

IPAC 6TH NATIONAL LEADERSHIP CONFERENCE

WICKED PROBLEMS! WICKED TIMES!

TODAY'S LEADERSHIP REALITY!

WESTIN HARBOUR CASTLE CONFERENCE CENTRE
FEBRUARY 7-8, 2011

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MONDAY, FEBRUARY 7, 2011

8:45	Welcome and Introduction <i>(Metro Centre)</i> Dr. Robert Taylor CEO, IPAC Lynda Bowles, Partner, Deloitte	10:30	Networking and Refreshment Break <i>(Metro Foyer)</i>
8:55	Opening Keynote: The New Us: Understanding the New Canadian Mindset <i>(Metro Centre)</i> Edward Greenspon, Vice-President, Business Development, Toronto Star and Star Media Group Based on recent research completed by the Canadian International Council, Mr. Greenspon, a major player in the project, explores the new economic, social and cultural Canada - both the dramatic changes wrought by globalization and technological innovation and the more subtle shifts in our approach to work, healthcare and education.	11:00	Breakout Session A Session 1: Workshop: Building Personal Leadership Capacity EQ at Work: Habits of the Highly Effective Emotionally Intelligent Leader <i>(Metro Centre)</i> Facilitator: Eileen Chadnick, Certified Coach and Principal of Big Cheese Coaching It takes a lot of smarts these days to lead people and oneself towards optimal performance and a fulfilling work-life. But what kind of smarts does the public sector leader need today? Technical and functional skills will always be important but on their own they are insufficient to navigate today's complex and ever- changing work dynamic. Emotional intelligence (EQ or EI) is increasingly the kind of intelligence that is being called upon today and imperative if leaders are to create work environments where people can thrive - and not just survive. The good news is that EQ can be developed. This workshop will look at some of the key "must-haves" from the array of EQ competencies and skills that every leader must have in their focus within the continuum of leadership development. As well, we'll explore some powerful 'EQ habits' that can be practiced and applied immediately to help leaders grow their own capacity as they grow that of others.
9:45	Keynote: International Perspective - Public Sector Leadership in an Age of Austerity <i>(Metro Centre)</i> Keith Leslie, Partner, Organization and Change, Deloitte UK Witnessed by recent government decisions in both the UK and France and the related fallout, OECD governments face large budget deficits and are planning to drastically cut spending. Delivering sustainable cost reductions will require not merely re-sizing, but re-shaping delivery models. Change on this scale will require bold leadership at all levels, engaging the frontline, working across organization boundaries and articulating an attractive and realistic future for citizens and staff.		

11:00

Breakout Session A**Session 2: Leadership Solutions in Action***(Piers 2 & 3)*

This session will identify and discuss examples of proactive initiatives to build and develop leadership capacity within their organizations/systems to meet current and future challenges and opportunities in the areas of education and healthcare.

Moderator: Lynda Bowles

Panelists:

Christine Power, President and CEO, Capital District Health Authority, Halifax, Nova Scotia

Barry Pervin, Assistant Deputy Minister, Instructor and Leadership Development, Ministry of Education, Ontario

Session 3: Strengthening Communities Leadership and the Non-Profit Sector*(Metro West)*

Moderator: Pegeen Walsh

Panelists:

Lynn Eakin, Interim Director of the Ontario Non-Profit Network

Michael Shapcott, Director of Social Innovation at the Wellesley Institute

Many underestimate the social impact and economic contributions of Canada's third sector. Yet, this vital web of non-profit, charitable, and voluntary organizations provide valuable programs and services to people in Canada, knit together communities and help shape public policies. While the sector has been at the forefront of much innovation and social change, its vitality, viability and effectiveness is threatened.

This session provides an opportunity to better understand the role played by public benefit groups and how shifts in the economy, demographics, funding and government policies, programs and regulations are threatening its vitality and viability. Learn how non-profit leaders are responding. Hear about those governments that are forming new partnerships to better support the non-profit sector. Join in the discussion on what needs to change and how government and other leaders can assist in ensuring the health and effectiveness of the non-profit sector and the communities they serve.

12:15

Lunch and Networking*(Metro Centre)*

13:00

Breakout Session B**Session 1: Workshop - Developing Leaders***(This workshop will run until 15:45)***The Dialogical Leader® - Creating Leaders at All Levels in the Public Sector***(Piers 2 & 3)***Facilitators:**

Amanda Matejcek, PhD Industrial and Organizational Psychology, Manager, Deloitte

Karen Pastakia, Senior Manager, Deloitte

Public sector leaders have never been more challenged. Public servants today are faced with the opportunities of innovation, transformation, and change - while also balancing the need for cost efficiency and regulatory compliance.

In this environment, leaders must also rise to the increasing expectations of citizens for world-class service delivery.

To meet these challenges, leadership is required at all levels. Senior leaders must mobilize others to produce desired results. Managers and front line staff are required to serve as role models and leaders in serving the public's interests.

Informed through Deloitte's research in the area of leadership development and using Deloitte's "The Dialogical Leader®" model, participants will be engaged in a deep dive discussion and series of exercises to discover the leader within and employ this power to ultimately build leadership at all levels in an organization.

Session 2: Workshop - How to! Leadership Solutions*(This workshop will run until 15:45)***Leading Large-Scale Leadership Development - Business Development Bank of Canada Story***(Metro Centre)***Facilitators:**

Vince Molinaro, Managing Director, Knightsbridge Leadership Solutions

Mary Karamanos, Senior Vice-President Human Resources, BDC

The Business Development Bank of Canada (BDC) plays a vital role in the Canadian business landscape. As it looks to the future, the organization has an ambitious and exciting agenda to support entrepreneurship in Canada. To ensure its success the organization has been investing in leadership, by developing self-aware and resilient leaders who can effectively inspire their teams to lead change.

Join Mary Karamanos, SVP HR of BDC and Vince Molinaro, Managing Director of the Knightsbridge Leadership Solutions practice to learn about the BDC story and gain insights on what is required to successfully implement a large-scale leadership

development strategy. This session will be divided into two parts. The first will present the BDC story. The second part will be a hands-on workshop on the key tactics needed to effectively lead large-scale leadership development initiatives.

Session 3: Wicked Problems! Leadership Challenges!

Challenging the Unchallengeable in Healthcare

(Metro West)

Moderator: Lynda Bowles

Panelists:

The Hon. Elinor Caplan, CEO, Canada Strategies Inc., former Minister of Health Ontario

Barry Monaghan, former CEO, Muskoka Algonquin Healthcare

This session will look at the structural issues within Canadian Medicare today. It will focus on government as a dominant but passive payer, the need for a system, and the challenges facing policy makers implementing policy with limited levers. It will examine a vision for healthcare that is integrated, patient-centered and evidence-based, providing high quality and safe services, and the paradigms that need to be challenged to help us get there - particularly in times of restraint.

14:15

Grab a Refreshment and Dash!

(Metro Foyer)

14:30

Breakout Session C

Session 1: Workshop - How To!

The Dialogical Leader® - Creating Leaders at All Levels in the Public Sector

(Piers 2 & 3)

(Continuation of Breakout Session B1)

Facilitators:

Amanda Matejicek, PhD Industrial and Organizational Psychology, Manager, Deloitte

Karen Pastakia, Senior Manager, Deloitte

Session 2: Workshop - How to! Leadership Solutions

Leading Large-Scale Leadership Development

(Metro Centre)

Hands-on application of key tactics used to build leadership capacity.

(Continuation of Breakout Session B2)

Facilitators:

Vince Molinaro, Managing Director, Knightsbridge Leadership Solutions

Mary Karamanos, Senior Vice-President Human Resources, BDC

15:45

Session 3: Wicked Problems! Leadership Challenges!

People Without Jobs, Jobs Without People: Canada's Labour Market Future

(Metro West)

Dr. Rick Miner, Principal, Miner and Miner and President Emeritus, Seneca College

Economic challenges and our ability to respond: While governments have been focused on responding to the economic collapses experienced globally, there is a need to proactively address the looming demographic and labour market crisis which has the potential to shake the foundations of our society and economy.

Dr. Miner's presentation will consider the dual trends of an aging population and the need for a more educated workforce. The consequence of these events occurring simultaneously is frightening, because unless they are proactively addressed increased labour shortages and higher levels of unemployment will result. The presentation further provides advice about how this situation can be avoided, a direction for preparing for the jobs of the future and the role that institutions, governments and businesses will need to take in both these processes.

Plenary Discussion A: Leadership Dialogue: Views from the Top

(Metro Centre)

This facilitated armchair leadership discussion - yes, they will be seated in armchairs - will focus on each leader's perspective on the issues facing government and public sector organizations and the related leadership challenges and opportunities to transform and respond to current and future demands.

Facilitator: Dr. Patrice Dutil, Director, Department of Politics and Public Administration, Ryerson University

Panelists:

Jessica McDonald, Executive Vice-President, Western and International Development, HB Global Advisors Corporation, former Deputy Minister to the Premier, Cabinet Secretary and Head of the Public Service in British Columbia

Paul LaFleche, Deputy Minister, Department of Agriculture, Nova Scotia and former Secretary and Clerk of Executive Council (Cabinet) Nova Scotia

16:30

Reception and Networking

(Metro Centre)

(All sessions are in the Metro Centre)

8:00	Continental Breakfast and Registration	10:15
8:15	Welcome and Lessons Learned from Day 1	10:30
	Conference Co-Chairs: Dr. Robert P. Taylor, Chief Executive Officer, IPAC Lynda Bowles, Partner, Deloitte	
8:30	Keynote: Serving Beyond the Predictable	11:00
	Peter Milley, Research Director, 'New Synthesis' Project Professor Andrew Graham, Queen's University, School of Policy Studies	
	There are important differences about serving in the 21st century compared to previous eras. Governments are working in an increasingly complex, unpredictable environment. The traditional relationship between the State and citizens is changing. People are not only voters and clients with rights and obligations under the law. They are value creators in public policy areas and co-producers of public services. As a result, governments are serving in an expanded public space. And they are doing so with an expanded range of options with respect to the roles, relationships and tools they have at their disposal.	
	This presentation will explore the findings from an international research program on the implications of these and other developments. Led by The Honourable Jocelyne Bourgon, the "New Synthesis" project involved senior officials and experts from Australia, Brazil, Canada, The Netherlands, Singapore and the United Kingdom in a collective effort to clarify the future of public governance and to generate guidance for reform and building capacity in government and society.	12:15
9:30	Keynote: Capitalizing on Complexity: IBM Global CEO Study	12:45
	Nancy Brown Andison, Partner, IBM Global Business Services - Public Sector	
	Results from a 2010 Global CEO Study indicate that Public Sector leaders, more than other Canadian CEOs, see the current economic environment as complex and have an expectation that this complexity will increase in the future. Leaders have told us that they are struggling between managing complexity to just "getting by" and to harnessing complexity to create competitive advantage. But how can leaders respond to a competitive and economic environment unlike anything that has come before? Nancy Brown Andison will share how Public Sector leaders are capitalizing on their complex environment to:	13:45
	<ul style="list-style-type: none"> • Embody creative leadership • Reinvent citizen relationships • Build operational dexterity 	

Refreshment Break and Networking *(Metro Foyer)*

Keynote: Leadership is more than Managership

Hon. Kevin G. Lynch, Vice-Chair, BMO Financial Group, former Clerk of the Privy Council, Secretary to Cabinet and Head of the Public Service of Canada

Integrated and Facilitated Roundtable Discussion : Insights from Canadian Public Sector Leaders

Lead: David Zussman, PhD., Jarislowsky Chair in Public Sector Management, Graduate School of Public and International Affairs, University of Ottawa

Facilitators: Andrew Graham and Peter Milley

The results of IPAC's recent Deputy Minister/CAO consultations will be discussed in the context of the 'Wicked Problems! Wicked Times!' they have identified along with potential solutions.

As identified during this conference and in the preceding keynotes, issues facing governments and public sector institutions require confirmation from all levels within these organizations. This interactive session is an opportunity to generate creative and dynamic solutions to ensure excellence in the delivery of public services as required by the citizens within a tight fiscal environment. Where are you and your organization? Where can you and your organization go?

Lunch

Balancing Act: The Fine Line Between the Political and the Public Servant: Making It Work

Moderator: David Zussman, PhD., Jarislowsky Chair in Public Sector Management, Graduate School of Public and International Affairs, University of Ottawa

Panelists:

Michael Bryant, Senior Advisor, Ogilvy Renault, former Ontario Attorney General, Minister of Economic Development, Minister of Aboriginal Affairs, Government House Leader

Matthew Mendelsohn, Founding Director of The Mowat Centre for Policy Innovation and former Deputy Minister of Ontario

Conference Summary and Closing Remarks

Conference Co-Chairs:

Dr. Robert P. Taylor and Lynda Bowles