







2021-2022 Curriculum Overview

The curriculum is based on [Mintzberg and Gosling's work that managers and leaders must manage and apply five mindsets](#): self: reflective, change: action, relationships: collaborative, context: worldly and analytic: organization.¹

Instructors, learning guides and participants all work together to co-create a learning environment imbued with listening, curiosity and patience:

WE ALL CO-CREATE OUR SAM LEARNING ENVIRONMENT.


S	A	M
SIGHT IN TO	ACTIONABLE	MULTI
<p>OTHERS CONCEPTS ENVIRONMENT</p> <p>OURSELVES SECTOR CHANGE</p> <p style="text-align: center;"></p>	<p>REFLECTING ON APPLYING LEARNINGS AND INSIGHTS ASAP.</p> <p style="text-align: center;"></p>	<p>INTERPRETATIONS ABILITIES EXPERIENCES</p> <p>VIEWPOINTS IDENTITIES CULTURES</p> <p style="text-align: center;"></p>
SAFE	APPETIZING	MEMORABLE
<p>IN DISCOMFORT OF CHALLENGING OUR THINKING, CONFRONTING SITUATIONS AND LISTENING WITH EMPATHY TO UNDERSTAND</p> <p style="text-align: center;"></p>	<p>WHAT WE LEARN AND HOW WE LEARN MAKES US HUNGRY FOR MORE. WE MAY NOT LIKE EVERY BITE, AND WE'RE WILLING TO TRY IT.</p> <p style="text-align: center;"></p>	<p>OUR DISCUSSIONS, DISCOURSE, SUPPORT OF EACH OTHER AND GROWTH HOLDS A SPECIAL PLACE IN OUR HEARTS, MINDS, AND PRACTICE.</p> <p style="text-align: center;"></p>

WE DO OUR BEST TO HELP EACH OTHER:

LISTEN

BE CURIOUS

BE PATIENT WITH OURSELVES
AS WE MADE THROUGH
MISTAKES ON OUR WAY TO THOSE
INSIGHTS AND KNOW-HOW.



LLEAD
Go to next from now

¹ [Gosling and Mintzberg, The Five Minds of a Manager, Harvard Business Review, November 2003](#)

Residential Intensive: (50 hours)

- Sunday: Begin to understand your world view, which is essential for belonging, equity, diversity, and inclusivity
- Deepen your understanding and application of Mintzberg's five mindsets: Managing self, context, relationships, organization, change
- Monday: Mindset Self: perception tools, vision, values, development plan
- Tuesday: Mindsets Relationships and Organization: relationship management and problem-solving
- Tuesday: Mindset Context: library and information sector landscape
- Initiate case study which integrates all mindsets
- Wednesday: Mindsets Relationships and Change: crucial conversations
- Continue to work on case study
- Thursday: Melding of all Mindsets: mentor/guide conversations and project management
- Complete work on case study
- Friday: Present and discuss case studies
- Note: There are two mentor/learning guide² reflections each evening

² Mentors and learning guides are experienced practitioners; see [Meet the Team for the full listing](#)

Virtual Sessions³: (60 hours)

Date	Topic	Speakers
1. November 5/21	Welcome and an Overview of LLEAD	Rebecca, Michael, Shailoo
2. December 10/21	Clarifying Questions and Listening	Alex Gavrilov, Learning Strategist, and Nan Ami, Manager of Centre for Academic Communication, University of Victoria
3. January 14/22	Power of questions for strategic thinking, innovation, and excellence that's empowering	Mary Lee Kennedy, Executive Director, Association of Research Libraries
Intensive @ Loon Lake - January 30 - February 4, 2022 (delayed to May 2022)		
4. February 11/22	Influencing the Influencers Mapping and Influencing Project Stakeholders	Tanis Fink, Director Libraries, Learning Commons and Test Centre, Seneca College
5. February 25/22	Setting Boundaries Reflective Journaling, Development Plan - Complete	Rebecca Project Charters Due Wise Counsel - 5 ppl⁴
6. March 11/22	Inclusive Work Environments	Shailoo Bedi, Prof. of Educational Psychology and Leadership Studies, University of Victoria
7. March 25/22	Change Management: the Journey	Scott Hargrove, CEO of Fraser Valley Regional Library
8. April 8/22	Designing Strategic Options That Create Flexibility And Resiliency	Surinder Bhogal, CEO of Surrey Public Library

³ Virtual sessions are 2.5 – 3 hrs/each

⁴ Wise Counsel is a problem-solving method based on Liberating Structures; each participant has the opportunity to address an issue, decision or opportunity with their LLEAD colleagues using this method

Date	Topic	Speakers
9. April 29/22	Leadership from Different Vantage Points: military, corporate, public sector and volunteer. Assign Reflective Essay Wise Counsel - 5 ppl	Doug Kobayoshi, Councillor Colwood; Management Consultant; Retired Lt-Col of RCAF; Royal Roads Program & Research Council Maureen Sawa, CEO of Greater Victoria Public Library
Intensive @ Loon Lake - May 1 - 4, 2022		
10. May 13/22	Teams: Preventing Dysfunction	Katie Turzansky Manager, Strathcona, Edmonton Public Library
May 2022: Midterm evaluation with Cohort and their Managers		
11. May 27/22	Crucial Conversations: Update and "Yeah, But....Tough Cases" Check-in on: Chalking Tool, Development Plan, Project Updates and Values in Action Reflective Essay is due Wise Counsel - 5 ppl	Deb Hutchinson-Koep, CEO of North Vancouver City Library
12. June 10/22	Contingency Planning and Risk Management: Community-based and Indigenous Models	Emily Dicken, Director, North Shore Emergency Management
13. June 24/22	Changing Service Models and Staff Roles Aligned with Changing Strategies Wise Counsel - 5 ppl	Mark Robinson, University Librarian, Brock University; Maureen Sawa; Julie Spurrell, CEO (retired) New Westminster Public Library

Date	Topic	Speakers
14. July 22/22	Talent Management, Labour Relations: Creating and Sustaining A Healthy Growth-Oriented Environment	Ayo Owodunni, Senior Manager Equity, Diversity, Inclusion @ Black Professionals in Tech Network Susan Ney, Acting Associate Vice-President, HR, Capilano University
15. August 19/22	Embedding a culture of resilience, responsiveness and sustainability: Who IS responsible for culture?	MJ D'Elia, Associate Chief Librarian, University of British Columbia, Okanagan
16. September 16/22	Complete the Assess Listening Skills from January session again to identify areas in which strengths are building Wise Counsel - 4 ppl	
17. September 30/22	Group Case Study on Team Dysfunctions	
18. October 14/22	Group Presentations on Case Study on Team Dysfunctions	
19. October 28/22	Values in Action: When Values and Actions are Challenged	Pilar Martinez, CEO of Edmonton Public Library Christina de Castell, CEO of Vancouver Public Library Karen Munro, Associate University Librarian, Simon Fraser University
November 18/22	Graduation: Project Presentations	Managers, University Librarians and CEOS invited