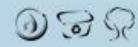


#### **ATD Webcast**

David Szeptycki & Lauren Edwards – October 3, 2014









## York Region

- Located immediately north of Toronto
- Provide water, wastewater, waste management and forestry services to over 1.1 million people
- Over 365 staff in the Environmental Services
  Department
- Deliver over 77 billion litres of water per year and multi-year provincial leader in waste diversion





### PROGRAM DRIVERS

• The program was developed in response to key findings from focus group sessions and interviews with members of the Environmental Services management team.

### Feedback Received:

- Increase opportunities for collaboration
- Improve communication across the department
- Involve all management to maximize influence on frontline







### VISION FOR SUCCESSFUL LEADERSHIP DEVELOPMENT

- Build on successful tools already in place through York Region's internal Corporate Learning Division
- Implement actions in response to feedback received from all members of management
- Break down natural silos that emerge through organizational structures
- Enhance current relationships and build a culture of peer mentoring and greater trust across the department
- Move outside normal work processes to increase opportunities for interactions to share knowledge and discuss problem solving approaches and leadership styles



## ROAD MAP TO

**Environmental Services Department** 



## THE PLAN

- Spans three years (2014 2017)
- Leaders Sessions occur twice a year
- Created in response to management staff feedback and best practices in leadership development
  - For all levels of management
- Focus areas: communication, collaboration and innovation
  - Uses different training models including, the 70:20:10 learning model and 3:3:3 follow-up model
- Incorporates "gamification"



[ 2014 to 2017]



# TOOLS & RESOURCES

### <u>TRIADS</u>

- Participants work in smaller teams of three, called "triads", to brainstorm ideas and complete leadership challenges
- Incorporates the 3:3:3 follow-up model
- Triads allow for collaboration across branches and management levels
- Provides opportunity for leaders to work with members of the management team they may not have worked with before
- Diversifying work groups can spark better discussions and lead to more creative outcomes



[ 2014 to 2017]

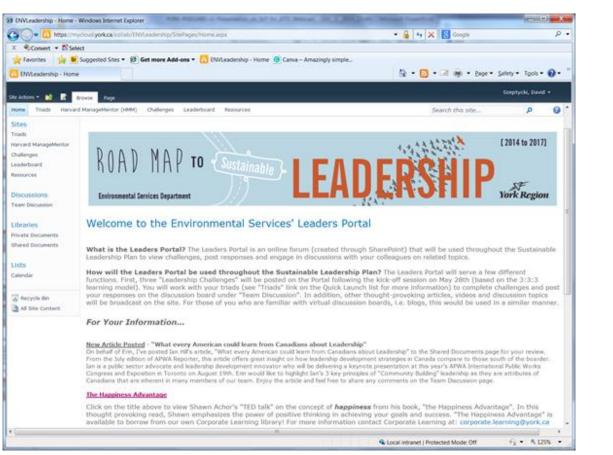


#### LEADERS PORTAL

- An online forum created through SharePoint
- Used to view leadership challenges, post responses and engage in discussions on related topics
- Challenges are posted on the portal three days, three weeks and three months following sessions to reinforce learning
- Leaders work in their triad to complete challenges and post their responses on the Leaders Portal for the larger group to see
- Other thought-provoking articles, videos and discussion topics are broadcast on the site
- Similar to a virtual discussion board or blog



TO





[ 2014 to 2017]

York Region



#### Harvard ManageMentor (HMM)

- An online resource library offering a wealth of information including articles, videos and templates around leadership and other topics of interest for management
- Leaders are encouraged to use this resource to complete challenges and own development and day-to-day business needs
- It's easily accessible, provides current, reliable and leadingedge business information and is relatively inexpensive



# ROAD MAP TO Sustainable

#### **Environmental Services Department**

ROAD MAP TO [2014 to 2017] Environmental Services Department	Sustainable LEADERSHIP
Welcome to the Environmental Services Leaders HMM Centre	
Home	
Communication	Leadership Video Insights
Collaboration	IE - PLAYLIST Leadership Insights < 0
innovation	
Additional HMM Modules	PLAY ALL
	Click "playlist" to see additional videos
	The Environmental Services MMM Centre has been developed to provide additional resources and support to you throughout the Sustainable Leadership Plan. The Harvard ManageMentor (MMM) system is an online resource Throughout the sustainable Leadership Plan. The Harvard ManageMentor (MMM) system is an online resource.



[ 2014 to 2017]

York Region

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## GAMIFICATION

- Applies the essence of games (fun, play, transparency, design and competition) to real-world processes within an organization including marketing, sales, and training and development
- Used by other organizations such as Deloitte, IBM, FedEx
- Featured in business magazines including Harvard Business Review and Forbes







NEXT STEPS

- Second Leaders Session taking place in November, 2014
- In planning the session, we are taking current/relevant events into consideration such as the upcoming municipal election
- Ongoing feedback from participants influences the structure and content of upcoming sessions
- Formal review of program to take place after one full year of implementation



2014 to 20171







## QUESTIONS?

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