she is grateful for the support she has received along her 10-year learning journey, one made possible thanks to the generosity of others. "It happened because of the Centre's scholarships for non-profit leaders and I want to express my gratitude and appreciation."

Sarah Fabbri is marketing officer for Leadership Development.

MCLEAN & PARTNERS: A LEADERSHIP DEVELOPMENT JOURNEY

BY SARAH FABBRI



“The Banff Centre enables people to explore ways to actually experience and talk about leadership.”

Leadership is both a challenge and an opportunity for entrepreneurial and growing organizations, says Alan Rees of McLean & Partners Wealth Management Inc. in downtown Calgary. Entrepreneurial organizations often require regular adaptation and change to support growth.

“The Banff Centre programs have been a great catalyst for us,” says Rees, the company’s chief growth officer. In just over a decade the organization has grown almost six times in size, from five people in 1999 to 28 employees today. Their core team members had to go from “doing everything to becoming leaders within their parts of the business, which meant delegating assignments and managing workflow,” he says.

“We sat down and said ‘OK – we need to look at what we are doing around leadership and team building,’” Rees says. “We identified areas where we needed skill development, where we needed support.”

After researching leadership development programs across North America, they selected The Banff Centre “because it offered something special and unique,” says Rees. “The Banff Centre enables people to explore other ways to actually experience and talk about leadership.”

Staff, including their president and CEO Brent McLean, signed up for the *Coaching and Communicating for Performance* program in 2007, and *Leading and Managing for Results* in 2008.

After the last Banff leadership program the team leaders attended, the whole organization participated in a team-building exercise focused on McLean & Partner’s corporate vision: To build the most respected, high net-worth, private client wealth management firm in the country. All staff were invited to paint what this vision meant to them. The result was an assortment of colourful paintings which are now on display in the McLean & Partners office today.

Anil Tahiliani, the company’s Research director, says he painted a beating heart to reflect “our company being alive and giving off energy which radiates with our clients.” What struck him was the diversity of the artwork. “It showed that everyone with the organization interprets (our) vision differently. However we all had one common underlying theme that unites us all!”

Tahiliani says he appreciated the opportunity to reflect on their vision as a group. “The Banff programs (also) allowed us to step back and do some big picture planning, and explore questions such as: What is our vision as an organization? What is our team vision within the organization? What should our individual objectives be for the next year to meet our team and corporate objectives?”

He says he went back to work and created a document to answer those questions. “It made things crystal clear; it provided me and my team with guidelines and expectations.” In addition, he says he was able to get buy-in and commitment from his team. Management then invited the company’s other teams to create their own documents which they revisit on a quarterly basis.

But perhaps the biggest takeaway for Tahiliani, who has been with the company for eight years, was a personal revelation. “I realized I can’t be a one-man band, doing everything myself. It was affecting my health and my ability to perform.” So since Banff he’s been practicing delegation and “training people up”.

Rees admits McLean & Partner’s learning journey hasn’t been easy, but it will continue because growing requires learning. For example, when defining their vision, mission, and team goals they also outlined their accountabilities. This included modifying the existing bonus program to be based upon team and individual performance. “At first, people were uncomfortable,” says Rees. “But as part of this journey, we need to reinforce some of these things. And as a leader, to be successful, you need to tackle the key issues. You cannot hide.”

Their journey continues, Rees points out. “The new challenge for us is supporting and reinforcing our (organizational) culture,” says Rees. “When the company was young, leadership rested at the top.”

“Now as the organization grows we are committed to fostering leadership across the organization, to support all of our people working together to achieve our vision.”

Sarah Fabbri is marketing officer for Leadership Development.

2008-2009

LEADERSHIP DEVELOPMENT PROGRAM CALENDAR

1.800.590.9799

DECEMBER 2008		JANUARY 2009		FEBRUARY 2009	<p>FEBRUARY 1 – 7 Leading Strategically</p> <p>FEBRUARY 5 – 7 Powerful Expression for Leaders: Acting Like a Leader</p> <p>FEBRUARY 8 – 14 Building Personal Leadership</p> <p>FEBRUARY 15 – 20 Coaching for Performance</p> <p>FEBRUARY 15 – 21 Inspiring Creative Leadership</p>
MARCH 2009	<p>MARCH 1 – 6 The Leadership Challenge: Managing Change Successfully</p> <p>MARCH 19 – 21 Powerful Expression for Leaders: The Write Stuff</p> <p>MARCH 22 – 27 Leading for Results</p> <p>MARCH 22 – 27 Managing in the Middle</p>	APRIL 2009	<p>APRIL 26 – MAY 2 Leading Strategically</p>	MAY 2009	<p>MAY 24 – 30 Inspiring Creative Leadership</p>
JUNE 2009	<p>JUNE 7 – 13 Building Personal Leadership</p> <p>JUNE 7 – 12 Leading Teams for High Performance</p> <p>JUNE 14 – 19 Coaching for Performance</p>	JULY 2009		AUGUST 2009	
SEPTEMBER 2009	<p>SEPTEMBER 13 – 19 Building Personal Leadership</p> <p>SEPTEMBER 27 – OCTOBER 2 Leading Teams for High Performance</p>	OCTOBER 2009	<p>OCTOBER 4 – 9 Coaching for Performance</p> <p>OCTOBER 18 – 23 The Leadership Challenge</p> <p>OCTOBER 25 – 28 Establishing Effective Aboriginal Relationships</p> <p>OCTOBER 25 – 31 Leading Strategically</p>	NOVEMBER 2009	<p>NOVEMBER 1 – 6 Managing in the Middle</p> <p>NOVEMBER 15 – 20 Leading for Results</p> <p>NOVEMBER 22 – 28 Inspiring Creative Leadership</p> <p>NOVEMBER 29 – DECEMBER 4 Art of the Executive Leader</p>

Programs and dates subject to change. See our website for details.

HOW TO REGISTER

To register for Leadership Development programs call 1.800.9799 or visit www.banffleadership.com.

GROUP SAVINGS

Organizations sending more than four participants to a leadership program qualify for group savings. Contact a Personal Learning Advisor at **1.800.590.9799** for more information. See page 20 for more information.

FINANCIAL ASSISTANCE

Special funding may be available to defray fees for qualified participants from Canadian registered charitable organizations. Phone a Personal Learning Advisor at **1.800.590.9799** to inquire about financial assistance.

ACCOMMODATION

Standard Room – Lloyd Hall is a residence that provides a comfortable room with hotel amenities and a central campus location.

Superior Room – The Professional Development Centre provides superior bedrooms with hotel amenities featuring pine timbers and expansive windows which reflect the full beauty of The Banff Centre's natural setting. The Professional Development Centre is a completely non-smoking accommodation facility.

CHANGE POLICY

Program dates, content, tuition, faculty, and fees are subject to change.

SUBSTITUTION POLICY

If, after registering, you are unable to attend, we encourage you to substitute another appropriate participant from your organization. To allow time for pre-program work, please make the substitution a minimum of 15 days in advance of the program start date. An administrative fee will apply if new pre-program materials are required.

TRANSFER POLICY

If you must change your registration to a future date, a one-time transfer will be allowed if received more than 30 days prior to the program start date (otherwise regular cancellation policies will apply). There will be a charge of \$250 to cover administrative costs for the transfer. Transfer fees are subject to GST.

CANCELLATION POLICY

Due to high program demand and the limited number of spaces, The Banff Centre must adhere to a strict cancellation policy. Please carefully note these charges.

- More than 30 days before the start of the program – a \$500 administration fee.
- 15 to 30 days before the start of your program – 50% of your program tuition fee.
- 0 to 14 days before the start of your program – full program tuition fee and first night's accommodation fee.

Cancellation fees are subject to GST.

www.banffleadership.com

FOR MORE INFORMATION

To learn more about Leadership Development programs offered by The Banff Centre, please contact one of our Personal Learning Advisors at: **1.800.590.9799** • Fax: 403.762.6422
P.O. Box 1020, Station 45, Banff, Alberta T1L 1H5 • E-mail: leadership@banffcentre.ca



The Banff Centre
inspiring **creativity**

www.banffleadership.com

LEADERSHIP PROGRAMS

AT THE BANFF CENTRE

Building Personal Leadership

The Art of the Executive Leader

Managing in the Middle

Leading Teams for High Performance

**The Leadership Challenge:
Managing Change Successfully**

Coaching for Performance

Leading for Results

Leading Strategically

Inspiring Creative Leadership

Establishing Effective Aboriginal Relationships

Customized Programs

**ABORIGINAL LEADERSHIP
AND MANAGEMENT PROGRAMS**

AT THE BANFF CENTRE

Aboriginal Leadership and Management Development

**Best Practices in Aboriginal Business and
Economic Development**

Establishing Institutions of Good Governance

Indigenous Women in Leadership

Inherent Right to Indigenous Governance

Negotiation Skills Training

Principles and Practice of Good Governance

Strategic Planning



The Banff Centre
inspiring creativity

