



CONSTRUCTION
ASSOCIATION OF NOVA SCOTIA

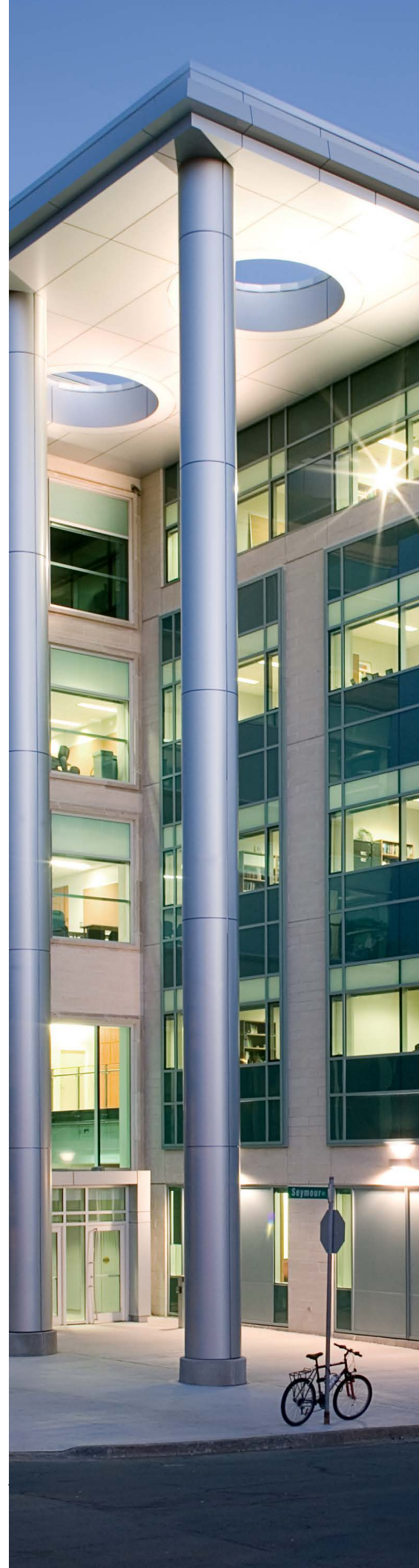
Building with Skill and Integrity Since 1862



DALHOUSIE
UNIVERSITY

PARTNERING FOR PROSPERITY

EXECUTIVE CERTIFICATE IN CONSTRUCTION LEADERSHIP





WELCOME FROM YOUR PRESIDENT

The Construction Association of Nova Scotia (CANS) is very pleased to partner with Dalhousie University's Faculty of management to offer a program with your needs top of mind.

Construction is one of the largest industries in Nova Scotia, and one that is continuously growing and evolving in Canada. The level of sophistication required to successfully compete locally, regionally and globally on increasingly complex projects commands exceptional leadership from people with exceptional potential.

Industry told us they wanted a program that is accessible, relevant, immediately impactful and most importantly, specific to construction. It seemed only natural for the oldest construction association in North America to partner with Dalhousie University, one of North America's oldest and most respected universities to bring you the Executive Certificate in Construction Leadership.

The success of the first offering of this program in 2014-2015 confirmed the need for this level of education for leaders in the construction industry. Based on valuable feedback from our first-year participants, we have made changes and additions to the course offerings that reflect what is needed from a leader in this industry.

As an owner or senior decision maker, you recognize that your firm's capacity to compete requires investment in leadership development that will contribute to your success. We applaud and congratulate you on your decision to nurture your professional growth and development.

Welcome to the program!

A handwritten signature in blue ink, appearing to read 'D Williams', written in a cursive style.

Duncan Williams
President, Construction Association of Nova Scotia

WELCOME FROM YOUR DEAN

Congratulations on your acceptance to Dalhousie's Executive Education Program. I am pleased to extend a warm welcome to you on behalf of the faculty, staff, and students in the Faculty of Management. Today, you become not only part of a cohort selected by your organization because of your leadership potential, but also a member of our Dalhousie Faculty of Management community.

The Executive Education Program was developed through discussions and relationships with key partners in the business community, including leaders from your organization. Your professors are committed to engaging and challenging you, so that your skills and competencies will continue to improve. Our educators know that there is value in the strengthened relationships that develop during cohort based learning such as you will encounter throughout the program. We also hold experiential learning as a key pillar in our strategy. The professional experience, knowledge, and competencies that you and your colleagues bring to the table will enhance your learning experience.

The Faculty of Management is committed to developing prosperity, improved practice, and productivity through partnerships, both in Nova Scotia and further afield. Welcome, and best wishes with your studies.
Sincerely,



Bertrum H. MacDonald, PhD
Dean, Faculty of Management, Dalhousie University



2014-2015 CLASS OF THE EXECUTIVE CERTIFICATE IN CONSTRUCTION LEADERSHIP PROGRAM



Left to Right: Deborah Merry - Director, Executive Education, Dalhousie University; Dr. Peggy Cunningham - Dean, Faculty of Management, Dalhousie University; John Charlton - Sobey's Project Ltd.; Colin Miller - Cornerstone Interlocking Brick Limited; Nick Young - Ryson Interior Construction Ltd.; Matt Brunt - Bird-Stairs; Stewart Clark - RKO Steel Ltd.; Devon Buell - McCarthy's Roofing; Howie Doirin - DORA/ROCLAN Construction; Andrew Doucet - rcs construction; Duncan Williams - President, Construction Association of Nova Scotia

“The Executive Certificate in Construction Leadership was a game changer in certain aspects of my role. The participants are now trusted advisors and friends, making the experience even more rewarding.” - Matt Brunt, Division Manager, Bird-Stairs

***“The program has shown me the theory behind why things are the way they are and really helped me understand the core of construction processes.”
- Colin Miller, President & Operator, Cornerstone Interlocking***



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EXECUTIVE CERTIFICATE IN CONSTRUCTION LEADERSHIP

LEADERSHIP DEVELOPMENT AT CANS

The Construction Association of Nova Scotia (CANS) intends to be the leading voice of the construction industry respected by members, government, industry and the public as a provider of the highest quality and value added services.

CANS represents more than 760 large and small companies that build, renovate and restore non-residential buildings, roads, bridges and other engineering projects. As an industry trade association, CANS represents the interests of contractors, suppliers and service providers throughout Atlantic Canada and across the country.

In order to support its mandate in providing a range of value added services, CANS has partnered with Dalhousie University to create a leadership development program that demonstrates to all stakeholders its commitment to continuous improvement within the sector. The program is intended to enable high potential candidates within CANS' membership organizations to develop critical leadership and sector specific behaviors, attitudes, skills and competencies in order to increase productivity, innovation and competitiveness.

The design of the program is intended to reflect professional development needs within the sector currently and also to provide high potential individuals working within the sector with an opportunity to develop the capability and capacity to address future challenges and take advantage of future opportunities.

“Understanding how I lead and how others perceive me to lead was huge. Without knowing this, I could not have gone much further in terms of leading change. It was a bench mark for me to say ‘ok, here is where I am and I need to do X in order to go further.’ Once I admitted to flaws and weaknesses in my own leadership I was able to correct the identified areas and use it to reference while encouraging others to step up their leadership.” - T. Devon Buell, Safety Supervisor, McCarthy’s Roofing

THE FACULTY OF MANAGEMENT APPROACH

Dalhousie is proud to partner with the Construction Association of Nova Scotia in the development of high potential members of their community.

Our award-winning Faculty of Management brings together four schools, united under a common mission of providing excellence in values-based management. Together we interact and collaborate to bring cutting-edge research and teaching practices to advance management knowledge and competencies.

Our proven, customized curriculum design and delivery model is based on:

- > Focused needs analysis and consultation with our partners, and clearly understanding their goals and priorities;
- > Co-design of learning objectives and agreement on desired learning outcomes;
- > Customized modes of delivery that emphasize experiential and integrated learning;
- > Initial assessment of participants and ongoing assessment of results feedback to learners and sponsoring organization;
- > Review of lessons learned and the creation of institutional learning.

Most importantly, our focus is on immediate and ongoing application of learned skills and the achievement of results. In the Executive Certificate in Construction Leadership for CANS, the Faculty of Management offers a modular approach, supported by active and experiential learning, self-assessments with reports and debriefs, networking, group discussions and application of the knowledge and skills in the workplace.

The design and organization of modular learning is grounded in the Faculty of Management's conceptual framework, and emphasizes four major areas of leadership focus:

SELF MANAGEMENT

The first step in becoming a better leader is to know yourself, your personal triggers and your internal resources. Creating and defining your personal leadership style is the foundation of great leadership.

ENGAGEMENT

The individual's relationship with others, colleagues, teams, the organization/stakeholders with an emphasis on how to motivate, lead and create engagement.

COMPLEXITY

The leader's ability to maneuver through complex organizations, internally and externally, undertake multi-stakeholder engagement outside the organization (partners/customers/suppliers), and to think systematically.

INNOVATION AND COMMERCIALIZATION

The leader's ability to creatively address and solve complex issues and find innovative ways for creative problem-solving and an improved ability to systematically execute solutions.

ACTION LEARNING

The Faculty of Management's leadership team brings years of proven experience in translating best practice research findings into relevant, experiential, accessible programs. Core principles of Experiential, Applied and Strength-based Learning are the foundation of the modules – grounded in the conviction that participants 'learn by doing' instead of passively receiving information.

The modular approach provides for ongoing communication and learning between and during sessions, to continue to build knowledge, experience, and practice. Team teaching enables leadership specialists to bring multiple perspectives, integrate components, and build on participants' knowledge and competencies progressively and systematically.

This program is structured such that between courses, participants will focus on applying action-based, practical solutions to real life issues (as identified by CANS). These action-learning practices will serve to further develop the competencies identified in the curriculum and aspects of the program, and allow both participants and the organization to see immediate results.

Components will include elements such as self-observation, self-reflection, self-assessment, and self-correction. These practices will serve to develop the competencies identified, and will include opportunities to leverage new knowledge and skills and apply them to the participants' professional tasks and workplace.

“When I go into a course on Friday and Saturday, when Monday rolls around I’m able to use those techniques I learned.”

- Andrew Doucet, Manager Custom Projects & Service Division, rcs construction

EXPECTED OUTCOMES FOR PARTICIPANTS

The Executive Certificate in Construction Leadership enables participants to acquire knowledge and relevant practical skills and competencies, to achieve the following:

- > Understand and demonstrate leadership Behaviours, Attitudes, Skills and Competencies (BASC) (self, engagement, complexity and innovation)
- > Effectively lead teams within, across, and external to the organization
- > Lead responsibly and demonstrate values-based leadership
- > Demonstrate complexity and systems thinking through strategic analysis, problem identification and problem solving capacity
- > Identify and implement innovative solutions to meet the complex demands of the construction industry
- > Create and assess their own and other's leadership development
- > Partner with others to increase organizational and leadership capacity overall



EXECUTIVE CERTIFICATE IN CONSTRUCTION LEADERSHIP

PROGRAM INFORMATION

**15 courses delivered
face-to-face.**

**All courses will be held
in the Kenneth C. Rowe
Management Building.**

***“The program gave me more
confidence while managing
and leading teams both in
and outside the workforce.”
- T. Devon Buell, Safety
Supervisor, McCarthy’s
Roofing Ltd.***

SELF-MANAGEMENT

Course One: Introduction to Leadership in Construction

Course Two: Self Management | Self Awareness | EQ | Self Leadership

Course Three: Ethical Leadership and Corporate Social Responsibility

ENGAGEMENT

Course Four: Teams and Relationship Management

Course Five: Conflict Resolution

Course Six: Mastering Negotiation

COMPLEXITY

Course Seven: Strategic Thinking

Course Eight: Business Development

Course Nine: Strategic HR Management

Course Ten: Leading, Understanding and Managing Others

Course Eleven: Financial Management I: Financial Statement Analysis

Course Twelve: Systems and Complexity Thinking

INNOVATION

Course Thirteen: Financial Management II: Preparing for New Opportunities

Course Fourteen: Harnessing Innovation

Course Fifteen: Leading Change

COURSES INCLUDE:

- > Instructional resources, including readings, case studies, activities, and illustrations
 - > Consolidation of participant learning, and assurance of integration and application of skills and competencies
 - > Delivery by award winning faculty who are experienced practitioners
 - > Delivery space within the Faculty of Management
- in the Executive Training Classroom, or alternate delivery on site
 - > Official Certificate of Completion from Dalhousie University
 - > Lunches and refreshments provided
 - > Creative Wake-Up breaks are included in some courses to provide an opportunity to apply the skills and knowledge learned



GOLD SEAL

The Program satisfies 25 educational credits for qualified candidates seeking to obtain their Gold Seal Accreditation, a nationally recognized level of experience and competence.



PROGRAM FEE

The Executive Certificate in Construction Leadership has been designed to meet the professional development needs of high-potential individuals in the construction industry. The program schedule is intended to interfere minimally with work schedules and a payment plan will be offered for participants to spread the cost of the program over the course of the five months of delivery.

COST OF DELIVERY	CANS MEMBER	NON-CANS MEMBER
15 COURSES	\$12,000*	\$14,000*

***Plus any applicable taxes**

FUNDING OPTIONS

Eligible participants may qualify for funding through the Province of Nova Scotia's Workplace Innovation and Productivity Skills Initiative (WIPSI).

APPLICATION AND SELECTION PROCESS

The Executive Certificate in Construction Leadership supports high-potential candidates in developing the knowledge, behaviours, skills, and competencies determined from leaders in the sector.

To identify these candidates, a selection committee will consist of:

- Two representatives from CANS
- Dalhousie University, Director of Executive Education
- Dalhousie University, Faculty of Management Professor(s)
- A representative from the construction industry

Applicants will be required to submit:

- An application
- A written expression of interest
- A letter of support from their organization or a construction industry champion

For more information visit:
cans.ns.ca/education/dalhousie

INDIVIDUAL COURSE DESCRIPTIONS

1 INTRODUCTION TO LEADERSHIP IN CONSTRUCTION

CONTENT This is an introduction to the entire leadership development program in which all participants will be involved. It includes a review of the courses, the program structure, objectives and expected learning outcomes.

It is an opportunity to clarify the commitment from participants and have them examine where they are now in terms of leadership development and where they aspire to be by the end of the program. It also begins to orient them to an engagement with the practices of lifelong learning.

Participants engage in discussions about:

- Current leadership 'conversations' in construction
- Leading in Public versus Private Organizations
- Leadership Profile/Philosophies and Leadership Challenges

2 SELF-MANAGEMENT | SELF-AWARENESS | EQ | SELF-LEADERSHIP

CONTENT This is an ideal course for construction professionals who want to understand the importance of self-awareness as it relates to leadership and for those interested in effectively self-managing their ability to deal with emotions, conflict, communication and thinking.

Self-awareness and self-management are the foundation of successful leaders. This module will focus on four core elements of self-management – emotional intelligence, conflict resolution, thinking strategies, and reflective practices.

Participants will complete this course with a deeper understanding of their skill levels in each of these areas, practical skills to use when they return to the workplace, and a self-management plan to take forward.

3 ETHICAL LEADERSHIP AND CORPORATE SOCIAL RESPONSIBILITY

CONTENT This course introduces participants to the philosophies and practices of ethical leadership. Participants will also consider theories of Corporate Social Responsibility and how this is applied in their own organization and that of others in the construction sector.

As part of their individual journey of professional discovery, participants will be both self-rated and assessed by their direct reports, peers and supervisors before the session in order to identify the gaps in perception and the areas most requiring improvement.

After the session, participants will understand the structure of the transformational style, which is the most validated and research active style of leadership today. They will have set preliminary goals in each of the four areas and will have an action plan for using these to improve their leadership.

One-on-one coaching sessions can be offered after the session to assist in the development and implementation of the action plan.

4 TEAMS AND RELATIONSHIP MANAGEMENT

CONTENT This course will explore the role of teams within the systems model, and emphasize the key role teams can play in problem solving and innovative thinking. Team management has become a key competency of managers, and requires new models of leadership, with supporting motivational and performance management components such as recognizing, rewarding, and supporting. Participants will discuss how to build and lead successful teams to achieve optimal performance in organizations.

Participants will explore and develop a set of tools that when combined with planning and collaboration, will result in enhanced performance of teams and improved retention of talent within their organizations.

5 CONFLICT RESOLUTION

CONTENT Leaders and managers spend approximately 25% of their time dealing with conflict. This course will address strategies to deal effectively with conflict both internal and external to their organizations, and how the effective management of conflict can increase innovation and creativity. Various frameworks and experiential exercises will be used to increase the integration and application of participants' conflict resolution skills. This course will:

- Define conflict
- Explore the impact of conflict on individuals and organizations
- Apply various frameworks and processes for effective conflict resolution

6 MASTERING NEGOTIATION

CONTENT By the end of this course participants will have identified their preferred negotiating style and have more confidence in when to use it and when not to use it.

They will also have developed greater flexibility in choosing the best negotiating style for each particular negotiation, know how to gain a better understanding of the other person's needs and know when to confront conflict and when to ignore it.

They will also develop the skills and competencies required to achieve genuine commitment by setting mutually beneficial goals.

7 STRATEGIC THINKING

CONTENT One of the most frequently demanded skills or competencies from a high potential professional is their ability to think strategically. As an organization, growing the capacity to think strategically in order to create, recreate and sustain strategic effectiveness, and the ability of its staff to think strategically, is a critical source of competitive advantage.

Participants will examine how the environment impacts upon their ability to think and act strategically and consider the role and use of data within their organizations in determining strategy.

In this course we will challenge some of the existing and traditional strategic thinking models that are based in linear and rational concepts of problem solving, decision making and planning and grow in our understanding that these models are only one 'part of the picture.'

8 BUSINESS DEVELOPMENT

CONTENT Grounded in the theory of organizational design, the Business Development course is based on identifying the existing state of affairs or triggering events leading to the need to develop or expand the organization's business beyond its current boundaries. It also provides answers to the following questions and draws conclusions in the form of action items: Where are we now? Where do we want to go? Why do we want to do that? How can we do that? How much will it cost us? Is it worth doing? How do we know we have reached there? Attendees will learn different business analysis tools and techniques such as SWOT, competitive force analysis, PEST, Product/Market Matrix, etc. Case studies will be discussed among the team to promote effective participation and strengthen comprehension.

9 STRATEGIC HR MANAGEMENT

CONTENT Globalization and the growing integration of the world economy into one marketplace means companies in our region are subject to unprecedented levels of competition. A critical source of competitive advantage for these organizations is not their physical assets, but their people. It is people, not companies, who innovate, create new products, make decisions, develop and implement business plans, penetrate new markets, and serve clients and customers. While developing effective business strategy is important to organizational success, the capacity to implement any given business strategy is completely dependent on a corporation's people.

This course is about both the design and execution of human resource management strategies. Participants will learn the importance of aligning the management of human resources with organizational strategy. There are two central themes: (1) How to think systematically and strategically about aspects of managing the organization's human assets; and (2) What really needs to be done to implement these policies to achieve competitive advantage.

10 LEADING, UNDERSTANDING AND MANAGING OTHERS

CONTENT This course addresses demographic changes in the workforce and managing workplace diversity. Participants will develop an understanding of the changing demographics in the Canadian workplace and how generational changes are affecting workplace structure and culture.

The course will also address multi generational workplaces and intergenerational management practices. Managing 'millennials' involves an understanding of their needs, expectations, perceptions and values and of their relationship to work.

11 FINANCIAL MANAGEMENT I: FINANCIAL STATEMENT ANALYSIS

CONTENT Finance, and more specifically cash flow, is what makes a business profitable and sustainable. Finance is also the driver of growth. Thus an understanding of the fundamentals of finance as it relates to the management of cost and cash within any organization is critical.

This course will focus on developing the knowledge and skills related to the interpretation of financial statements, including the concept and theories related to 'free cash flow' and cost controls.

12 SYSTEMS AND COMPLEXITY THINKING

CONTENT Systems and complexity frameworks have contributed to the evolution of management and leadership thinking, moving problem solving and strategic perspectives from linear to multi-dimensional approaches.

Systems dynamics and complexity thinking will enable participants to approach issues from holistic and dynamic viewpoints, understanding inter-relatedness, interdependence and change.

Risk management ensures that an organization identifies and understands the risks to which it is exposed. Risk management also guarantees that the organization creates and implements an effective plan to prevent losses or reduce the impact if a loss occurs. Through this course participants will examine the policies and processes related to risk management within their organizations as it relates to systems and complexity thinking.

Concepts and application of feedback, emergence, self-organization, adaptation, and learning, will be examined and allow participants to gain a new understanding of themselves, their organization, and their stakeholders as part of interactive relationships and networks.

“Since completing the program, I find I spend more time looking at problems from different angles and I’m less likely to make knee jerk reactions. For example: I was brought into an out of province job with a difficult client that wanted to have us removed from site. I was able to build a relationship with them and the team we had assembled and were able to finish this project. The client was happy and so were we.” - Howie Doiron, DORA/ROCLAN Construction

13 FINANCIAL MANAGEMENT II: PREPARING FOR NEW OPPORTUNITIES

CONTENT Building on the first course in Financial Management I: Financial Statement Analysis, the Finance II course will aim to equip leaders to analyze from a financial perspective the various options for company growth: 1. Getting Ready to SELL - The “what’s” and “how’s” to prepare; 2. Analyzing a Company to BUY - What to look for; 3. Attracting NEW Investors - What are they looking for and what needs to be done to be an attractive investment; and 4. Leveraging Assets to finance plans for growth.

14 HARNESSING INNOVATION

CONTENT In an increasingly competitive market place, construction firms will need to innovate not only in terms of new products and services but also in the ways they design process and practice in order to survive.

This course will enable participants to build their skills in developing customer understanding to fuel innovation. Participants will examine how innovation can be used collaboratively to identify, shape, and prioritize breakthrough products, services, processes and practices.

15 LEADING CHANGE

CONTENT This is the ‘capstone’ course for the program and is designed to support construction professionals that occupy critical roles in linking corporate realities with employee engagement.

Business structures are rapidly evolving to reflect external pressures transforming global trade and commerce. Outdated management styles must be abandoned in favour of those that promote knowledge acquisition and sustainable learning communities that draw strength from shared values and team success.

Leading Change will challenge, motivate and encourage participants to explore new possibilities that have practical applications for their workplaces.

“Since the program, I’ve developed more appreciation of what the other person’s position is and why, allowing me to better see a resolution or middle ground.” - Stewart Clark, VP Sales and Marketing, RKO Steel

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CANS represents more than 760 large and small companies throughout Atlantic Canada that build, renovate and restore non-residential buildings, roads, bridges and other engineering projects.



THE DALHOUSIE FACULTY OF MANAGEMENT

Dalhousie University graduates leaders and managers in the business sector, public sector, and civil society from a diverse suite of programs serving undergraduate, graduate, mid-career and executive students. Dalhousie has been recognized for our innovative, values-based approach to management education and research.

Dalhousie Faculty of Management's professors are award-winning industry experts who bring real-world knowledge and practice to a learning experience that is truly world class, from right here in Halifax.

