

ROAD MAP

TO

Sustainable

LEADERSHIP

Environmental Services Department

[2014 to 2017]

ATD Webcast

David Szeptycki & Lauren Edwards – October 3, 2014



York Region

- Located immediately north of Toronto
- Provide water, wastewater, waste management and forestry services to over 1.1 million people
- Over 365 staff in the Environmental Services Department
- Deliver over 77 billion litres of water per year and multi-year provincial leader in waste diversion

PROGRAM DRIVERS

- The program was developed in response to key findings from focus group sessions and interviews with members of the Environmental Services management team.

Feedback Received:

- Increase opportunities for collaboration
- Improve communication across the department
- Involve all management to maximize influence on frontline

VISION FOR SUCCESSFUL LEADERSHIP DEVELOPMENT

- Build on successful tools already in place through York Region's internal Corporate Learning Division
- Implement actions in response to feedback received from all members of management
- Break down natural silos that emerge through organizational structures
- Enhance current relationships and build a culture of peer mentoring and greater trust across the department
- Move outside normal work processes to increase opportunities for interactions to share knowledge and discuss problem solving approaches and leadership styles

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THE PLAN

- Spans three years (2014 – 2017)
- Leaders Sessions occur twice a year
- Created in response to management staff feedback and best practices in leadership development
- For all levels of management
- Focus areas: communication, collaboration and innovation
- Uses different training models including, the 70:20:10 learning model and 3:3:3 follow-up model
- Incorporates “gamification”

TOOLS & RESOURCES

TRIADS

- Participants work in smaller teams of three, called “triads”, to brainstorm ideas and complete leadership challenges
- Incorporates the 3:3:3 follow-up model
- Triads allow for collaboration across branches and management levels
- Provides opportunity for leaders to work with members of the management team they may not have worked with before
- Diversifying work groups can spark better discussions and lead to more creative outcomes

LEADERS PORTAL

- An online forum created through SharePoint
- Used to view leadership challenges, post responses and engage in discussions on related topics
- Challenges are posted on the portal three days, three weeks and three months following sessions to reinforce learning
- Leaders work in their triad to complete challenges and post their responses on the Leaders Portal for the larger group to see
- Other thought-provoking articles, videos and discussion topics are broadcast on the site
- Similar to a virtual discussion board or blog

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ENVLeadership - Home - Windows Internet Explorer

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Sceptycki, David

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Welcome to the Environmental Services' Leaders Portal

What is the Leaders Portal? The Leaders Portal is an online forum (created through SharePoint) that will be used throughout the Sustainable Leadership Plan to view challenges, post responses and engage in discussions with your colleagues on related topics.

How will the Leaders Portal be used throughout the Sustainable Leadership Plan? The Leaders Portal will serve a few different functions. First, three "Leadership Challenges" will be posted on the Portal following the kick-off session on May 28th (based on the 3:3:3 learning model). You will work with your triads (see "Triads" link on the Quick Launch list for more information) to complete challenges and post your responses on the discussion board under "Team Discussion". In addition, other thought-provoking articles, videos and discussion topics will be broadcast on the site. For those of you who are familiar with virtual discussion boards, i.e. blogs, this would be used in a similar manner.

For Your Information...

New Article Posted - "What every American could learn from Canadians about Leadership"
On behalf of Erin, I've posted Ian Hill's article, "What every American could learn from Canadians about Leadership" to the Shared Documents page for your review. From the July edition of APWA Reporter, this article offers great insight on how leadership development strategies in Canada compare to those south of the border. Ian is a public sector advocate and leadership development innovator who will be delivering a keynote presentation at this year's APWA International Public Works Congress and Exposition in Toronto on August 19th. Erin would like to highlight Ian's 3 key principles of "Community Bolding" leadership as they are attributes of Canadians that are inherent in many members of our team. Enjoy the article and feel free to share any comments on the Team Discussion page.

The Happiness Advantage
Click on the title above to view Shawn Achor's "TED talk" on the concept of **happiness** from his book, "The Happiness Advantage". In this thought provoking read, Shawn emphasizes the power of positive thinking in achieving your goals and success. "The Happiness Advantage" is available to borrow from our own Corporate Learning library! For more information contact Corporate Learning at: corporate.learning@york.ca

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Harvard ManageMentor (HMM)

- An online resource library offering a wealth of information including articles, videos and templates around leadership and other topics of interest for management
- Leaders are encouraged to use this resource to complete challenges and own development and day-to-day business needs
- It's easily accessible, provides current, reliable and leading-edge business information and is relatively inexpensive

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Welcome to the Environmental Services Leaders HMM Centre

Home

Communication

Collaboration

Innovation

Additional HMM Modules

Leadership Video Insights



Click "playlist" to see additional videos

The Environmental Services HMM Centre has been developed to provide additional resources and support to you throughout the Sustainable Leadership Plan. The Harvard ManagerMentor (HMM) system is an online resource library that offers a wealth of information including articles, videos and templates around leadership and other



GAMIFICATION

- Applies the essence of games (fun, play, transparency, design and competition) to real-world processes within an organization including marketing, sales, and training and development
- Used by other organizations such as Deloitte, IBM, FedEx
- Featured in business magazines including Harvard Business Review and Forbes



NEXT STEPS

- Second Leaders Session taking place in November, 2014
- In planning the session, we are taking current/relevant events into consideration such as the upcoming municipal election
- Ongoing feedback from participants influences the structure and content of upcoming sessions
- Formal review of program to take place after one full year of implementation



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QUESTIONS?

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