



**PAN 2015 Fall Conference
Executive Director Workshop
“Seeing Systems”
by PHIL CADY & SHAUNA FENWICK**

The Seeing Systems workshop is a dynamic, yawn-free experience that focuses on the worlds of Tops, Middles, Bottoms and Clients during turbulent times in organizations. We will get to the heart of partnership in organization life - what makes partnership so critical, what gets in the way of it developing, and what the role of leadership is in making it happen. This visceral approach enables the learning to get beyond the head level to where it really hits home and sticks.

Through this workshop, participants will:

- Understand intellectually and experience viscerally the differing "worlds" of Tops, Middles, Bottoms, and Clients, and begin to develop concrete strategies for working more constructively across organizational lines;
- Recognize the multiplicity of roles they play, as sometimes Top, Middle, Bottom and Client. They will recognize and avoid the disempowering pitfalls of each position, and approach each role with more effective behavior;
- Learn the nuances of providing leadership that addresses issues systemically rather than personally.

PHIL CADY

Phil Cady is President of Cognitive Leadership Strategies West (CLSWEST) and founding partner of the LEADS Learning scholar practitioner network. He is an Associate Faculty member in the Master of Arts in Leadership (Classic and Healthcare Specializations) and MBA programs at Royal Roads University, and the Conference Board of Canada's Director's College. Phil also serves on several organizational boards and frequently volunteers his services to non-profit and social-mission-driven organizations. He is an active Doctor of Social Sciences student at RRU and is studying and researching in the area of complexity science and social systems leadership.

Phil has brought leadership and learning opportunities to organizations of all sizes and complexity from across the world. His passion for studying, designing, and facilitating whole systems transformation has afforded him many incredible opportunities to study and provide consultation on system leadership and strategy formulation for many private and public organizations. He has observed and coached over 500 teams in simulation and workplace settings, designed, delivered and managed leadership development programs and online leadership assessment tools for private and public companies alike.

Phil lives in beautiful Brentwood Bay on Vancouver Island where he also enjoys a busy family life with his spouse, Cindy, and three young children aged eight and under.

SHAUNA FENWICK

Shauna's passion is the development of effective leaders and healthy, productive organizations particularly in the health sector.

Shauna is an accomplished facilitator, coach, educator and designer of leadership development systems. In recent years she has been designing and delivering custom blended leadership development programs (face to face and webinar) that facilitate ongoing learning in busy, distributed workplaces. The focus of her work is to strengthen individual and group capacity, which in turn create conditions for optimal function and innovation.

Shauna works primarily in the health, public and voluntary sectors. She coaches individual leaders and project teams, designs and delivers leadership development programs, and mentors leadership and organization development practitioners. As an Associate Faculty member at Royal Roads University, Shauna teaches in graduate, executive and continuing education programs and supervises graduate students' organizational leadership projects. From 2006 through 2009 she was the Research Coordinator, Program Manager and Learning Services Consultant with leadersforlife, a health leadership development initiative in BC. Shauna was a key member of the team that developed the LEADS in a Caring Environment health leadership capability framework and LEADS education programs. She is fluent in the use and application of the LEADS framework for developing emerging, middle and senior leaders. Shauna was an active volunteer with Leadership Victoria from 2005 to 2011, where she contributed as a committee lead, program designer, facilitator and team coach.

Shauna's career of origin is nursing. She worked in the health system for more than 30 years as a front line nurse, educator, administrator and volunteer. She spent several years on the board of the Registered Nurses Association of Ontario. Clinically, her background was in cancer care and acute medicine.