

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

Managing and Leading in the Non-Profit Sector

Strategies for the 21st Century

**Successful strategies
to solve current and
emerging challenges.**

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
A·S·S·O·C·I·A·T·E·S

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

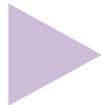
Leading and Managing Change

- 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.

** All registrants will be surveyed prior to finalizing the course contents**

If the survey indicates a priority need outside of the above topic areas, it will be included in the program.

Application



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.

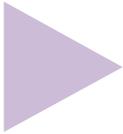
_____ 1b Registration by mail. Full payment of \$1350.00 (plus \$67.50 GST) included.

_____ 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.

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.*

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

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

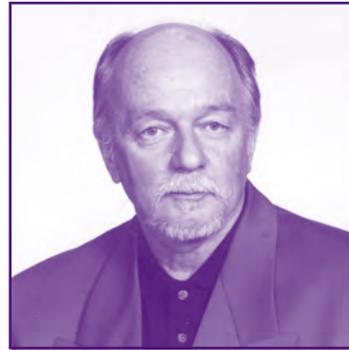
The final schedule will be based on the results of the Non-Profit Leadership/Management Needs Survey - not only are relevant topics scheduled, but the emphasis within each topic will differ depending on the needs.

The resource persons



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.

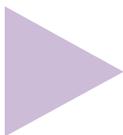


Al Holmes returned to private practice as a founding member of Sequus International in 1994 after 17 years at MIM. Al created the first version of the "Managing the Non-Profit Organization" workshop in the late 70's and is the author of the manual that accompanied that workshop. Al's clients

include a broad mix of public and private sector organizations as well as those in the non-profit sector. When not in the classroom, he is usually facilitating strategic planning sessions, writing, or consulting on organization and human resource issues.

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.