

Why Focus on Leadership?

Leaders in park systems protect priceless public trusts and need to make ethical decisions. Author and educator Peter Drucker—known as the founder of modern management—described management as *doing things right* and leadership as *doing the right things*.

Leadership focuses on the future and results in change. Effective leaders will help to ensure parks play vital roles in the health and wellness of our social and natural ecosystems.

Work in park systems is complex. Leaders deal with interconnected human, social, cultural, political, historical, financial and biophysical systems. The Park System Leadership (PSL) course has a distinctive focus on *leadership for complex environments* where the development of leaders in all levels of each organization is important.

Participants learn about leadership *and* have the opportunity to lead by working with a current, intractable challenge.



"Warrior Paints" First Nations' student art exhibit in Peter Lougheed Provincial Park



Calling for 2016 Course Participants

The Canadian Parks Council (CPC) strives to develop leaders who have the knowledge and skills to lead meaningful change.

The PSL Course is designed for current and emerging leaders—at all levels and with different styles—who want to enhance their leadership effectiveness. There are no educational pre-requisites.

To be selected, please contact your jurisdiction's CPC board member or Dawn Carr (dcarr@parks-parcs.ca) to submit an expression of interest.

The course website has more detail about content, structure and the intended audience for the course.
www.leadbynature.com

Canadian Parks Council (CPC)

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<http://www.parks-parcs.ca>

Cover Photo courtesy Vince Zafra, Friends of Kananaskis Country



CANADIAN PARKS COUNCIL
CONSEIL CANADIEN DES PARCS



2016 PARK SYSTEM LEADERSHIP COURSE

Kananaskis Region, Alberta
Face-to-face: Oct 16-23

Canada's Host Jurisdiction: Alberta

PSL Course Overview

Since 2005, the CPC has offered a professional and contemporary leadership course focused on current and future leaders in park agencies from across Canada and beyond. Building on the CPC's long-standing commitment to learning and development, the course employs adult learning principles and techniques to resolve real and complex issues through a leadership challenge model. Course content is designed at a university graduate level, and there is a course challenge agreement in place for several Royal Roads University programs. The course is led by expert learning facilitators drawn from member agencies of the CPC and reputable consultants.

"The PSL is an outstanding course - challenging, thought-provoking and practical. The course gave me the opportunity to meet and work with a tremendous breadth of current leaders in Canada's protected areas system, and build a network from across the nation with future leaders."

~ Kathie Adare, Parks Canada, 2010 PSL graduate



Course Director
Alice MacGillivray, PhD

Alice has worked with Parks Canada, BC Parks, and Alberta Parks. Her MA in Leadership action research helped BC Parks managers set priorities when the park system doubled. Her PhD research explored how leaders from parks and other fields work with boundaries. Alice consults, writes, publishes, and supervises graduate students from her straw bale home on Gabriola Island, BC. For more information, see www.4KM.net

2016 Curriculum: "Doing better by working with others"

The course curriculum always includes content about leadership in complex environments, ecosystem management, relevant trends, and the business of managing parks. The design and sessions are customized each year by the facilitation team <http://www.leadbynature.com/category/facilitators/> and hosts. This year, the host team is made up of Alberta Parks staff in partnership with Mount Royal University. Participants develop leadership skills through work in diverse teams on a current, intractable challenge faced by the host organization. This year's challenge looks at **Indigenous, community and partner relationships through adaptive and inclusive leadership**. Participants learn about the challenge through workshops and presentations by the facilitation team and hosts, field trips, resource materials, conversations with local stakeholders and experts, and through their own research.

Timing, cost & location: Kananaskis Region (Calgary), Alberta

The course is intense and rewarding. Part-time online activities begin six weeks before the six full face-to-face days between October 16-23, 2016. Participants complete an evaluation survey in November. The on-site portion provides an opportunity to experience parts of southern Alberta, including Kananaskis Country, and two urban Provincial Parks—Glenbow Ranch and Fish Creek. Transportation to and from Calgary airport, rustic accommodation, all meals, field trips, resource materials, and instructional costs are included in the course fee of \$3,500. Some rooms will be shared; see website for details. All *selected* participants are expected to register no later than June 30 on the course website: <http://www.leadbynature.com>.

Glenbow Ranch Provincial Park

