

## **The McGill McConnell Papers**

From 1999-2001, CMHA and the McConnell Foundation made it possible for CMHA's executive director to attend an executive program focusing on voluntary sector leadership and management offered by the Faculty of Management at McGill University. The program is described below:

The professional leadership of today's national voluntary organizations is a unique and demanding vocation continuously shaped by a host of transformations taking place within Canadian society and the world at large.

Recognizing this, the primary goal of the McGill-McConnell Program, Master of Management for National Voluntary Sector Leaders is to strengthen and enhance the practical capabilities of senior and emerging leaders so that they are better able to understand, adapt and respond to these national and international transformations.

The issues are pressing and the challenges are great: changing relationships among governments, the private sector and the voluntary sector, reduced governmental resources, the impact of globalization, and the trials of advanced information and communications technology — all influenced by the unpredictable “pulls” of Canada's diverse geographic regions, linguistic duality, and array of ethnicities.

How will tomorrow's national leaders and their organizations meet these and other yet to emerge challenges? Simply stated, the long-term vitality of Canada's voluntary sector is dependent on its leaders' and organizations' ability to anticipate, understand, adapt and respond to ongoing change.

With the organizational well-being of this sector resting to an important degree in the hearts and minds and talents of its current and soon-to-be leaders, the McGill-McConnell Program takes an important first step towards enhancing their leadership capability.

The program content was presented in five 2-3 week modules, which featured experiential and didactic learning. Following the modules papers were written to integrate the learnings with the literature. A selection of Steve's papers is offered here to stimulate thinking on a number of topics including accountability, organizational ethics and collaboration. The opinions are those of the author.