

*“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 One Week Workshop for Executive**

**Directors and Senior Managers of**

**non-profit organizations in Manitoba**

**MAY 31 - JUNE 4, 2004**

**Since 1978 over 1400 leaders of non-profit organizations in  
Manitoba, Canada and abroad have attended**

*Participants who  
complete a written  
assignment at the end  
of the program will be  
eligible for advanced  
credit in the University  
of Winnipeg's*

- *Management Studies  
Certificate Program,*
- *Communications  
Certificate Program,*
- *Advanced Diploma  
in Early Childhood Care  
and Education Program*
- *Arts & Cultural  
Management Program*

**ERHARD**  
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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, developed specifically for non-governmental organizations involved in international development work, continue to be offered yearly for participants from Canada and abroad. The program has been exported to Africa, South East Asia and the Caribbean, with plans for further offerings overseas. 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 management consulting and training firm dedicated to providing high quality, results oriented management consulting and training to organizations in the private, public and non-profit sectors in Manitoba, across Canada and abroad designed to enhance individual, team and organizational performance.

## 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 style.
- **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 Participating Organizations

Aboriginal Languages of Manitoba Inc.	Floating Gallery Inc.	Manitoba Conservatory of Music and Arts	Shalom Residences Inc.
Aboriginal Health and Wellness Centre of Winnipeg	Fort Garry Women's Resource Centre	Manitoba Lung Association	Ski Association
Awasis Agency of Northern Manitoba Association for Community Living	Folk Arts Council of Winnipeg	Manitoba Magazine Publishers' Association	Skills Unlimited
Anxiety Disorders Association of Manitoba	Genesis House	Manitoba Naturalists Society	Societe Franco-Manitobaine
Artspace Inc.	German Canadian Congress	Manitoba Opera Association	Society for Manitobans with Disabilities
Associated Manitoba Arts Festivals	Girl Guides of Canada	Manitoba Orienteering Association	Sport Manitoba
Association of Manitoba Museums	Hope Centre Health Care Inc.	Manitoba Pharmaceutical Association	Spina Bifida & Hydrocephalus Association of Canada
Association of Professional Engineers of Manitoba	Indian and Metis Friendship Centre of Winnipeg	Manitoba Puppet Theatre	Squash Manitoba
Bethania Mennonite Personal Care Home	Institute of Contemporary Art and Design	Manitoba Society for Seniors	The Children's Wish Foundation of Canada
Big Brothers Association of Winnipeg	Keewatin Divisional Board of Education	Manitoba Theatre Centre	The John Howard Society of Manitoba
Brandon Community Options	Kings Park Daycare Centre	Manitoba Theatre for Young People	The Winnipeg Chamber of Commerce
Brandon Family YMCA	Kinsmen Reh-Fit Centre	Manitoba Volleyball Association	The Winnipeg VideoPool
Brandon Friendship Centre	Knowles Centre Inc.	Manitoba Women's Institute	Villa Rosa
Brandon University	Klinic Community Health Centre	Manitoba Writers Guild	Versatech Industries
Canadian Cancer Society	L'Avenir Cooperative	Manitoba Quality Network	WASO Inc.
Canadian Diabetes Association	Leaf Rapids National Exhibition Centre	Mennonite Church of Canada	West End Cultural Centre
Canadian Foodgrain Bank	Learning Disabilities Association of Manitoba	Middlechurch Home	Western Canada Aviation Museum
Canadian Disability Rights Council	Le Circle Moliere	Mount Carmel Clinic	Western Retail Lumberman's Association Inc.
Canadian Mental Health Association	Le Coin Amitie Inc.	Multiple Sclerosis Society	Westman Interfaith Counselling Centre
Canadian Red Cross Society	Lions Club of Winnipeg Housing Centres	Native Addictions Council of Manitoba Inc.	Winnipeg Arts Advisory Council
Centre Cultural Franco Manitoba in Child and Family Services of Western Manitoba	Les Danseurs de la Riviere Rouge	Nelson House First Nations New Directions	Winnipeg Harvest
Children's Home of Winnipeg	Lord Roberts Preschool	Northwest Territories Literacy Council	Winnipeg Habitat for Humanity
Coaching Manitoba	Ma-Mow-We-Tak Friendship Centre	Pathway Homes Inc.	Winnipeg Humane Society
Community Legal Education Association	Main Street Project Inc.	Portage and Districts Arts Council	Winnipeg Music Competition Festival
Community Financial Counselling Services	Manitoba Adolescent Treatment Centre	Prairie Theatre Exchange	Winnipeg River Health District
Court Challenges Program of Canada	Manitoba Association of Community Arts Councils	Pregnancy Distress Service Inc.	Winnipeg Singers
Coaches Association of Manitoba	Manitoba Arts Council	Plug in Inc.	Winnipeg Chinese Cultural and Community Centre
Crosslake First Nations	Manitoba Child Care Association	Prairie Fire	Winnipeg's Contemporary Dancers
Day Nursery Centre	Manitoba Children's Museum	Pro Bon Law Office - Toronto	Winnipeg Jewish Theatre
D.A.S.C.H. Inc.	Manitoba Choral Association	Pulford Community Living Services	Winnipeg Regional Health Authority
Discovery Children's Centre	Manitoba Council on International Cooperation	RHS Child Care	Winnerv
Elizabeth Fry Society	Manitoba Council on International Cooperation	River Heights Community Centre	Women's Field Hockey Association
Film Training Manitoba	Manitoba Crafts Council	Royal Winnipeg Ballet	YM-YWCA of Winnipeg
	Manitoba Dental Association	Scouts Canada	
	Manitoba Hospice Foundation	Sturgeon Creek Enterprises Inc.	

## What 2003 Participants said

- *This is one of the best trainings I've ever attended. All presenters were warm, knowledgeable and excellent at instructing.*
- *I feel like the "fog" has cleared for me about so many things - as my colleague says "I am forever altered". Thank you for a wonderful week!*
- *Great information - it was updated and fresh.*
- *It was a wonderful experience and I enjoyed the instructors and classmates.*
- *Excellent presenters, clearly presented information with relevant activities.*
- *Intense, but effective. I would highly recommend this workshop!*
- *Thank you very much for this! It is so helpful to get out of the office environment to learn/relearn and think!*
- *Resource binder, tools, group exercises - excellent!*
- *Congratulations on this! It is needed!!!*

## The workshop design



The workshop will be intense. We will start Monday morning and work through to Friday afternoon. There will also be one session on Tuesday evening. 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 on the job.

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

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
MORNING 8:30 - 12:00	Introduction  Life Cycle of the Non-Profit <ul style="list-style-type: none"> <li>• review the hazards and opportunities for your organization</li> <li>• build the organizational culture</li> <li>• leading and managing - which is needed when?</li> </ul>	Effective Leadership <ul style="list-style-type: none"> <li>• adapt your leadership style</li> <li>• peak performance for leaders</li> </ul>	Effective Writing: planning and writing letters, reports and proposals	Evaluating Programs and Projects  OR  Board Governance	Planning for Implementation: Leading and Managing Change
AFTERNOON 1:00 - 4:30	Develop and Implement the Strategic Plan <ul style="list-style-type: none"> <li>• assess client needs</li> <li>• ensure client satisfaction</li> <li>• build commitment to quality</li> </ul>	Managing Performance	Managing Programs and Projects <ul style="list-style-type: none"> <li>• assess the needs</li> <li>• set goals</li> <li>• generate new ideas</li> <li>• prepare the budget</li> </ul>	Building Effective Teams	Planning for Implementation (cont'd)  Course Evaluation & Closure
EVENING 6:00 - 9:30		Understanding Self and Others - using Myers-Briggs Personality Types for effective leadership			

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

## 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.

## Program Outline

The following topics will receive more or less emphasis depending upon the needs of those who register, but will focus on meeting the challenges of the 21st century.

### 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?
- The Quality Challenge for non-profit organizations.

### 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 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.

### 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?

### 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 the Carver model with other 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 and proposals.

### Creating and Maintaining Effective Partnerships, Alliances, Mergers, etc.

- How do you begin - understanding collaboration.
- Is your organization a candidate for some form of partnership?
- The steps in collaboration.
- Factors influencing successful collaboration.

### Managing Multiple Demands and Priorities

- How to put "balance" back into your work - your life, by determining what is "important".
- Review the principles of "Fourth Generation" time management.
- Develop personal and organizational action plans for improvement.

### 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.

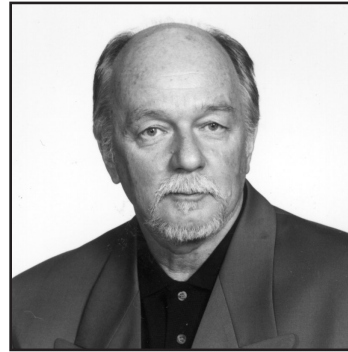
*\* All registrants will be surveyed prior to finalizing the course contents\**

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

# The resource persons



Heather Erhard is the Director of Erhard Associates, providing high quality, results oriented management consulting and training to enhance individual, team and organizational performance. 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, and brought the program to Manitoba in 1987. She has worked in the private, public, and non-profit sectors as an in-house consultant and trainer with boards and staff, locally, nationally and internationally, for over 20 years.



Al Holmes returned to private practise 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 May 31 - June 4, 2004**

**TUITION:**

(Includes manual - Managing and Leading in the Non-Profit Sector) - \$909.50 (\$850 + G.S.T.)

**TO REGISTER:**

Please complete the enclosed application form and return to Erhard Associates with your cheque for \$321 (\$300 + G.S.T.) by March 4, 2004. We will bill you for the remainder. The workshop is limited to 25 participants so REGISTER EARLY! You will receive confirmation by March 19, 2004.

**LOCATION:**

Place Louis Riel, 190 Smith Street

**SUBSIDY OPPORTUNITIES:**

- Arts and Cultural Sector applicants may contact the Winnipeg Arts Council to determine eligibility for grants. For information call 943-7668.
- Other subsidy options - for information, please call Heather Erhard at 488-4348.

If you would like more information on the Program, please contact Heather Erhard of Erhard Associates at 488-4348, fax 487-0293, or email [erhardh@mts.net](mailto:erhardh@mts.net).

# 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 4, 2004.

You will receive your confirmation to attend the workshop by March 19, 2004. You will then be asked to complete the online **Non-Profit Management Development Needs Survey** and will receive further details regarding the workshop.

### Thank You!

\_\_\_\_\_ 1a Registration by mail. Cheque or money order for \$321.00 (\$300.00 + \$21.00 GST) enclosed.  
Please invoice my organization for the remaining \$588.50 (\$550.00 + \$38.50 GST)

\_\_\_\_\_ 1b Registration by FAX (204) 487-0293 or email (erhardh@mts.net). Cheque for \$321.00 to follow. Please  
invoice my organization for the remaining \$588.50 (\$550.00 + \$38.50 GST)

\_\_\_\_\_ 2 I am interested in receiving advanced credit in one of the University of Winnipeg's Certificate  
Programs.

\*\*If we cannot accommodate you in this workshop, your cheque will be returned to you promptly,

The workshop will be held at the Place Louis Riel, 190 Smith Street.