

Strengthening Mental Toughness and Resilience

Countless lists describe what leaders need to become more successful in the volatile, uncertain, complex, and ambiguous (VUCA) world. However, how do you develop personal leadership practices to navigate the more cognitively and behaviourally complex leadership challenges in a complex VUCA world? This program provides a blended learning journey that enables participants to reframe their perspectives, learn from experiential activities, dialogue meaningfully with others, and reflect deeply on applying what you are learning. The aim of this program is to strengthen your existing level of mental toughness by guiding you through elements of a mental toughness framework and providing you with results-oriented tools that you can practically apply to challenges.

A learning experience designed to operationalize your leadership approach and practice tools to foster resilience.



Program Delivery: Blended

Commitment: 42 hours

Investment: \$3,750

This program is eligible for grant funding up to five weeks prior to program start.

*Program runs March to June 2019.
See inside for full program schedule.*

Who will benefit from this program?

You will benefit from this learning journey if you are interested in exploring the following questions:

- Do you struggle implementing your leadership plan?
- Do you need help translating the “hows” of leadership into daily habits?
- Do you avoid moving outside your comfort zone and taking action?
- Do you replay negative situations, which only isolates you, while the world moves forward?
- Do you recognize patterns of anxiety that negatively impact your thinking?
- Do you find it difficult to navigate change?

Learning Outcomes

During this blended learning program, you will:

- Solidify your leadership philosophy, and
- Establish practices that strengthen your mental toughness and resilience by:
 - Experimenting with new ways of thinking and acting
 - Challenging your assumptions through “micro-experiments”
 - Leaning into (and moving through) the discomfort and resistance

Program Investment

Program investment is \$3,750 per participant and includes the following:

- Virtual program launch and orientation to the virtual learning platform
- Three online units, 3.5 days of face-to-face (classroom) workshops, two, 30-minute one-on-one coaching sessions, and two virtual check-ins
- Breakfast, lunch, snacks and refreshments during in-class sessions
- All program materials including copyrights, book, and learning activities
- Certificate of completion from the Haskayne School of Business

Grant Funding

By registering for this program, your organization could be eligible to receive the Canada Alberta Job Grant which will cover up to 2/3 of the program cost. The funding model for this program is an initial investment of \$3,750. The government will reimburse \$2,500 of that investment, making the final investment only \$1,250. An Executive Education team member will be able to assist with the grant application process. For more information: execed@haskayne.ucalgary.ca

Program Schedule: March - June 2019*

Date	Learning activities	Format	Commitment
week of 27-Mar	Access to virtual learning platform	Online	30 minutes
1-14 Apr	Unit One: Explore the Mental Toughness Framework	Online	60 minutes
8 Apr	Virtual check-in: Program overview and dialogue with Sloane		2 hours
15-21 Apr	Unit Two: Explore your values...	Online	2 hours
22-28 Apr	Unit Three: Explore your passions...	Online	2 hours
29 Apr - 5 May	Pre-workshop One: Materials and reflection questions	Online	2 hours
6 May	Workshop One: Purpose statement, identify improvement goal, introduce tool one	In class	7 hours
7-19 May	Practice and integration of tool one and prepare for coaching clinic one	Online	2 hours
15 May	Coaching Clinic One	In-person	30 minutes
20-26 May	Pre-workshop Two: Materials and reflection questions	Online	2 hours
27 May	Workshop Two: Insights and integration; introduce next tools	In class	7 hours
28 May - 2 Jun	Practice and integration of tools and prepare for coaching clinic two	Online	2 hours
5 Jun	Coaching Clinic Two	In-person	30 minutes
3 Jun - 9 Jun	Pre-workshop Three: Materials and reflection questions	Online	2 hours
10 Jun	Workshop Three: Insights and integration; introduce next tools	In class	7 hours
11 Jun - 14 Jun	Practice and integration of tools	Online	2 hours
17-25 Jun	Pre-workshop Four: Presentation preparation	Online	2 hours
26 Jun	Workshop Four: Insights and integration presentations	In class	7 hours
Sept	Virtual check-in: Program follow-up and dialogue with Sloane	online unit	60 minutes

*Schedule subject to change
 † Blended learning components



Faculty

Sloane Dugan, PhD, has taught at the Haskayne School of Business since 1980. He retired as an Associate Professor in the Organizational Behaviour and Human Resources area in 2013. However, he is still actively involved teaching several courses each year. He received his degrees from Syracuse University: BSc in Business Statistics, MA in Higher Education, and PhD in Organizational Behaviour and Change.

Sloane is passionate about translating the “how’s” of leadership into daily habits and how strengthening mental toughness helps leaders navigate through complexity. Sloane created the Mental Toughness Framework which has become a practitioner tested path and system that enables leaders to break through barriers holding them back. Previously, his research activities focused on the action research process with persons, teams, organizations, and communities in North America, Asia and Europe. This research examined how the action research approach enabled them to create a vision of a good quality of life for themselves, marshal the resources necessary to pursue this vision, and develop the attitudes and skills necessary to move toward their vision.

Sloane worked as a teacher/community developer in the U.S. Peace Corps in Nepal and then served as a regional director of the Peace Corps for all development activities in Eastern Nepal from 1964 to 1969. He then taught practitioner-oriented programs at Syracuse University in Syracuse, the University of Kansas and the Ottawa University. Sloane was involved in UCalgary’s international development activities in Nepal, Thailand and in Bhutan for a decade. During the project’s initial three years, he acted as Canadian team leader and advisor to the Nepali Project Director in Nepal.

Since 1995, Sloane Dugan’s interests have shifted from international development in Asia to coaching and leadership development activities in Calgary and Europe. He has taught leadership and change courses in Haskayne’s Executive MBA Program. He has acted as a trainer and coach with programs offered by the International Institute for Management Development in Lausanne, Switzerland and in other countries in Europe.

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