

# Leadership Victoria



START HERE

## 2020-2021 Community Leadership Development Program Outline

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Leadership Victoria acknowledges and respects the Lekwungen-speaking peoples on whose traditional territories our organization provides service, and the Songhees, Esquimalt, and the Wsanec peoples whose historical relationships with the land continue to this day.

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## Welcome to the Community Leadership Development Program

Hello and thank you for your interest in Leadership Victoria's Community Leadership Development Program. My name is Stephen Twynstra and I am the Program Manager at Leadership Victoria. I often ask the question, "What does Community mean to you?" Whether it is the streets, the buildings, the businesses, the people, the culture, the atmosphere or the friends and family and so much more, I'm always intrigued by people's answers. As the manager of the Community Leadership Development Program it is inspiring to watch our participants expand their understanding of community and embrace the responsibility of leading in that community. As I speak to employers of our participants they tell me about new skills, found confidence and an expanded understanding of how we are all connected.

In 2020-2021, we celebrate our 20<sup>th</sup> season of the program with a robust online curriculum, experienced facilitators and a list of well known local influencers ready to tell their story of what Community Leadership means to them. As part of the celebration, we will invite our alumni to join us for an evening social event. While our hopes are to be in-person, we are prepared to move the networking event online.

The 2020-2021 season brings with it new challenges, insisting we be prepared for social distancing and other Public Health orders. I'm proud to say, we are ready.

You are ready. Apply Now [Start Here](#)

Stephen Twynstra  
Program Manager  
250 881 2681

## Purpose:

The Program provides a powerful learning opportunity for aspiring local leaders in support of socially responsible organizations that make up a strong and resilient community.

## Principles

**Inclusion:** Leadership Victoria is committed to creating an inclusive program, accessible to all. We are committed to reduce barriers to participation and to create a safe space in the program for everyone to contribute. Inclusion means different things to our affiliated organizations and Leadership Victoria is committed to hearing each organization's unique perspective.

**Local Community Action:** The Community Leadership Development Program ensures graduates of the program have the expertise and experience to provide effective leadership to local community organizations and neighborhoods so they can effectively overcome the complex challenges they face. Each year, the program is supported by local influencers from all sectors of the CRD including elected officials, business leaders in private companies, and the not-for-profit sector and with support of local post-secondary institutions.

**Collaboration:** The Community Leadership Development Program is designed to support the development of a skilled group of individuals from diverse backgrounds to overcome complex challenges in our community. Leadership Victoria has unique relationships with local employers, public institutions, community associations, and municipalities to create a wide cross-section of learners to create new, wider perspectives on community and leadership.

**Resilience:** Effective leaders step up during challenging times and support their team to find solutions to our most challenging problems. Resilient leaders are built when they experience uncertainty and embrace the opportunity to find solutions to the challenges their community is facing. During the Community Action Project, leaders actively face stressors, and take responsibility to find solutions to real-world problems. This experience helps leaders build confidence to be the leader they desire and resilience to guide the organization they lead.

**Multi-Sector Representation:** Leadership Victoria brings together learners from multiple sectors and many diverse social backgrounds. By helping people understand different perspectives, working styles, and collaboration approaches, our programs mirror the real-world conditions of community leadership. The diversity of our participants is a key strength and driver of learning in our programs.

*The Leadership Development Program is unparalleled in its rich ability to build a bridge between up-and-coming leaders and the established structures within our community. The program helped me to grow my capacity for leadership by connecting me with a variety of community leaders and providing the space to better understand myself and my abilities. This is a vital resource for Victoria and one that I will turn to through the rest of my career.*

*Melody Burns, 2020 Alumni  
Victoria Foundation*



## Celebrating 20 Years of Leadership Development in Greater Victoria Our flagship program has developed 374 leaders since 2001.

### Program Description

Founded in 2001, the Community Leadership Development Program is the flagship program of Leadership Victoria. The six-month program provides an engaging development program for emerging leaders in Greater Victoria. Participants from the public, private, and not-for-profit sectors will experience powerful learning opportunities delivered online and in-person by local influential leaders setting you up for success as a leader in our community.

As a student you will work closely with a group of dedicated leaders to learn the skills, grow your confidence and strengthen your resolve to lead in our community and your community minded organization. You will develop your leadership capacity and skills with the support of local leaders and through important peer-to-peer learning. The community action project is where you will put your learning into action. You will have the tools and the confidence to lead your organization.

You will make lasting friendships with your cohort of peers. You will learn from local experts who are excited to share their knowledge and experience with you. Professional coaches are there to support you along the way. We also bring in local influencers to share their stories and guide your leadership development. These influencers include sitting and former mayors, gold medal athletes, and local business leaders. Last year, students were introduced to approximately 100 local influencers.

### Inclusive Leadership for Newcomers to Canada

In 2020-2021, Leadership Victoria will pilot a project where community leaders who are racialized, indigenous or newcomers to Canada will be introduced to Community Leadership from a Canadian and local context. They will participate in the Community Leadership Development Program. These individuals will learn new leadership skills, share their stories and experiences, meet local influencers, and work with a small team of peers and a community partner in Victoria to complete a Community Action Project. The program is an immersive leadership training program for newcomers to Canada and provides a forum to share their unique perspectives with a broad range of leaders in our community.

### 2020-2021 Community Action Projects

Leadership is much more than theory. Together we expand your learning journey by putting new skills into action. Learners are organized into teams, matched with a team coach and work together on a Community Action Project (CAP). This project serves as a learning lab for leadership development in teams with shared authority while delivering a direct benefit to the community. Teams work with a community partner and other organizations or agencies to resolve real-life challenges that will have a present-day impact and deliver future benefits to our partner and our community.

The theme of the 2020-2021 CAP project is “Belonging, In My Community” with an emphasis on support for local not-for-profit organizations who have been significantly impacted by Covid-19. Through the Community Action Projects, Leadership Victoria’s teams of leaders will support four local not-for-profit organizations to find meaningful solutions to the biggest challenges that emerged in the early phase of the pandemic. The completed project will aid in recovery and ensure sustainability during future crisis events. These four-local not-for-profit organizations will be our 2020-2021 Community Action Project partners. Leadership Victoria will support the project team and the partner to determine a meaningful project in January 2021.

## Community Leadership Development Program

### What organizations participate:

- Local community groups, neighborhood organizations, and not-for-profit organizations that provide significant community benefit.
- Private and private sector employers that provide leadership skill development for aspiring leaders to enhance their corporate social responsibility.
- Educational Institutions that provide career development opportunities for community-minded staff members.
- Organizations looking to develop an understanding of community and connectedness in their employees.

### Successful participants are:

- People with a strong social responsibility wishing to lead and support others on community initiatives.
- Aspiring leaders seeking opportunities to put new leadership skills and experiences into action to support meaningful change in the Capital Regional District.
- Established leaders wishing to apply their knowledge to a broader community.

### The Community Leadership Development Program supports local leaders and organizations by:

- Creating self-aware leaders who understand their strengths and tendencies to build effective teams and working groups.
- Uncovering leaders who can build a shared vision and alignment of teams with diverse skills and experiences.
- Developing effective leaders to overcome the complex challenges that communities face.
- Creating resilient leaders able to plan and complete meaningful projects with community impact.
- Developing leaders able to manage meaningful change in our community.
- Developing leaders who compel others to action and see projects through to completion.
- Building a network of like-minded community influencers to support collaboration and community action.

### Community Outcomes:

- Community Leadership Development Program graduates work with 12 000 staff members in local organizations.
- 69% of LV alumni have taken on more or significantly more responsibility for leading others since graduating from the program.
- The combined annual budgets of the teams and organizations led by LV grads are approximately \$1.5 billion.
- There are approximately 277 LV alumni currently volunteering in our community, with 208 of those working in leadership roles.
- LV grads volunteer on average 2770 hours/month or over 33,000 hours per year.
- There are approximately 2704 community volunteers who are led by an LV alumnus in a community group.

## Program Curriculum: Community Leadership Foundations

### Equity, Inclusion, and Diversity

- Understand the benefits of diverse perspectives within teams.
- Appreciate the impacts of privilege on individual and group decision-making.
- Learn how to create ways to ensure everyone has a seat at the table and a voice in the conversation.

### What is Community Leadership?

- Understand the characteristics and tendencies of leaders and leadership styles.
- Explore and share one's personal understanding of community.
- Explore various ways peers identify their personal community.
- Identify the interrelationship between community and leadership.

## The Conscious Leader

### Leaders with Character

- Investigate the personal values that influence one's leadership philosophy.
- Uncover one's strengths and tendencies as a leader.
- Apply Reflective Practice as a leadership tool to deepen understanding and meaning.
- Differentiate between a Fixed and a Growth mindset "I can teach, but I can also learn."
- Gain an initial understanding of how a leader's behaviour impacts others. (Social intelligence).
- Identify and regulate personal emotions.
- Recognize emotional expression in others (EI).
- Learn the value of expressing vulnerability to connect with others.
- Develop ability to display confidence and assertiveness with humility and understanding.
- Learn how to develop a team through mutual support and trust.

## Leadership of Teams with Shared Authority

### Developing Mutually Beneficial Relationships

- Explore team development models with a strategy to support teams and learners through the team-building process.
- Work collaboratively with a team of peers from diverse backgrounds to create a shared vision.
- Build relationships with a team and stakeholders to engage in effective collaboration.
- Explore the creation of a Coaching Culture.
- Understand effective leadership roles in conflict and problem-solving processes.
- Practice active listening and understanding. (How am I receptive to what I am being told?)
- Learn how to mobilize others through encouragement and empowerment.
- Learn the value of encouraging and guiding group discussion without controlling the outcome.
- Explore the creation of an idea sharing space where there are "no bad ideas" and where group members can take initiative to meet the goals of the team.

## Leadership in a Purpose Driven Organization

### A Leaders Impact on Organizational Culture

- Define and describe the factors that influence the culture of an organization.
- Explore the impact of leadership on the culture of an organization or team, with methods to evaluate organizational culture.
- Learn to leverage a strong corporate social responsibility to create an engaged purpose-driven organizational culture.

## Leadership for Resilient Communities

### Creative Solutions for Complex Challenges.

- Demonstrate understanding of an Asset Based Community Development model.
  - Understand and support individuals and teams to embrace change and create impact.
  - Explore the value of a structured process and toolset for organizational change management.
  - Learn the process for developing an effective stakeholder analysis and engagement plan.
  - Demonstrate effective techniques for providing professional and compelling presentations.
  - Demonstrate effective written and verbal communication strategies.
  - Learn how to incorporate risk management into planning and implementation.
  - Apply strategies of effective Project Management.
  - Learn how to promote creativity and innovation to find solutions to complex challenges.
  - Execute effective group decision making processes.
- Explore the means to develop focus and resiliency as leaders.

## Learning Components

### Online Learning

The Community Leadership Development Program features a mixed learning environment. This virtual classroom is your online gateway to resources, agendas, assignments, group discussion forums, videos, webinars, and online collaboration tools that will enrich your learning journey. You will have scheduled live presentations for you to participate in or recorded presentations to watch when convenient to you.

### Community Learning Days

Community Learning Days are live, in-person facilitated learning designed to put your online learning into action. You will build on the knowledge gained online, and practice the skills in support of Community Leadership, which you'll then put to work in your Community Action Project. A variety of guest speakers and local leaders participate in Community Learning Days, voluntarily sharing their wealth of knowledge, insights, skills, and experience with learners.

### Community Action Project

Leadership is much more than theory. Together we expand your learning by putting your new skills into action through a Community Action Project. Learners are organized into teams of 4-6 people, matched with a team coach, and work together with a local partner organization to complete the project. Teams complete real-life challenging projects that have a present-day impact and deliver future benefits to our partner and our community.

### Community of Practice

A Community of Practice is a method used to get insight from others who have common interests across numerous teams or sectors. Community Action Project Teams have found it extremely helpful to engage with the full cohort as they make progress through their projects. It is likely there will be overlaps in activities between the teams and teams may encounter some common bumps along the way.

### Peer-to-Peer Learning

One of the factors that differentiate the Community Leadership Development Program from other programs is the diverse background of our learners. Each year, learners from the not-for-profit sector, private industry, public service, and academic institutions come together to learn from the program and each other. Learners have skillsets and experiences that complement each other, and the learning process includes many opportunities to learn from each other.

### Connection and Networking

One of our promises to you is we will connect you to the local influencers. Throughout the program, we invite local politicians, content specialists, business leaders, alumni, and unsung heroes to tell you their story. Whether it be an informal networking event, a lunchtime speaker series, online guest appearances, you will have the opportunity to meet the people making a difference in our community. While we can make the connection, the learner is responsible to build the relationship.

### Coaching

Program Coaches play an integral part in the learning process. Coaches work with individual participants to build a personalized learning plan, and with CAP Teams to support them to integrate their learning into the project. Each CAP team is assigned 1-2 coaches who continue to support them throughout the program. Coaches will support participants to build meaningful goals for what they'd like to accomplish within the program and to support teams to integrate their learning into their project and team process.

## Time Commitment

In addition to participating in the orientation, community learning days, and other scheduled events, you can expect to spend 6-8 hours each week, independently or in collaboration with your teams, preparing for the Community Learning Days and completing your Community Action Project. This time is spent reading short articles, watching online videos, participating in webinars, collaborating with colleagues in online discussions, and reflective thinking. Community Action Project teams and their team coaches will meet weekly throughout the program, on a schedule set up by each team at a mutually convenient time. Teams may meet face-to-face as well as online through a collaboration tool.

## Attendance Policy

This is a fast-paced course where your team members are counting on you and every other student to be fully present. We ask every leader to manage their time and take the process seriously. We've created an intensive timeline that is designed to test your limits. However, it will still be manageable given your real-life responsibilities. We require leaders to commit to the demands of the course. Attendance at the retreat and at all events is expected. Where there is a conflict in your schedule, program participants are expected to independently resolve those issues in order to be present for your team.

## Evaluation Process

Candidates must satisfactorily meet the following criteria in order to complete the program. Evaluations will be based on the following criteria:

1. Completion of all on-line modules and assignments. This will include reading articles, watching videos or webinars and answering reflective questions to integrate the learning and ensure an understanding of the material presented. Each module will include a quiz or short essay questions to demonstrate understanding of the material. Participants must reach 80% on each quiz. (25%)
2. Attendance at the Leadership retreat, and Community Learning Days. Attendance at the retreat and at all Community Learning Days is expected. If due to illness or emergency a participant is unable to attend, they are responsible to work with a peer to ensure they understand all key learning. If a participant misses more than one Community Learning Day, they will be asked to demonstrate an understanding of the missed material. (25%)
3. Throughout the program, there will be opportunities for participants to demonstrate the leadership competencies that are learned in the program. Each participant is required to adequately demonstrate an understanding of these competencies. Competencies may include public speaking, technical writing, accessing community resources. (25%)
4. Contribution to the team and the CAP project. Participants will contribute to team discussions, and positively impact the team and individuals. Individuals will be assessed with a self-assessment, a coach's assessment and peer assessment. Team coaches will review these results with the Program Manager/Committee to ensure all graduates have successfully met the expectations. Should it be determined the candidate did not meet the expectations, the Program Manager may assign additional assignments to ensure they have satisfactorily completed the program before graduation. (25%)

## 2020-2021 Program Dates

- October 7<sup>th</sup> - Orientation, 6:30-9:00 pm\*
- October 24<sup>th</sup> and 25<sup>th</sup> - Opening Intensive, Full Days 8:30AM-5:00PM\*
- November 8<sup>th</sup> - Online Webinar 7:00-9:00 pm (virtual)
- November 14<sup>th</sup> - Community Learning Day #1, 8:30-5:00 pm\*
- November 14<sup>th</sup> to 21<sup>st</sup> - One-Week Challenge (done in project teams)
- November 25<sup>th</sup> – Cohort and Alumni Social Night (if public health advisories allow). 7:00-9:00PM \*
- December 5<sup>th</sup> - Community Learning Day #2, 8:30-5:00 pm\*
- December 21<sup>st</sup> to January 4<sup>th</sup> - Christmas Break
- January 9<sup>th</sup> - Community Learning Day #3, Introduction of CAP Projects\* 8:30-5:00 pm\*
- January 13<sup>th</sup> - Online Webinar 7:00-9:00 pm (virtual)
- January 20<sup>th</sup> - Online Webinar 7:00-9:00 pm (virtual)
- January 27<sup>th</sup> - Networking Event, 6:30-9:00 pm\*
- February 12<sup>th</sup> - Community of Practice Meeting, 5:30-6:30 (virtual)
- February 20<sup>th</sup> - Community Learning Day #4 8:30-5:00 pm\*
- March 2<sup>nd</sup> - Community of Practice Meeting, 5:30-6:30 (virtual)
- March 20<sup>th</sup> - Community Learning Day #5 8:30-5:00 pm\*
- March 31<sup>st</sup>, Final Presentations (public event) \* 7:00-9:00 PM
- April 10<sup>th</sup> - Day of Reflection and Celebration\*9:00-4:00 pm\*
- April 27<sup>th</sup>-Graduation 7:00 PM\*

\* In-person events will abide by social distancing measures and following Public Health recommendations and will be moved online if needed.

## Application Process

Individuals interested in the program can apply online. Applications for the program open May 1<sup>st</sup>. The application deadline in 2020 is September 1<sup>st</sup>. Applications after September 1<sup>st</sup> will be considered subject to available space in the program.

[To Apply, Click Here:](#)

Employers interested in supporting one of their staff can email [programmanager@leadershipvictoria.ca](mailto:programmanager@leadershipvictoria.ca) to inquire.

## Bursary Program

Each year, a limited number of bursaries are available. The initial bursary application period will begin May 1<sup>st</sup> and end June 15<sup>th</sup>. After June 15<sup>th</sup>, Leadership Victoria will consider bursary applications subject to the availability of bursary sponsorship. Bursaries applications will be evaluated based on merit, need and/or the extent to which the applicant meets the bursary sponsors criteria. Some bursaries may require an additional process of evaluation.

To request a bursary application, please email [programmanager@leadershipvictoria.ca](mailto:programmanager@leadershipvictoria.ca) and request a bursary application.