

# Leadership and Learning

# IOG

The IOG is your trusted partner for public sector professional development. We offer empowering leadership development programs and practical courses, all taught by experts with hands-on experience.

## The IOG Learning Advantage



- > Learn from practitioners with real, on-the-ground experience
- > Talk with our top-notch lineup of guest speakers
- > Connect with your peers nationwide
- > Enjoy training as you like it: in-person or virtual
- > Develop a customized experience for your team
- > Personalize your experience with self-awareness tools, executive coaching, and mentoring

### LEADERSHIP PROGRAMS

A powerful learning experience combining the insights of tried and tested public-sector executives and conversations with high caliber speakers. Build vision, perspective, and leadership in this complex world, both as an individual and as part of a dynamic network of fellow participants and executives. Delivered in-person and virtually over several months, with regularly scheduled sessions.

### LEARNING CERTIFICATES

- > Courses at the IOG are practical and experience-based, led by experts offering participants concrete tips and tools for success.
- > Register for single courses at your own pace or combine them toward a Learning Certificate to demonstrate your commitment to excellence.
- > Our Learning Certificates offer a structured path to enhance your professional skills.

# Leadership Program Highlights



## EXECUTIVE LEADERSHIP PROGRAM (ELP)

The Executive Leadership Program (ELP) is designed for EX-level Directors and Senior Directors in the Canadian public service who are navigating the demands of modern, complex governance. Delivered through a blended format of in-person and virtual sessions, the program fosters meaningful peer dialogue, expert-led discussions, and reflective learning. Participants explore six core themes—**Resilience, Vision and Strategies, Ambiguity, Collaboration, Complexity, and Innovation and Change**—to develop the mindset and tools needed to be an effective leader. ELP helps participants deepen their strategic thinking, expand their networks, and lead with purpose in service to Canadians.

### WHO SHOULD ATTEND

Leaders at the EX 1 or EX 2 / Director or Senior Director Level.

### DURATION

7 months; includes an in-person session at the beginning, at mid-point, and at graduation. Remainder are delivered virtually in 3 half-days per month.

## LEADERSHIP DEVELOPMENT PROGRAM IN SCIENCE AND INNOVATION (LDPSI)

The Leadership Development Program in Science and Innovation (LDPSI) focuses on how government scientists and policy experts can collaborate in public sector decision-making. Participants learn from theory, guest speakers, hands-on learning, self-awareness tools, coaching, mentorship, and a group project. The program equips participants to make an impact and achieve results.

### WHO SHOULD ATTEND

EX minus 1 or equivalent in science, technology, and innovation roles preparing for the Executive, or EX 1 or 2 that are new to government or newly appointed to roles with a science or innovation focus.

### DURATION

Intensive 9-week hybrid program; beginning first and last 3 days are in person with virtual sessions in-between.

## STEPPING INTO THE EXECUTIVE CADRE (SIEC)

The Stepping into the Executive Cadre (SIEC) program prepares public servants in management roles for leadership at the Executive level. Participants engage with theoretical insights, expert guest speakers, self-awareness tools, and group coaching led by seasoned former executive facilitators.

### WHO SHOULD ATTEND

EX minus 1 and EX minus 2 level public servants preparing for the Executive Level.

### DURATION

Four 3-day modules over 7 months with 3 action-learning group sessions between modules and a leadership study tour.

## DIGITAL EXECUTIVE LEADERSHIP PROGRAM (DELP)

Our highly acclaimed Digital Executive Leadership Program (DELP) is designed for public sector leaders at all levels of government who want to better understand the leadership challenges and opportunities of the digital era. DELP provides public sector executives with the digital literacy and leadership skills they need to be effective decision-makers in this rapidly changing policy and service delivery space. DELP is designed to be applicable to those working directly in IT as well as those in programs, service delivery, policy, or internal services.

### WHO SHOULD ATTEND

Public sector managers, executives and specialists, in federal, provincial and municipal governments.

### DURATION

5-day in-person intensive bootcamp with an evening dinner event.

For more information about any of our learning programs, visit [iog.ca/learning-and-leadership](https://iog.ca/learning-and-leadership)

# Learning Certificates

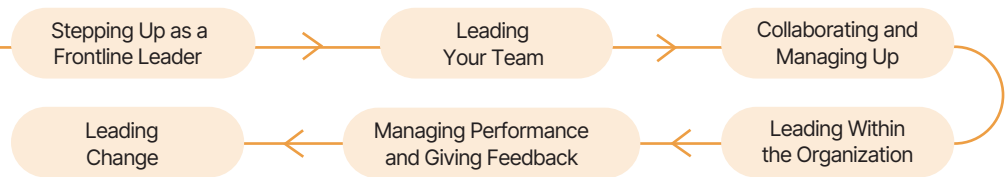
The Institute on Governance offers 35 courses designed to give you the knowledge and practical skills to advance your public service career. Our courses are delivered virtually, in person, or in hybrid format. We also offer two comprehensive learning paths for frontline leaders and policy makers.



## CERTIFICATE IN FRONTLINE LEADERSHIP

This comprehensive certificate program focuses on practical leadership skills essential for frontline leaders (Team leaders, Supervisors, Managers or aspiring Managers). Participants will gain valuable insights and tools to excel in their roles and drive their teams towards success.

### ESSENTIAL COURSES



### ELECTIVE COURSES



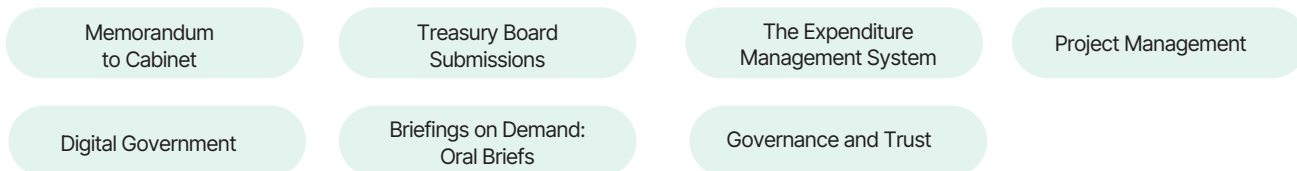
## CERTIFICATE IN POLICY AND GOVERNANCE

Designed for both current and aspiring policy and program professionals, this certificate gives you the knowledge to better understand policy processes and the skills to support decision-making.

### ESSENTIAL COURSES



### ELECTIVE COURSES



\*See next page for a complete list of our courses.



Applying good governance to serve Canadians better.

# Course Catalogue



Courses are synchronous (live), highly interactive and dynamic

- ★ Part of the Policy and Governance Certificate
- ✳ Part of the Certificate in Frontline Leadership

## APPEARING BEFORE A PARLIAMENTARY COMMITTEE

This course equips you and your colleagues to build skills and confidence in testifying before a Parliamentary Committee.

## BRIEFINGS ON DEMAND:

### WRITTEN BRIEFS ★ ✳

Designed to give you an opportunity not only to learn how to write strong briefing notes, but also to practice these skills in an optional follow-up assignment.

## BRIEFINGS ON DEMAND:

### ORAL BRIEFS ★ ✳

This webinar enhances your ability to prepare and deliver effective oral briefs, a crucial skill for public servants.

## COLLABORATING AND MANAGING UP ★

This course helps frontline leaders improve their ability to manage relationships with both their superiors and peers.

## DEMYSTIFYING THE TREASURY BOARD

### SUBMISSION PROCESS ★

In this course, expert facilitators guide you through interactive discussions and real-life case studies to demystify the Treasury Board submission process.

## DESIGN THINKING AND INNOVATION HUBS

Innovative approaches to public policy and programs demand different ways of thinking. Design Thinking and Innovation Hubs will help you learn to re-imagine policy problems creatively.

## DEVELOPING COACHING SKILLS ★

This course empowers managers with practical coaching techniques, clarifying what coaching is—and isn't. Develop and practice coaching skills you can use to effectively guide your teams.

## DIGITAL GOVERNMENT ★

This course offers a holistic overview of the digital landscape in government, equipping you with the knowledge and skills to thrive in the digital era.

## DIVERSITY AWARENESS

### AND ANTI-RACISM ★

This intensive course at the Institute on Governance (IOG) delves into the complex and pervasive issue of racism and the need for strong diversity awareness.

## GOVERNANCE AND TRUST ★

This course will explore the essential pillars of good governance and the critical role of trust within democratic systems.

## HOW GOVERNMENT WORKS ★ ✳

Understand the institutions, the key players, and the processes that make up modern complex government. We set out the core constitutional and institutional foundations, and how decisions are made. We will discuss not just how things are organized but why, and what that means for you and your work.

## HOW OTTAWA WORKS FOR SCIENTISTS

Scientists play a special role in the federal government. Among other duties, they produce research evidence used to inform federal decision-making. If you have ever wondered how Canada's government works and how science fits in, How Ottawa Works for Scientists is for you.

## INNOVATION AND EXPERIMENTATION

This course uses experimentation to explore innovative methods for designing and delivering public policy and services through small-scale 'micro' actions.

## INTEGRATING INNOVATION, SCIENCE, AND POLICY

Explore the integration of innovation, science, and policy to drive evidence-informed decisions.

## LEADING CHANGE ★

This essential course for public service managers delves into the dynamics of leading and managing organizational change, particularly during times of crisis or uncertainty.

## LEADING HYBRID AND VIRTUAL TEAMS ★

As remote work becomes more prevalent, the ability to effectively lead teams across diverse geographical locations and digital platforms is crucial. This program will provide participants with the tools and strategies necessary to manage team dynamics, foster collaboration, and maintain productivity in a hybrid or fully virtual environment.

## LEADING WITHIN YOUR ORGANIZATION ★

Participants will learn to effectively navigate organizational processes, align team goals with corporate objectives, and optimize resource management.

## LEADING YOUR TEAM ★

Participants will learn team building tools, effective coaching, mentoring approaches enabling them to foster a resilient and high-performing team environment.

## MANAGING PERFORMANCE AND GIVING FEEDBACK ★

Participants will explore various types of feedback conversations and learn to apply trust-building practices to enhance these interactions.

## MEMORANDUM TO CABINET DEVELOPMENT PROCESS ★

Our facilitators will guide you through the process of developing a Memorandum to Cabinet (MC). This includes the purpose and structure of an MC, the mandates of Cabinet and its key committees, and the role of central agencies in this process.

## POLICY 1: POLICY CYCLE AND ROLE OF THE POLICY ANALYST ★

Expert facilitators share real-world insights on policy foundations, decision-making, and various instruments.

## POLICY 2: EVIDENCE BASED POLICY MAKING ★

Our experienced facilitators will lead you through the importance of evidence-based analysis and will give you opportunities to practice the skills and concrete strategies to work in a complex and changing policy environment.

## POLICY 3: POLICY FORMULATION AND ADVICE ★

Through a case study and discussion, you will explore creative problem-solving and policy formulation. Our facilitators bring real-world experience in public policy and insights to help you build your skills. You will also discuss how to best communicate your advice.

## POLICY 4: INNOVATION IN POLICY-MAKING

### AND BEHAVIOURAL INSIGHTS ★

In this concluding webinar of our Policy series, immerse yourself in innovative policy strategies and learn to apply behavioral insights to your projects.

## PROJECT MANAGEMENT ★ ✳

Learn a step by step proven methodology that will help you ask the right questions, manage your project risks and engage teams toward success. Get resources, templates, and approaches that you can apply directly to your projects.

## RESILIENCE AND MENTAL HEALTH ★

This course helps participants understand and strengthen their resilience, explore personal strengths and challenge areas, and discover practical ways to support each other in the workplace.

## RESOLVING CONFLICT ★

Participants will learn to recognize different types of conflict, understand their potential impacts, and apply effective resolution strategies to foster a creative and collaborative environment.

## STEPPING UP AS A FRONTLINE LEADER ★

The course provides practical insights and tools for embracing the multifaceted roles of a frontline leader, applying situational leadership principles, understanding emotional intelligence, and mastering personal and team management skills.

## TO BE OR NOT TO BE AN EXECUTIVE

Understand what it takes to be in the Executive cadre as you learn from experienced executives and career coaches with decades of experience.

## UNDERSTANDING THE EXPENDITURE

### MANAGEMENT SYSTEM ★

Gain practical insight and strategies for understanding, addressing and working with the reporting and accountability requirements of the current Expenditure Management System (EMS) that is an essential element in developing and delivering programs, policies, and services to Canadians.

## WHAT YOU NEED TO KNOW ABOUT FINANCE

### IN THE PUBLIC SECTOR ★

This course covers key aspects of public sector financial management, including budgeting, reporting, and financial accountability. Participants will gain the tools and knowledge necessary to contribute to the fiscal integrity and transparency of their organizations.

## WHAT YOU NEED TO KNOW ABOUT HR

### IN THE PUBLIC SECTOR ★

This course prepares participants to navigate and implement HR practices that align with federal regulations and collective agreements

## New Courses!

**Storytelling for Public Servants: Turning Insights into Impact** – Strengthen your communication with compelling narratives.

**AI in the Public Sector: Trends, Challenges, and Practical Strategies** – Understand how AI is transforming work in the public sector.

**Navigating Government Transitions** – Learn how to lead through uncertainty and change.

For more information and registration, visit [iog.ca](https://iog.ca)