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dot CALM

THE CENTRE FOR APPLIED LEADERSHIP AND MANAGEMENT

Transformative and Inspirational Master's Level Learning Experiences

Committed to Leadership and Learning...

The Centre for Applied Leadership and Management at Royal Roads University offers programs that allow managers and leaders to focus on areas of professional interest and strength, build on existing skills and experience, and apply new knowledge and strategies in the workplace. Our programs are designed for those looking for educational opportunities that add breadth, depth, and earning power to their career, while still meeting professional and personal responsibilities.

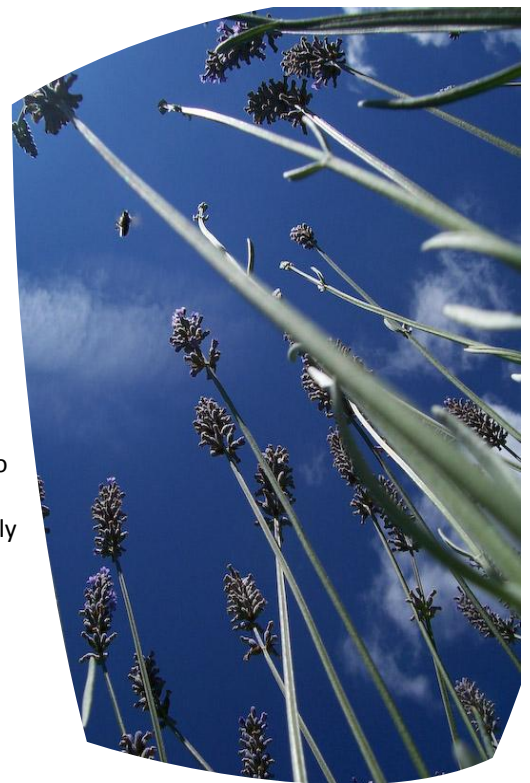
Business, government agencies, non-profits, and educational institutions need leaders who can effectively navigate complex, changing situations and get the job done. According to a Centre for Creative Leadership research study (2009) seven leadership skills are consistently viewed as most important now and in the future. They are:

1. Leading employees;
2. Strategic planning;
3. Inspiring commitment;
4. Managing change;
5. Resourcefulness;
6. Being a quick learner, and;
7. Ensuring social, financial and environmental sustainability.

David Snowden, Associate Faculty at RRU, says that “a deep understanding of context, the ability to embrace complexity and paradox, and a willingness to flexibly change leadership style will be required for leaders who want to make things happen in a time of increasing uncertainty...We need to learn to live in a state of requisite ambiguity in our strategic lives at work, as we do without issue or conscious thought at home and with friends”. Living with ambiguity doesn’t come easy. We have learned to function in stable environments where change is not easily accepted. And, we continue to attempt to manage change like it’s something that can be managed.

Kotter suggests a very linear process for managing change, one that might not adequately account for the complexity we see in today’s organizations. It’s time to unlearn change management and accept that the world is becoming predictably unpredictable. As Mintzberg says, “When the world is predictable you need smart people. When the world is unpredictable you need adaptable people.”

This is exactly why we are continuing to reflect and revise our executive programs to keep them relevant and current. We hope that you will adapt with us and continue to be committed to leadership in your field and learning in new ways. We are currently exploring new areas of study that include sustainable community development; leadership; organizational career management; family enterprise management and more! Please do get in touch with us if you are interested to be a part of any of the conversations we are having. We welcome your expertise and input through calm@royalroads.ca!



Graham Dickson Leadership and Learning Award...

The Centre for Applied Leadership and Management (CALM) is excited to announce a new financial award for learners applying to one of our executive education programs. The Graham Dickson Leadership and Learning Award was initiated to support sustainability initiatives and to honour Dr. Graham Dickson who has made significant contributions at Royal Roads University in the field of leadership. Dr. Dickson retired from RRU on June 30, 2009 and for more than a decade has been instrumental in the design and delivery of many of the successful executive education programs at Royal Roads University. This award will benefit learners who demonstrate social responsibility and community leadership and who are applying to programs offered by the Centre for Applied Leadership and Management. We recognize that for many learners with professional and academic abilities, this financial award will provide support in achieving their full leadership potential. As the learners who take programs offered through CALM benefit from Graham's legacy it seemed only fitting that the financial award established by CALM be named after Dr. Graham Dickson. Donations are accepted from alumni and other friends of Royal Roads University who may wish to contribute to this award. **Thank you to Dr. Graham Dickson** for your ongoing commitment to leadership and learning at Royal Roads University.



BEYOND THE HYPE:

Turning Crisis into Opportunity

Do you wonder about the back story? What's really going on behind the scenes when you see stories splashed across the front pages? Do you crave the chance to share your experiences and bounce ideas around with colleagues? Do you practice in the fields of Public Relations and Communication? Then this professional development day conference is for you.

The **Canadian Public Relations Society – Vancouver Island** has put together an educational and hands-on Pro-D day conference aimed at mid-to senior-level PR practitioners on **Friday, November 13** at Royal Roads University. Look for updates on the [CPRS-VI website](#)

The Royal Roads University Graduate Certificate in Professional Communication Management is endorsed by the [Canadian Public Relation Society \(CPRS\)](#) as support for professionals on their journey to APR (Accredited in Public Relations).

Faculty Accolades

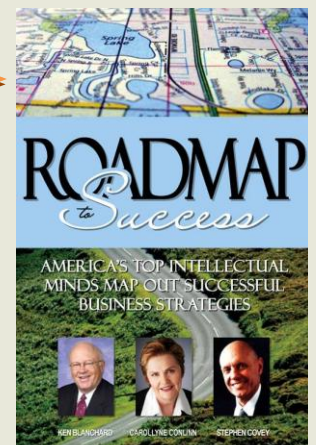
Kudos to our [Graduate Certificate in Executive Coaching](#) faculty: **Carollyne Conlinn, Marj Busse, Scott Richardson, Alison Hendren** on their recent residency evaluations:

*"Fantastic! I can relate to **Alison**. She is so refreshing and inviting. I learned so much....she gives the gift of passion, and drive." "**Alison** is an exemplary role model, coach and educator. Her enthusiasm is igniting! **Alison** has a very jolly and clear demeanour. She is professional and approachable." Her suggestions and feedback were precise and supportive" "**Alison** is a vibrant, thoughtful and caring teacher. I love her spirit."*

*"**Carollynne's** style is very articulate, calming, yet laser like!" "For me, **Carollynne** embodied a style of coaching which resonates deeply. Calm, human, genuine and congruent." "She was so able to articulate what she has learned in a way that others could understand; to be specific in describing the model and practices (techniques) which support it." "It's wonderful to see "Canada's Coach of the Year" in practice. Wise Wise Wise." "I valued experiencing that coaching is who she is, not just what she does." **Congratulations Carollynne** on your chapter in the new book*

*"I love **Marj**! She just resonated with me on so many levels. Her realness, sense of humour, music choices and humanness was very revealing for me personally." "**Marj** is magical. She has a way about her that illustrates the diversity and acceptance of all. She is bright, funny and capable." "**Marj** knows her stuff inside out and upside down and is totally engaging. Everything she said "stuck!"*

*"**Scott** is a natural story teller, and also brought a calmness and peacefulness when he was coaching." "Beautiful character. Strong solid experience, he was sensitive and deeply thoughtful." "**Scott** really showed me that it was ok to have an emotional side and how that worked in coaching. This was probably one of the most valuable lessons I took away." "**Scott's** presence is enlightening. He is a quiet, remarkable leader who is demonstrates competence and calmness."*



Deep Thoughts by Meg Wheatley...

People can be trusted to devise good solutions to their own problems and to do so with the creativity and generosity that have been concealed by distrust and command and control. I've also learned that people are extraordinarily responsible and work hard for issues they care about.

We've truly lost sight of one another and the great potential that lives within just about everyone. For many years, I've defined a leader as anyone willing to help, anyone willing to step forward to change things. Communities everywhere are filled with these leaders; they reveal themselves when the issues appear. To change our communities for the good, we have to change our perception of who's in these communities. And we need to support leadership as it emerges.

I believe we've been given one last chance to rediscover the power of community to solve its own problems. If we can come together as never before and work together to understand the complexity of current systems, if we can develop trust and respect for one another, then we have a chance of discovering solutions that truly work. But we must abandon our practices of distrust, fragmentation, and control. It's now or never.

Selected from [An Era of Powerful Possibility](#)



Join two incredible women who are changing the world!

Sept 30th Acclaimed author and international speaker Margaret Wheatley explores in depth the lessons learned in times of uncertainty. *Renewable Leadership: How to Respond Well to Crisis after Crisis?*
Time: 9am-4pm

What Gives Us Capacity to Stay in Our Work?
Time: 7-9pm



October 8th Eco-philosopher and scholar Joanna Macy considers *The Hidden Promise of Our Dark Age: The Wisdom, Strength & Beauty we are Discovering*
Time: 7pm-9pm

Contact [Continuing Studies](#) for more info!
Please register early as seating is limited!



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"Leadership and learning are indispensable to each other."
John F. Kennedy

"Character cannot be developed in ease and quiet. Only through experiences of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved." Helen Keller

UPCOMING PROGRAMS & EVENTS:



GRADUATE CERTIFICATE
PROJECT MANAGEMENT

Sept. 14

GRADUATE CERTIFICATE
EXECUTIVE COACHING

Sept. 20

GRADUATE CERTIFICATE
PROFESSIONAL
COMMUNICATION MANAGEMENT

Oct. 5

DEVELOPING LEADERSHIP
IMPACT EXECUTIVE RETREAT

Nov. 22-27

GRADUATE CERTIFICATE
HEALTH SYSTEMS LEADERSHIP

Nov. 22

GRADUATE CERTIFICATE
STRATEGIC HUMAN RESOURCES
MANAGEMENT

Jan. 11

DEVELOPING LEADERSHIP
IMPACT EXECUTIVE RETREAT

April 11 -16

Learn more at:

www.royalroads.ca/calm

SPOTLIGHT – DEVELOPING LEADERSHIP IMPACT

Aimed at current managers and those who aspire to take on more significant leadership roles within their organizations, this intensive and challenging 6-day retreat is located on campus at RRU. Ideal candidates are those seeking to develop and enhance their leadership skills and those who want to meet the needs of a work environment where expectations are becoming higher and demands for accountability are growing. The next intake of this program is [November 22-27, 2009](#).

"I want everyone in my organization to experience this!" "...this week at Royal Roads was incredible. Lots of tools for improving management styles, self examination, communications with others, as well as a very good Leadership Challenge to work on"

"...probably the best Leadership Development workshop/course/seminar that I've ever been to and I really appreciate the opportunity to attend! I would recommend it anytime to anyone!" "The instructional team was amazing, and most definitely walk the walk, and talk the talk."

"The course was amazing! As for the faculty, wow! After day 2, it was clearly evident how skilled they are - each with their own style. I am very inspired and excited..." "Above and beyond my expectations. This was by far my best experience in learning and team work - best of my career"