



PROSPECTUS FOR **LEADERSHIP AND**
THE AGE OF CLIMATE CHANGE
PROGRAM

Building climate literacy in public sector leaders

The Leadership and the Age of Climate Change Program is an advanced professional development program for those involved in leading any facet of government activity from operational and administrative functions through policy and program work. It will provide a robust framework and proficiency in the knowledge, skills and insights required to lead effectively in the



context of a world evolving to a “new normal” of assumptions and strategic choices.

This Prospectus describes the context for the Program, the content, the approach, and the expected benefits.

Arguably the issue of our times is climate change. Canada and its global partners have made a commitment to cut greenhouse gas emissions deeply to avoid even more dramatic climate impacts than have already been incurred. In Canada, a commitment to achieve net-zero emissions by 2050 will mean not just significant action by those working directly on these issues, but also a change in the way most things are considered and done.

Leaders in this time of transformation will need to have sufficient understanding of the facts and where to get more as information evolves to be able to discover the possibilities for the contribution of their work to the overarching goal of a low carbon society. In other words, climate literacy is an essential element to enable their leadership.

A flexible learning approach

Our primary goal is to generate sufficient climate literacy in public sector leaders so they can more effectively operate in a world in which economic success, societal wellness, and human health and safety depend upon understanding the spectrum of climate issues. Our graduates will have an improved capacity to drive analysis and option development in their organizations, and to lead teams that are open to the innovation necessary to support transformation.



Three design principles shape the approach:

Firstly, we are driven by the principle of developing the leadership capacity to see connections and act to address potential conflicts or seize opportunities. This means that greater weight is placed on practical as opposed to theoretical issues through the use of methods such as problem based and action learning.

Secondly, we promote the principles of learning by engagement. Specifically, this means that participants will interact with current practice and thought leaders to explore contemporary issues and future challenges. Thirdly, our final design principle is that the program aims for relevance to the participants in terms of content and excellence and in terms of method and resources. In practice, this means that while each module’s general topic is framed as described in this Prospectus, the specific content of sessions, the use of particular methods, and the identification of expert resources is the product of an on-going facilitated conversation between and among participants to ensure that learning opportunities are directly responsive to their needs.

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What you can expect

This program will provide meaningful context to all leaders so that they can more effectively operate in a world in which all decisions need to consider the impact on the climate and on plans to transform emissions profiles and resilience.

As a leadership development program, the Program will include discussion of selected topics that are particularly relevant to leading in complexity. These will support participants in their efforts to be the best possible leaders, leading in and through partnerships, and leading with purpose and integrity. Participation will support elevating the learning beyond the facts and help build the skills required to support major transformations.

Participants will be asked to undertake a self-assessment with two elements at the start of the program and again at the end. First, they will explore their understanding of the complexity and interconnectedness of climate change issues, including the connection to their areas of interest/work. Second, they will self-assess their own leadership practice. A focus on self-reflection and the evolution of each participant’s view of the world adds an additional dimension to their development.

The program at a glance

The program design is an introduction and seven-module offering beginning in November and ending the following June. The first two modules are “Base Camps” intended to confirm a shared understanding of the fundamentals of climate change. Thereafter, the program consists of five additional day-and-a-half modules to allow participants to dig more deeply into the challenges and opportunities. The final module includes a capstone experience that integrates and synthesizes learning from preceding modules and pulls together the elements throughout the Program that were focused “what does this mean for my work”.

MODULE 1 & 2: BASE CAMPS

Modules 1 & 2 provide an overview of the basics related to the climate challenge. The emphasis is on understanding the scientific foundations including the changes already occurring

in the global climate system, the global policy and science context, the societal impacts of climate change, and the history of commitments and plans in Canada.

MODULE 3: THE CHANGING CLIMATE AND THE CHALLENGE OF RESILIENCE

In this module participants begin to explore more deeply the relationship between specific climate related implications in Canada and their connections to every aspect of economic and social decision-making, as well as government operations. These sessions focus on the issues around adapting to the rate of change of the climate and enhancing resilience to these changes, the management of increasingly frequent climate emergencies, and how financial services and other areas can evolve and are evolving to keep pace with and support appropriate transformations.



private sector will also be examined. As in other modules, included will be attention to the exploration of connections with participants’ work both in how it affects government operations and the broader Canadian context.

MODULE 6: WHY IS THIS SO HARD?

This module will investigate the specific circumstances that make “solving” climate issues particularly challenging, some of which are uniquely Canadian. Topics explored will include questions of federal, provincial/municipal, and Indigenous jurisdiction; trade and competitiveness; and the range of partners and stakeholders active in climate discussions whose views need to be understood, considered, and reflected in strategies to address adaptation, resilience, and mitigation.

MODULE 7: CAPSTONE & GRADUATION - THE NECESSITY OF COHERENCE

In Module 7 participants will integrate and synthesize the experience of the program and consider the way forward. They will have the opportunity to focus on the interconnectedness of economic, social and environmental challenges along with the importance of a leadership focus on innovation, creativity, and collaboration.

MODULE 4 & 5: THE MITIGATION CHALLENGES AND OPPORTUNITIES IN KEY SECTORS

These modules explore the key sources of greenhouse gas emissions in Canada. They examine energy sources and energy systems as well as energy demand and use.

Participants will develop a better understanding of where the key emission reduction challenges and opportunities lie on the road to net-zero in areas such as resource extraction and processing, electricity generation and transmission, manufacturing, transportation, commercial and residential buildings, forestry and agriculture, and waste management. Leadership by the



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Module #1&2: Base Camps	Module #3: The changing climate and the challenge of resilience	Module # 4 & 5: The mitigation challenges and opportunities in key sectors	Module # 6: Why is this so hard?	Module #7: Capstone & Graduation – The necessity of coherence
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Program requirements

The Program is designed to prepare promising executives to be most effective in their roles and to take on expanded leadership roles in the future. Effective leaders are continuous learners. Accordingly, the Program demands active engagement of the participants:

- to prepare by completing assigned readings;
- to participate actively in the sessions;
- to share responsibility for group activities and presentations;
- to prepare self assessments at the beginning and end of the program related to their understanding of climate change and of their own leadership practice;
- to maintain a learning journal throughout the Program.

The time commitment for participants is a day and a half per month over the Program's seven months, with additional time for preparation as follows:

- eight sessions (normally one and one-half days each in duration) totaling 11.5 days;
- about one additional half-day per month for reading and assignments.

The Program is offered by the University of Ottawa but does not result in formal academic credits. Program participants and presenters may speak and write in the official language of their choice.

HOW TO APPLY TO THE PROGRAM

Prospective participants should normally meet the following criteria:

- currently occupy an executive leadership role in a public sector organization (federally this would be EX01s, 02s or 03s) or an equivalent position -- this could include executives who have recently been promoted and are in the early stages of understanding their leadership responsibilities, or veteran executives looking to both "recharge" their leadership skills and become more knowledgeable about how they and their teams can contribute to addressing the challenges associated with climate change;
- not a climate change expert or necessarily work on issues directly related to climate change;
- have a desire to lead the way to a modern and innovative economy and social construct in Canada and enhance their leadership skills;
- be recommended by their Deputy Minister, or Assistant Deputy Minister, or equivalent senior leadership; and,
- be willing to commit to complete the Program assignments, attend the sessions, and participate actively.

The cost is \$8500, which covers tuition, instructional materials, on-site meals for Ottawa sessions. The Program fee of \$8500 is payable in one (\$8,500) or two (\$4,250 each) instalments by the end of April of the following year.

Nominations should include:

- a letter explaining the applicant's reasons for wishing to participate in the Program;
- a letter of support from the relevant Deputy Minister or Assistant Deputy Minister, or senior leadership equivalent; and,
- a current curriculum vitae.

Nominations should be sent to:

Odell House Team

Centre on Public Management and Policy
University of Ottawa
Odell House, 180 Waller Street South
Ottawa, Ontario K1N 9B9
cgpp-cmp@uOttawa.ca

Questions regarding the program may be directed to:

Ellen Burack

Program Director
Centre on Public Management and Policy Faculty of
Social Sciences
University of Ottawa
Email: eburack@uOttawa.ca



