



SYLLABUS

Leadership Development

**in conjunction with
development of a
Animal Health Science Strategy
For the
Canadian Food Inspection Agency**

Developed by

Lynn Curry, Ph.D.
CurryCorp Inc.
17 Oakland Ave.
Ottawa, ON K1S 2T1
tel: 613. 232-6708
fax: 613. 232-0038
Lynn@CurryCorp.net
www.CurryCorp.net

Instructor:

1. Lynn Curry, Ph.D.

Lynn earned a Ph.D. in psychology from Stanford University followed by a career in higher and professional education concluding with a Rosenstadt Professorship at the Faculty of Medicine, University of Toronto. She founded the consulting company, **CurryCorp Inc.** in 1990. The firm focuses on significant organizational change supported by strategic planning closely tuned to relevant policy decisions and choice generation.

Lynn has over 100 publications in topics including change management, professional competence assessment, continuing professional education, health care, higher education, learning style, measurement, public education and one award winning recipe in *Good Housekeeping* magazine. One of her books won the American Educational Research Association Division I Award for the Best Scholarly Publication and might be of interest to session participants: *Educating Professionals: Responding to New Expectations for Competence and Accountability* (Jossey-Bass, 1993).

Further details are available at the CurryCorp website: www.CurryCorp.net

Course Description:

To cope with higher risks associated with an inconsistent and rapidly changing environment, organizations must approach their planning functions differently. Planning used to be an essentially linear exercise based on projecting known trends and available data. If any organizational change was required, it was approached in an incremental manner.

Change has changed in recent years. Both the nature and pace of required response and adjustments are radically different than what was the norm a decade ago. A high degree of uncertainty is now the norm for the industrialized world in almost all areas of life and work. Technology is transforming organizations, social institutions and governance mechanisms and these changes are not at all incremental. To simply keep pace, planning functions must evolve to increase organizational peripheral vision, contingency planning and preparedness capacities.

A range of foresight tools can assist organizations to understand the challenges and opportunities they must cope with looking ahead a decade or more. Foresight involves the systematic attempt to look into the longer-term future to identify emerging factors likely to influence change and yield the greatest impact on organizational structures and operations. Having this foresight information allows organizations to initiate proactive change in preferred directions and to develop preferred alternatives in response to change initiatives originating elsewhere. A positive choice then becomes available to the organization and all decisions and implementation actions can become strategic and efficient in achieving the preferred future.

The strategic planning exercise developing a national animal health science strategy (AHSS) will use one of these foresight tools, “futures literacy”¹, over the next five months (August to December 2006). Futures literacy is a process that rigorously examines the assumptions currently used to make decisions and systematically develops, describes and explores other possible futures. The process develops broad consensus around a preferred future with clear indications of actions required to achieve that future. This enables and supports tough strategic decision making and provides clear direction for policy development, operational and implementation planning.

This leadership development course is designed to provide senior CFIA managers an opportunity to learn more about strategic planning (and the follow-up steps of operational and implantation planning) as they participate in the process of developing a national animal health science strategy. Participants should view this as a survey course. We will provide an overview of all topics; introduce and discuss all parts of planning but not in detail.

¹ Miller, Riel 2006 “Foresight Capacity: towards future literacy.” Speech delivered to the Office of the National Science Advisor; Ottawa, April 21st.

Course Objectives:

1. Provide training, development and more thorough knowledge transfer in strategic planning for 'senior team' members in the science branch of the Canadian Food Inspection Agency.
2. Integrate this training and development with the parallel development of a national strategic plan for animal health science utilizing the futures literacy method as an action-application case study.
3. Provide coaching for 'senior team' members to participate more fully in the futures literacy strategy development (use of advance organizers prior to each stage and debriefing after each stage).
4. Provide coaching for 'senior team' members to design and conduct a modest strategy development project on their own as a transfer application exercise.

Outcomes

At the conclusion of this training, participants will be able to:

1. distinguish strategic planning from operational and implementation planning
2. distinguish traditional linear from futures literacy approaches to strategic planning
3. compare and contrast the steps in both traditional and futures literacy strategic planning
4. discuss the factors/ conditions indicative of successful strategic planning, operational planning and implementation planning

Methods:

Seven sessions are planned between August and December 2006 to coincide with the development stages for the AHSS.

Before each Session participants are expected to review supplied written material and come prepared to utilize the concepts during session discussions. We provide a supplementary bibliography in all topics for those interested in greater depth.

During each session, instructors will lead discussions on the pre-assigned readings and facilitate reflection on the readings and the work ongoing in the current stage of AHSS development. Each session will be approximately three hours long. We will all take one fifteen minute break about half way through each session.

After each session, instructors will engage in asynchronous electronic communication providing coaching and support as participants transfer their learning to an application of their own.

Course Outline

1. Session #1: Wednesday August 16th 1300-1600

Topics:

- a. Overview of traditional linear strategic planning
- b. Overview of futures literacy approach to strategic planning
- c. Orientation to first Core Stakeholders Session August 29th & 30th

Readings (provided)

- a. Curry, L. 2000 “Suggested Approach to Strategic Planning”
- b. Curry, L. 2004 “Organizational Planning Roadmap”
- c. Curry, L. 2006 “Rigorous Imaging: how to plan in times of transformational change”

Supplementary Readings

- a. Mintzberg, H.; Ahlstrand, B.; and Lampel, J. 1998. *Strategy Safari: a guided tour through the wilds of strategic management*. New York: The Free Press
- b. de Jouvenel, H. 2004. *An Invitation to Foresight*. Paris: Futuribles

2. Session #2: Thursday, September 7th

Topics:

- a. Debrief from the first Core Stakeholders Session August 29th & 30th
- b. Overview of environmental scanning for strategic planning
- c. Overview of stakeholder consultation for strategic planning

Readings (provided)

- a. Curry, L. 2006. “Required Elements of Environmental Scans for Strategic Planning”
- b. Curry, L. 2006. “Pros and Cons of a Variety of Stakeholder Consultation Methods”

Supplementary Readings

- a. Department of Justice, Government of Canada. 2005. Policy Statement and Guidelines for Public Participation. Accessed 060814 at: http://www.justice.gc.ca/en/cons/pc_policy.html
- b. OECD 2001 *Citizens as Partners: information, consultation and public participation in policy making*.

3. Session #3: Thursday, September 21st

Topics:

- a. Overview of scenario planning
- b. Orientation to session organization for Steering Committee scenario planning October 3rd & 4th

Readings (provided)

- a. Curry, L. 2006 “Creating and Communicating Scenarios”

Supplementary Readings

- a. Ogilvy, J. 2002. “Scenario Planning: a tool for social creativity”. Chapter 10 in J. Ogilvy, *Creating Better Futures: Scenario Planning as a Tool for a Better Tomorrow*. Oxford: Oxford University Press
- b. Ringland, G. 2002. *Scenarios in Public Policy*. New York: John Wiley & Sons

4. Session #4: Thursday, October 12th

Topics:

- a. Debrief from October 3rd & 4th scenario work by the Steering Committee
- b. Overview of questionnaire development, management, analysis, interpretation
- c. Orientation to questionnaire design, management and analysis plan for the AHSS

Readings (provided)

- Curry, L. 2006 “Basics of Questionnaire Design, Development, Distribution, Data Management, Analysis and Reporting”

Supplementary Readings

- a. Dillman, D. 2000. *Mail and Internet Surveys: The Tailored Design Method, 2nd Edition*. New York: John Wiley & Sons
- b. Salant, P. & Dillman, D. 1994. *How to conduct your Own Surveys*. New York: John Wiley & Sons

5. Session #5: Thursday, November 9th

Topics:

- a. Debrief on progress with the AHSS questionnaire
- b. Overview of closure planning
- c. Orientation to closure planning for AHSS: the Steering Committee session November 15th

Readings (provided)

- a. Curry, L. 2006 “On the Nature of Leadership in Turbulent Times”
- b. Curry, L. 2006 “A Facilitator’s Guide to Group Decision-Making”

Supplementary Readings

- a. Clark, M.& Sartorius, R. 2004 *Monitoring and Evaluation: some tools, methods and approaches*. Washington DC: The World Bank

6. Session #6: Thursday, November 30th

Topics:

- a. Debrief from closure planning for AHSS: the Steering Committee session November 15th
- b. Overview of operational planning
- c. Orientation to operational planning for the AHSS

Readings (provided)

- a. WHO, 2006, “Communicable disease surveillance and response systems: a guide to planning”

Supplementary Readings

- a. CFIA Internal business planning direction and framework(s)
- b. Treasury Board Secretariat, 2001 “Guide for the Development of Result-Based Management Accounting Frameworks”
- c. Kaplan, R. Norton, D. 2006 “How to Implement a New Strategy Without Disruption your Organization”

7. Session #7: Thursday, December 7th

Topics:

- a. Debrief on the progress of operational planning for the AHSS
- b. Overview of implementation planning
- c. Orientation to implementation planning for the AHSS

Readings (provided)

- a. Bridges, W. 2003, “Managing Transitions” published by Business Summaries

Supplementary Readings

- a. CFIA Internal work planning direction and framework(s)
- b. Rogers, P. Blenko, M, 2006, “How Clear Decision Roles Enhance Organizational Performance”
- c. Ostroff, F. 2006, “Change Management In Government”

Participants' Input

At each session, participants will deliberate on and discuss what they learned from participation in the current stage of AHSS development, from the assigned readings, from session discussion and from their transfer work on their own planning application. Instructors will request suggestions for alterations/ modifications going forward at each session. (If they forget, remind them or be in touch after the session. See below.)

Contact Person for Questions/ Issues/ Suggestions

Please contact **Lynn Curry** through one of the following means:

Telephone: 613. 232-6708

Fax: 613. 232-0038

Email: Lynn@CurryCorp.net

Bibliography

1. CFIA Internal business planning direction and framework(s)
2. CFIA Internal work planning direction and framework(s)
3. Clark, M.& Sartorius, R. 2004 *Monitoring and Evaluation: some tools, methods and approaches*. Washington DC: The World Bank
4. de Jouvenel, H. 2004. *An Invitation to Foresight*. Paris: Futuribles
5. Department of Justice, Government of Canada. 2005. Policy Statement and Guidelines for Public Participation. Accessed 060814 at:
http://www.justice.gc.ca/en/cons/pc_policy.html
6. Dillman, D. 2000. *Mail and Internet Surveys: The Tailored Design Method, 2nd Edition*. New York: John Wiley & Sons
7. Kaplan, R. Norton, D. 2006 "How to Implement a New Strategy Without Disruption your Organization"
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10. Ostroff, F. 2006, "Change Management In Government"
11. Ringland, G. 2002. *Scenarios in Public Policy*. New York: John Wiley & Sons
12. Rogers, P. Blenko, M, 2006, "How Clear Decision Roles Enhance Organizational Performance"
13. Salant, P. & Dillman, D. 1994. *How to conduct your Own Surveys*. New York: John Wiley & Sons
14. Treasury Board Secretariat, 2001 "Guide for the Development of Result-Based Management Accounting Frameworks"
15. WHO, 2006, "Communicable disease surveillance and response systems: a guide to planning"