



CONFERENCE

ADVANCED LEADERSHIP DEVELOPMENT IN HIGHER EDUCATION

October 19 - 21, 2015

Toronto, ON, Canada

President

McMaster
University 

www.mcmaster.ca

 **ACADEMIC
IMPRESSIONS**



Take a 360° assessment of your leadership, and prepare yourself to better lead at your institution.

OVERVIEW

The pace of change in higher education continues to accelerate, and challenges are becoming increasingly complex. Current and future leaders have to deal with:

- Changing demands of multiple stakeholders
- Increasing regulation
- A skeptical public
- Stiffening competition
- New technologies and methods for delivering education
- Revenue streams that are drying up

Now is the time to invest in your leadership skill set to manage these and other, unknowable challenges and opportunities.

Register now for a three-day, intensive leadership development program. Designed by leadership development experts with more than fifty years' combined experience, this program is one of the most comprehensive, robust, and practical leadership development programs available for higher education professionals.

WHO SHOULD ATTEND

Given the intensive nature of the program, middle and senior managers who have experience leading teams or units will benefit from attending. We have intentionally designed this program for administrators across the institution including those on the academic side such as deans and provosts.

360-DEGREE ASSESSMENT

One of the highlights of this program is the opportunity to complete a 360° evaluation. Once you register, we will email you with detailed instructions on how to complete the assessment. Your results will be delivered to you at the workshop, and you'll have an opportunity for a personalized coaching session with one of the program facilitators.

VISIT EVENT PAGE

<https://www.academicimpressions.com/conference/advanced-leadership-development-higher-education-october-2015>



LIMITED ATTENDANCE

Given the highly experiential and interactive nature of the program, only the first thirty registrants will be allowed to participate.

If you have questions about whether this program is right for you, please contact Amit Mrig at 720-988-1210 or amit@academicimpressions.com.

WHAT MAKES THIS LEADERSHIP PROGRAM DIFFERENT?

1. This program helps you master skills in four areas of leadership experience—personal, interpersonal, team, and systems.
2. You will learn alongside and with individuals from across the enterprise of higher education.
3. This program is highly interactive and experiential and offers many tools, techniques, and frameworks that can be immediately used in your work.
4. You will prepare for the program by completing a 360° assessment, and you will work in peer-to-peer coaching teams that will continue long after you leave the conference.
5. You will develop and maintain a leadership portfolio comprised of your leadership strengths and challenges, goals and values, and reflections on leadership.

LEARNING OUTCOME

After participating in this conference, you will be able to use your learning action plan, created during the program, to improve your personal and organizational productivity.



AGENDA

DAY 1: SELF AWARENESS

8:00 - 8:30 a.m.

Registration and Continental Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Purposes and Principles

In this introductory session, the facilitators will share the program's outcomes and underlying principles. In small groups, you will prepare questions for the facilitators.

9:00 - 10:00 a.m.

Five Steps of Leadership Development

As an initial contribution to your portfolio, you have prepared a personal definition of leadership to begin to understand the qualities, skills, and behaviors leaders need to develop. As part of this session, the facilitators will share an overview of how leadership is developed and define the difference between leadership and management. You will then prepare a personal definition and a preliminary assessment of your strengths and challenges relative to that definition.

10:00 - 10:15 a.m.

Break

10:15 - 11:30 a.m.

Thinking Styles Inventory

Understanding the diverse thinking styles of others provides insight into how to lead them effectively. Using a validated assessment that identifies four primary thinking styles, you will uncover your dominant style of thinking and problem solving and discuss how this can and should influence your leadership style.

11:30 a.m. - 12:30 p.m.

Lunch (included in registration fee)

12:30 - 1:30 p.m.

Leadership Derailment

Research by the Center for Creative Leadership has identified several factors that can derail leaders and limit their effectiveness. The facilitators will share these factors and strategies for mitigating them.

1:30 - 3:00 p.m.

The Leadership Wheel

In addition to understanding the way they think and solve problems, leaders must understand how their own behaviors impact those around them. During this session, you'll take an assessment that will divulge your operating style and its impact on others. Suggestions will be offered for mitigating the effects of overused strengths and for overcoming challenges created by shortfalls in other areas.

3:00 - 3:15 p.m.

Break

3:15 - 4:30 p.m.

360° Assessment

Receiving feedback from others is a critical aspect to continually improving your effectiveness as a leader. Prior to the program, you will complete an online 360° assessment. In this session, the facilitators will share these assessments and help you interpret your results. After time to review results, the facilitators will divide your cohort into small groups and facilitate a discussion on how to identify goals and strategies based on the feedback received.

4:30 - 5:30 p.m.

Networking Reception (included in registration fee)



AGENDA

DAY 2: SYSTEMS THINKING AND TEAM BUILDING

8:00 - 8:30 a.m.

Continental Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Check-in: In newly assigned coaching teams, share reflections and homework from Day 1

9:00 - 11:00 a.m.

Tops, Middles, and Bottoms

In this interactive session, you will simulate a complex organizational challenge that demonstrates the multiple roles that we all play, depending on the circumstances. At one point or another, we all are accountable for certain outcomes, are affected by others, or are in the middle. In this session, you will gain insight into ways you can contribute productively to situations—and encourage others to do the same—regardless of the role you are playing.

11:00 a.m. - 12:00 p.m.

Principles for Leading Change

In this session, you will debrief the previous activity and develop guiding principles for avoiding the inherent problems discovered in the simulation.

12:00 - 1:00 p.m.

Lunch (included in registration fee)

1:00 - 1:30 p.m.

Building Trust

In this unique session, you will watch a video of a speech delivered by a college president and examine how authenticity and transparency can inspire and build trust.

1:30 - 2:00 p.m.

10 Differentiators of Exceptional Teams

What do the most successful teams in higher education, government, military, and the corporate sector have in common? Independent of their purpose or affiliation, research shows that high performing teams share many things in common that enable them to perform at high levels. In this session, you'll learn about each of these characteristics and have a chance to measure your team against these benchmarks.

2:00 - 3:15 p.m.

Analyzing Effective Teams

Using a published assessment tool, individuals will diagnose the effectiveness of their teams in several critical areas of performance including leadership, results orientation, group climate, communication, and assessment. You will identify areas of needed development and strategies you can employ when returning to campus.

3:15 - 4:15 p.m.

Team-Building

During this time, a simulation will be used to demonstrate the complexities and challenges of building effective teams. You will develop principles and guidelines you can use back on campus when working with new and existing teams.



AGENDA

DAY 3: SKILL-BUILDING AND LEARNING PLAN DEVELOPMENT

8:00 - 8:30 a.m.

Continental Breakfast (included in registration fee)

8:30 - 9:00 a.m.

Check-in: In coaching teams, share reflections and homework from Day 2

9:00 - 10:00 a.m.

Personal Mastery: The Foundation of an Authentic Leader

Building on your personal definition of leadership, in this session you will develop a personal mission and vision statement, and articulate your personal values. These ideas provide an anchor for leaders and enable authentic actions and decisions across your personal and professional domains.

10:00 - 10:15 a.m.

Break

10:15 - 10:45 a.m.

Tools for Effective Collaboration

You will learn and walk through the use of a simple but powerful tool to leverage the input of others. This activity can be used to gather data, diagnose challenges, and develop shared goals.

10:45 - 11:45 a.m.

Dialogue: A Tool for Conducting Difficult Conversations

When delivering feedback, entering into a negotiation, or whenever there is conflict, the stakes are usually high. In this session, you will explore common pitfalls and learn principles for conducting difficult conversations.

11:45 a.m. - 12:45 p.m.

Lunch (included in registration fee)

12:45 - 1:45 p.m.

Future Timeline

You will be exposed to a unique activity designed to identify the trends, events, and issues that will impact the higher-education industry over the next ten years. This activity can be used to build the horizon-thinking capacity of others on campus and to generate an important dialogue about the future of the institution. The results of the activity have powerful implications for current and future leaders and will be captured and shared with all participants.

1:45 - 2:30 p.m.

Embracing Confusion

The future is unknowable, and leaders have to become increasingly comfortable with ambiguity. In this session, you will learn how to identify situations that are unfamiliar, complex, and confusing and resist traditional temptations to jump at answers and decisions. Using a five-step process, you will learn how to turn these situations into opportunities for dialogue, testing assumptions, and creative problem solving.



AGENDA

DAY 3 (CONTINUED)

2:30 - 3:00 p.m.

Distilling Critical Lessons on Leadership

In this session, you will reflect on the last three days and distill the most important lessons and takeaways about leadership of self, others, and organizations.

3:00 - 3:15 p.m.

Break

3:15 - 4:00 p.m.

Learning Plan Development and Coaching

As the program draws to a close, you will work in your peer coaching teams to create personal developmental plans. The teams will also learn how to work together following the program and make their initial commitments to one another.

4:00 - 4:30 p.m.

Final Q&A and Program Wrap-up



INSTRUCTORS

Patrick Sanaghan, President, The Sanaghan Group

Dr. Sanaghan serves as the head of The Sanaghan Group, an organizational firm specializing in leadership development, executive coaching, strategic planning, and leadership transitions. Pat has worked with over 100 campuses and hundreds of organizations in the last twenty-five years. He has taught leadership to thousands of leaders in higher education, and helped dozens of campuses conduct collaborative, transparent strategic planning processes.

He is the co-author/author of five books, numerous articles, and several monographs in the fields of strategic planning, leadership, and change management. His most recent book, *Collaborative Leadership in Action* was published in 2011, and his next book, *How to Actually Build an Exceptional Team* will be published in early 2014.

Clint Sidle, Director, Roy H. Park Leadership Fellows Program, Johnson Graduate School of Management, Cornell University

In addition to his current position at Cornell, Clint Sidle is widely sought as a keynote speaker and consultant in leadership development, executive coaching, and managing strategic change. He has worked with Fortune 500 companies, state and local educational systems, and some of the nation's leading universities and nonprofit organizations.

His leadership program in the Johnson School at Cornell has earned national recognition as a unique and powerful contribution to management education. His developmental approach is based on a unique experiential learning model that is the topic of his book *The Leadership Wheel: Five Steps to Achieving Individual and Organizational Greatness* released in September 2005. He elaborates on the inner aspect of leadership development in his most recent book, *This Hungry Spirit: Your Need for Basic Goodness*, published in December 2009.



LOCATION

October 19 - 21, 2015 :: Toronto, ON, Canada

HOTEL:

Hyatt Regency Toronto
370 King Street
Toronto, ON Canada M5V 1J9

To reserve your room, please call 416-343-1234. Please indicate that you are with the Academic Impressions group to receive the group rate.

ROOM RATE:

The rate is \$215.00 CAD for single or double occupancy, plus applicable tax.

ROOM BLOCK DATES:

A room block has been reserved for the nights of October 18, 19 and 20, 2015.

RATE AVAILABLE UNTIL:

Make your reservations prior to September 18, 2015. There are a limited number of rooms available at the conference rate. Please make your reservations early.

ADDITIONAL INFORMATION:

Discover the excitement of Downtown Toronto's Entertainment District, steps from the business and financial district and all that makes the city a vibrant destination. With easy access to the Metro Toronto Convention Center you can enjoy being able to explore the CN Tower, Rogers Centre, the Royal Ontario Museum, Roy Thomson Hall, or the Princess of Wales Theatre. With 150 dining options within walking distance, you will never wonder where to go or what to do. Take a shopping trip to the Toronto Eaton Centre, trendy Queen Street, or exclusive Yorkville. Whether you are visiting the Hyatt Regency Toronto for business or pleasure let our associates provide you with exceptional service and personal attention.

Transportation:

Taxi: approximately \$50.00 CAD one way.

Toronto Transit Information:

The St. Andrew subway station is approximately a 3-minute walk from the hotel and streetcar access is right at the front door. For more information, please contact the hotel Concierge department.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PRICING

Your registration fee includes: Full access to all conference sessions and materials, breakfast, lunch, and access to the networking reception on Monday, breakfast and lunch on Tuesday and Wednesday, as well as refreshments and snacks throughout the conference.

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CONFERENCE
Advanced Leadership Development in Higher Education
\$2,295 + GST/HST Tax

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REGISTER EARLY! PARTICIPATION IS LIMITED TO JUST 30 PARTICIPANTS.

EARLY BIRD PRICING

Postmarked on or before October 2, 2015. After October 2, 2015, an additional \$100 fee per registrant applies.

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[REGISTER ONLINE](#) or on the next page.



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

CONFERENCE REGISTRATION INFORMATION

Print Name | Job Title

Institution/Organization

What name do you prefer on your name badge? | Address

City | State/Province | Zip/Postal Code | Country

Telephone | Email

IF THIS CONFERENCE PARTICIPANT HAS ANY DIETARY OR ACCESSIBILITY NEEDS, PLEASE LIST THEM IN THE SPACE BELOW. WE WILL DO OUR BEST TO ACCOMMODATE THESE NEEDS.

Empty space for dietary or accessibility needs.

How did you hear about this event? (email from AI, ACPA, colleague forwarded email, *The Chronicle*, etc.) _____

ADDITIONAL CONTACT INFORMATION

If you would like us to send a copy of your registration confirmation or receipt to someone else, please complete this section

Additional Contact Name | Contact Phone

Additional Contact Email | Additional Contact Title

EMERGENCY CONTACT INFORMATION

Emergency Contact Name | Emergency Contact Phone



PLEASE FAX ALL REGISTRATION PAGES TO: 303.221.2259

PAYMENT METHOD

We accept Visa, MasterCard, and American Express credit cards. To pay by check, include the check with this form or select the "invoice me" option. Fax form to 303.221.2259 or mail form along with payment to: Academic Impressions, 4601 DTC Blvd., Ste. 800, Denver, CO 80237

CREDIT CARD



Name on Card		Account Number	
Billing Address		Billing City	Billing State
Billing Zip Code/Postal Code	Exp. Date	Security Code (last 3 digits on the back of Visa and MC or 4 digits on front of AmEx)	

AMOUNT TO CHARGE: _____

CHECK/INVOICE

- My check is included and covers _____ registration(s) Check # _____
- Please invoice me, Purchase Order # _____ (PO # not required to receive invoice)

HIGHER ED IMPACT

Delivered free to your inbox, Higher Ed Impact provides you with a full tool kit to help you monitor and assess the trends and strategic challenges likely to have an impact on your institution's health and competitiveness. (Check the boxes for the editions you would like to sign up for)

- DAILY PULSE** - Scan current events, timely research, and notable practices at other institutions.
- WEEKLY SCAN** - Review the week's most significant events and the most timely research in higher education, with key takeaways suggested by higher education's leading experts.
- DIAGNOSTIC** - Get an enterprise-wide and in-depth look at a current, strategic challenge; identify steps to take and critical questions to address.

List the names of the registrants you'd like to sign up: _____

Learn more or sign up to receive Higher Ed Impact at: www.academicimpressions.com/news-sign-up

**Note if you do not provide any names in the above space, all attendees will be signed up for the options selected.*



CANCELLATION AND REFUND POLICIES



SATISFACTION PROMISE

We want you to be satisfied with your Academic Impressions learning experience. If the program you purchased fails to meet your expectations, please contact us within 30 days and let us know. We'll credit the full amount you paid toward another AI program that may better fit your needs.

CONFERENCES

For in-person conferences, substitute registrants are welcome and may be named free of charge at any time. If you cancel 8 weeks or more prior to the first date of the conference, you will receive a full refund, less a \$100.00 service charge per attendee.

If you cancel within 8 weeks of the first date of the conference, you are not entitled to a refund. However, as a courtesy, we will allow you to apply your payment, less the service charge, toward a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish.

Please note that if you do not attend and you do not contact us in advance to cancel as described above, you are responsible for the entire payment. In case this event is cancelled, Academic Impressions' liability is limited to a refund of the registration fee only.

ONLINE TRAININGS CONSISTING OF AT LEAST ONE LIVE TRAINING DATE

You will receive a full refund (less a \$75 service charge) if you cancel 8 weeks or more prior to the first live training date. If you cancel within 8 weeks of the first live training date, you are not entitled to a refund. But as a courtesy, we will apply your payment (less a \$75 service charge) towards a future purchase within one year from the date you cancel. Your payment is transferable to another person from your institution if you wish. You may name a substitute primary participant free of charge at any time prior to the first live training date. If available, you may switch the live training format to a self-paced format (such as a CD-ROM Recording or On-Demand Download) free of charge. (Shipping charges will apply to CD-ROM Recording orders outside the U.S. or Canada.)

ONLINE TRAININGS WHICH ARE PURELY SELF-PACED

All sales are final. No cancellations or refunds are provided.

RECORDINGS, ON-DEMAND DOWNLOADS, MONOGRAPHS AND OTHER PUBLICATIONS

All sales are final. No cancellations or refunds provided.