Managing and Leading in the Non-Profit Sector

Strategies for the 21st Century

“A highly popular, dynamic program, ever evolving in response to changing needs of the non-profit community”

A Five Day Workshop for Executive Directors and Senior Managers of non-profit organizations in Manitoba, Saskatchewan and North-Western Ontario

June 4, 5, 6, 9, 10, 2014 - new split week format!

Since 1978 over 1500 leaders of non-profit organizations in Manitoba, Canada and abroad have attended

ERHARD ASSOCIATES

Suite 128, 162-2025 Corydon Avenue
Winnipeg, Manitoba R3P 0N5
Telephone (204) 488-4348  Fax (204) 487-0293
Email erhardh@mts.net
www.erhardassociates.com
Managing and Leading in the Non-Profit Sector

The workshop, Managing and Leading in the Non-Profit Sector, has been offered in Manitoba since 1987 and internationally since 1977. The first programs were developed specifically for non-governmental organizations involved in international development work. The program has been exported to Africa, South East Asia and the Caribbean. In response to requests from the Manitoba non-profit community, the program was “brought home” to Manitoba for the first time in May 1987, and has been held yearly since then. The program is offered by Erhard Associates, a firm dedicated to providing high quality, results oriented management consulting, coaching and training in the private, public and non-profit sectors in Manitoba and across Canada, designed to enhance individual, team and organizational effectiveness.

Why Should You Attend?

- The opportunity to “physically remove” yourself from your organization and “from a distance” examine your organization, and your own leadership and management styles.
- Get connected - receive feedback from 25 other Executive Directors and Senior Managers on areas of interest and concern to you - expand your network.
- Be proactive to the dramatic, accelerating forces of change - explore critical issues facing managers in non-profit organizations today and potential solutions.
- Opportunities for skill-building through simulations, case scenarios and problem-solving exercises.
- Explore new ideas and approaches - develop successful strategies to solve current and emerging problems.
- Provide you with a base of tools to lead and manage the non-profit organization in the 21st century.
- Leave you with a plan for implementation for dealing with issues your organization is facing.

Representative Sample of Past Participating Organizations

- Aboriginal Languages of MB Inc.
- Aboriginal Health and Wellness Centre
- Alzheimer Society of Kenora / Rainy River
- Awasis Agency of Northern Manitoba
- Association for Community Living
- Anxiety Disorders Association of Manitoba
- Artspace Inc.
- Association of Manitoba Museums
- Association of Professional Engineers of Manitoba
- Big Brothers Big Sisters of Winnipeg
- Brandon Community Options
- Brandon Family YMCA
- Brandon Friendship Centre
- Brandon University
- Canadian Cancer Society
- Canadian Diabetes Association
- Canadian Foodgrains Bank
- Canadian Disability Rights Council
- Canadian Mental Health Association
- Canadian Red Cross
- Canadian Rental Association
- Career Connections Inc.
- Career Trek Inc.
- Centre Cultural Franco Manitobaine
- Child and Family Services of Western Manitoba
- Coaching Manitoba
- College of Registered Psychiatric Nurses of Manitoba
- Community Legal Education Association
- Community Financial Counselling Services
- Community Respite Service Inc.
- Conseil communautaire en santé du manitoba
- Continuity Care Inc.
- Court Challenges Program of Canada
- Crosslake First Nations
- Discovery Children’s Centre
- Elizabeth Fry Society
- enVision Community Living
- Epic Opportunities Inc.
- Film Training Manitoba
- Fort Garry Women’s Resource Centre
- Folk Arts Council of Winnipeg
- German Canadian Congress
- Girl Guides of Canada
- Heart & Stroke Foundation of Manitoba
- Immigrant & Refugee Community Organization of Manitoba
- Indian and Metis Friendship Centre of Winnipeg
- Jolly Nyeko Foundation Canada
- Keewatin Divisional Board of Education
- Kenora Sexual Assault Centre
- Kings Park Daycare Centre
- Kinsmen Bel-Fi Centre
- Kivalliq Outreach Pulaarvik Kabiu Friendship Centre
- Knowles Centre Inc.
- Klinic Community Health Centre
- L’Avenir Cooperative
- Lake of the Woods Child Development Centre
- Leaf Rapids National Exhibition Centre
- Learning Disabilities Association of Manitoba
- Le Cirque Moliere
- Le Gain Amite Inc.
- Lions Club of Winnipeg Housing Centres
- Les Danseurs de la Riviere Rouge
- Lord Roberts Preschool
- Machray Day Nursery
- Main Street Project Inc.
- Ma Mawi Wichi Itata Centre
- Manitoba Adolescent Treatment Centre
- Manitoba Arts Council
- Manitoba Child Care Association
- Manitoba Children’s Museum
- Manitoba Choral Association
- Manitoba Council for International Cooperation
- Manitoba Dental Association
- Manitoba Conservatory of Music and Arts
- Manitoba Film & Sound
- Manitoba Interfaith Immigration Council
- Manitoba Lung Association
- Manitoba Magazine Publishers’ Association
- Manitoba Naturalists Society
- Manitoba Opera Association
- Manitoba Pharmaceutical Association
- Manitoba Society of Seniors
- Manitoba Theatre Centre
- Manitoba Theatre for Young People
- Manitoba Volleyball Association
- Manitoba Women’s Institute
- Manitoba Writers Guild
- Manitoba Quality Network
- Mennonite Central Committee
- Mennonite Church of Canada
- Mount Carmel Clinic
- Multiple Sclerosis Society
- Native Addictions Council of Manitoba Inc.
- Nelson House First Nations
- New Directions for Children, Youth, Adults and Families Inc.
- North End Women’s Centre
- Northwest Territories Literacy Council
- Opportunities for Employment Inc.
- Patricia Centre for Children and Youth
- Portage and District Arts Council
- Portage La Prairie Rehabilitation Corp.
- Prairie Theatre Exchange
- Pregnancy and Family Support Service Inc.
- Plug In Institute of Contemporary Art
- Prairie Fire Inc.
- Pro Bon Law Office - Toronto
- Pufafford Community Living Services
- Rainbow Resource Centre
- Red Lake Emergency Shelter
- Rehabilitation Centre for Children Foundation
- RIS Child Care
- River Heights Community Centre
- Royal Winnipeg Ballet
- Royal Life-Saving Society
- Saskatchewan Association of Rehabilitation Centres (SARC)
- Scouts Canada
- Sturgeon Creek Enterprises Inc.
- Shalom Residences Inc.
- Societe Franco-Manitobaine
- Society for Manitobans with Disabilities
- Special Olympics Manitoba
- Sport Manitoba
- Spina Bifida & Hydrocephalus Association of Canada
- Squash Manitoba
- St. Amant Centre
- The Bethania Group
- The Children’s Wish Foundation of Canada
- The John Howard Society of Manitoba
- The Middlechurch Home of Winnipeg
- The Winnipeg Chamber of Commerce
- Thompson Crisis Centre
- Trailblazer Life Choices
- United Way of Winnipeg
- University of Winnipeg
- Video Pool
- Villa Rosa
- Versatech Industries Inc.
- West End Cultural Centre
- Western Canada Aviation Museum
- Western Retail Lumberman’s Association Inc.
- Westminster Interfaith Counselling Centre
- Winnipeg Chinese Cultural and Community Centre
- Winnipeg’s Contemporary Dancers
- Winnipeg Habitat for Humanity
- Winnipeg Harvest
- Winnipeg Humane Society
- Winnipeg Jewish Theatre
- Winnipeg Music Festival Inc.
- Winnipeg River Health District
- Winnipeg Regional Health Authority
- Women’s Field Hockey Association
- YMCA-YWCA of Winnipeg
Who Should Attend?

Executive Directors and Senior Managers of non-profit organizations. The topics and approaches presented are recommended for both new managers, as well as experienced managers who wish to fine tune their performance.

Potential Topics

The following topics will receive more or less emphasis depending upon the needs of those who register.

Charting the Future
- Forecasting - based on past and current events, what are trends for non-profit organizations?
- Managing chaos - what does this mean for you?
- Revitalizing the organization - today’s necessity.
- Client service - what does this mean for the non-profit sector?

Leadership - The New Requirements
- New competencies for tomorrow’s leader.
- Assess your own leadership/management profile.
- Review categories of behaviour associated with peak performance for leaders.
- Foster champions and create success for others.

Strategic Planning
- What are the key steps, and how can it benefit your organization?
- What are the issues and challenges surrounding strategic plan development and implementation?
- Identify the impact of the strategy-culture link.
- The power of Vision.

The Life-Cycle of Organizations
- Where is your organization on the Life-Cycle Chart?
- Use this model to identify the hazards and potential opportunities your organization may be facing.
- Develop action plans to deal with them.

Managing and Evaluating Programs and Projects
- A model to assist you in planning, organizing and using resources effectively to accomplish program goals and objectives.
- Control the program during implementation and evaluate the results.
- Use this process in problem-solving and decision making.

Leadership - Performance Management
- Why are you successful in “leading” one person or group and not another?
- Determine your natural leadership style - when is it effective - how can you improve it?
- Identify problems of motivation and how to deal with them.
- Identify high potential and how to develop it.

Diversifying your Funding Base
- Assess your organization’s “fund-raising plan”.
- Explore alternative methods of fund-raising - examine the skills and investments required for each.
- Apply marketing, advertising, and public relations methodologies.
- Revitalize your current methods.

Informal Conflict Resolution for Managers
- Explore the role of the informal conciliator in the workplace.
- Learn and practice key elements of a conciliation process.
- Explore a variety of approaches to informal conciliation.

Creativity and Innovation
- Challenge the way you’ve always done it.
- Use proven techniques for creativity to promote the innovative energy vital to successful people and organizational development.

Building High Performing Teams
- How to build a model of team effectiveness specifically designed for your organization.
- Review the stages of group development - use these as tools for diagnosis, understanding and improvement.
- What is your responsibility as a leader and as a team member?

Understanding Self and Others - Using Myers-Briggs Personality Types
- Identify your strengths and strengths in those different from you - understand those differences.
- Determine your leadership style and its impact on others.
- Review now to use MBTI to improve communication, use in team-building and reduce conflict.

Board Governance
- Review the role of boards and develop a model to fit your organization.
- Explore the Board Membership Process and its use in selecting and maintaining an effective Board.
- Compare and contrast models of Board Governance and determine what is best for your organization.

Financial Management
- Review the financial management process.
- How to read and understand financial statements from the Senior Manager/Executive Director perspective.

Effective Writing
- How to write direct, concise messages - arrange facts for maximum impact.
- Review tools to plan and write action-getting letters, reports, proposals and emails.

Leading and Managing Change
- Review strategies for introducing and managing the process of change in your organization - both imposed change and change you initiate.
- Begin developing a change strategy for an issue you are facing.
This workshop is most appropriate for SENIOR MANAGERS and EXECUTIVE DIRECTORS of non-profit organizations.

**A. Organization**

Name

Address

Postal Code

Telephone        Fax        Email

Budget    No. of paid staff    No. of volunteers

Mission of organization

Summary of activities

**B. Candidate**

Name

Position

No. of years in this position

Please describe below your major responsibilities with the organization.

How could attending such a workshop benefit you and your organization?

**C. Register early!**

The workshop is limited to 25 participants. We require all applications by March 28, 2014.

You will receive your confirmation to attend the workshop by April 18, 2014. You will then be asked to complete the online **Non-Profit Leadership/Management Needs Survey** and will receive further details regarding the workshop.

Total tuition is $1350.00 (plus $67.50 GST)

Register online at www.erhardassociates.com OR

1a  Registration by mail. Cheque or money order for $315.00 ($300.00 + $15.00 GST) enclosed. Please invoice my organization for the remaining amount.

1b  Registration by mail. Full payment of $1350.00 (plus $67.50 GST) included.

2   Registration by FAX (204) 487-0293 or email (erhardh@mts.net). Cheque for $315.00 to follow. Please invoice my organization for the remaining amount.
The workshop design

The workshop will be intense. We will start Wednesday morning and work through to Friday afternoon. You will have the weekend free. We will conclude the workshop Tuesday afternoon. We will use a combination of methods including questionnaire-feedback, lecture, discussion in pairs and small groups, role plays, tasks, demonstrations and case studies. Come prepared to work! You will leave with practically oriented tools, techniques, and “how to’s” that you can use immediately back at work.

The final day will give you the opportunity to review your own organization in more depth, apply the learnings of the week, consult with your colleagues in the classroom and conclude with a plan for implementation.

Sample Program Schedule

<table>
<thead>
<tr>
<th>MORNING 8:30 - 12:00</th>
<th>WEDNESDAY</th>
<th>THURSDAY</th>
<th>FRIDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>MORNING 8:30 - 12:00</td>
<td>Introduction - Develop and revitalize the Non-Profit Organization - Life-cycle of the Non-Profit - the organization culture/strategic plan connection</td>
<td>Effective Leadership Performance Management</td>
<td>Effective Writing: plan and write letters, reports and proposals that get results</td>
<td>Informal Conflict Resolution for Managers</td>
<td>Plan for Implementation: Lead and Manage Change</td>
</tr>
<tr>
<td>AFTERNOON 1:00 - 4:30</td>
<td>Effective Leadership Competent Management</td>
<td>Performance Management (cont'd)</td>
<td>Understand self and others - use the Myers-Briggs Personality Types for effective leadership</td>
<td>Build High Performing Teams</td>
<td>Plan for Implementation (cont'd)</td>
</tr>
<tr>
<td>EVENING 6:00 - 9:30</td>
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<td></td>
<td>Course Evaluation &amp; Closure</td>
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</tbody>
</table>

The final schedule will be based on the results of the Non-Profit Leadership/Management Needs Survey - not only are relevant topics scheduled, but the emphasis within each topic will differ depending on the needs.

What 2013 Participants said

- This was the best conference I have attended in over 25 years working in my field. It was a pleasure to be taught by such highly qualified and committed professionals. Job well done!
- Thoroughly enjoyed the five days. I feel I have learned more of what is important for my agency and has further developed me as a leader.
- Great training; liked the balance of three facilitators; loved the group work - kept energy flowing.
- This is the best training I have been to. So many practical tools that will help me become a better leader. I thoroughly enjoyed it and will miss everyone.
- Wonderful course!! A good use of my time and 5 days well spent! Will absolutely recommend to others!
- Good value for a 5 day workshop; good levels of interaction/reflection/individual and group assignment.
- I really liked all facilitators’ styles - friendly, clear, organized etc. All facilitators were very competent and knowledgeable; learned a great deal from co-participants too! Thank-you very much - this workshop will greatly enhance my skills as a manager and leader.
Non-Profit Organization Workshops for 10 years, while a Program Director at the Manitoba Institute of Management. She brought the program to Manitoba in 1987. She has worked in the private, public, and non-profit sectors as an in-house consultant, trainer and coach with staff and board, locally, nationally and internationally, for over 20 years.

Heather Erhard is the Founder and Director of Erhard Associates, a firm providing high quality, results oriented management consulting, coaching and training to enhance individual, team and organizational effectiveness. Heather provided leadership to the international Managing the Non-Profit Organization Workshops for 10 years, while a Program Director at the Manitoba Institute of Management. She brought the program to Manitoba in 1987. She has worked in the private, public, and non-profit sectors as an in-house consultant, trainer and coach with staff and board, locally, nationally and internationally, for over 20 years.

The program will also draw upon the services of special resource people from our network of Associates.

Registration

Managing and Leading in the Non-Profit Sector: Week 1: June 4, 5, 6; Week 2: June 9, 10, 2014.

TUITION:
$1350.00 (plus $67.50 GST).

TO REGISTER:
A) Register online at www.erhardassociates.com
B) Please complete the enclosed application form and return to Erhard Associates with your cheque for $315 ($300 + GST) by March 28, 2014. We will bill you for the remainder. The workshop is limited to 25 participants so REGISTER EARLY! You will receive confirmation by April 18, 2014.

LOCATION:
The Learning Centre at United Way, 580 Main Street, Winnipeg

SUBSIDY OPPORTUNITIES:
• United Way Agency partners may contact United Way to explore subsidy options. For information call Linde Brazier at (204) 924-4225.
• Arts and Cultural Sector applicants may contact the Winnipeg Arts Council to determine eligibility for grants. For information call (204) 943-7668.
• For information on other subsidy options, please call Heather Erhard at (204) 488-4348.
If you would like more information on the Program, please contact Heather Erhard of Erhard Associates at (204) 488-4348, or erhardh@mts.net, or view www.erhardassociates.com.

Nominate a Non-Profit

Continuing from 2008, Erhard Associates will select one newly formed non-profit organization to attend the program for $200 (to cover materials). Please send your nomination to Erhard Associates, including the name of the organization, address, date formed, person to attend, why you think they should receive this nomination and your particulars.