

## MMPA LEADERSHIP DEVELOPMENT

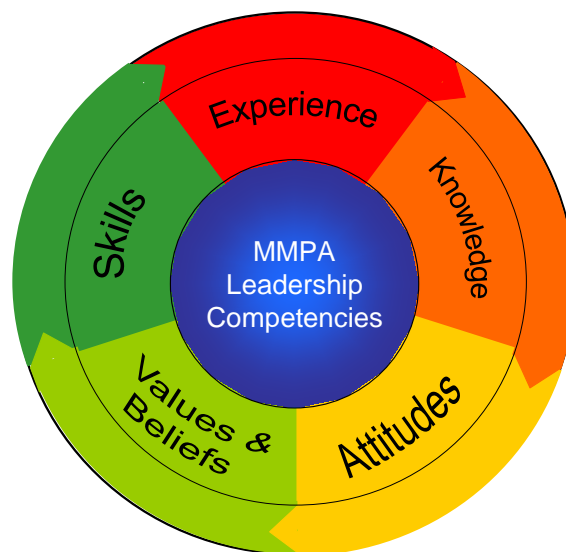
### Overview

Individuals who possess solid business acumen, strong technical competence in professional accounting, combined with outstanding leadership skills are rare and highly sought after. Consequently the objective of the MMPA program is to develop professional accountants who are not only extremely technically competent in their field, but are also values-driven with demonstrated leadership competencies. Graduates of the MMPA Program at the University of Toronto in Mississauga exemplify these characteristics.

### What is an MMPA leader and what are their competencies?

While there are many definitions of leadership, all include a combination of skills, experience, knowledge, attitudes, values and beliefs—attributes essential to personal and professional success—each contributing to the development of the MMPA leadership competencies.

#### MMPA Leadership Competency Development



Specifically, MMPA graduates are able to demonstrate the following important competencies: <sup>1</sup>

## **MMPA Leadership Competencies**

- 1. Understand and analyze the future impact of decisions throughout an organization.**
- 2. Express thoughts and ideas clearly, keeping others informed of expectations.**
- 3. Maintain in-depth knowledge and expertise.**
- 4. Use persuasion to build commitment to ideas and initiatives.**
- 5. Energize others, generating their enthusiasm and involvement.**
- 6. Be comfortable as the one in charge and seeking out opportunities to influence others and accepting their scrutiny.**
- 7. Demonstrate an active concern for others and form supportive relationships.**
- 8. Seek input from others and use their suggestions.**

A more complete list of MMPA Leadership Competencies is attached as an Appendix.

## **MMPA Leadership Values**

Values give rise to beliefs, which in turn motivate actions. Consequently, without a solid grounding in positive values, leadership can be misguided. History is full of examples of strong leaders whose misguided goals and objectives resulted in negative consequences for others, and ultimately for themselves. The MMPA Program holds its students to the highest standards of professional values and ethics by developing MMPA leaders that care, share, respect and teach others.

### **MMPA Leadership Values**

#### **PROFESSIONAL VALUES**

- ***Integrity***
- ***Objectivity***
- ***Professional Competence and Due Care***
- ***Confidentiality***
- ***Professional Behaviour***
- ***Professional Scepticism.***

#### **VALUES DEMONSTRATED BY MMPA GRADUATES THAT:**

##### **CARE**

*About their work, their colleagues, their clients and their communities.*

##### **SHARE**

*Information, ideas and feedback freely in a positive and constructive manner.*

##### **RESPECT**

*Value the opinions, experience and beliefs of others.*

##### **TEACH OTHERS**

*Humbly and with a view to advancing the common good.*

## **What does an MMPA leader do? <sup>2</sup>**

An effective MMPA graduate leader can:

- Create a vision and sense of strategic direction for self and others.
- Develop followership in support of the vision and related enabling strategies.
- Implement the vision through effective organizational alignment.
- Build and lead high-performing and motivated teams.
- Ensure follow-through by self and others.
- Consistently achieve high quality results.

## How does the MMPA Program develop leaders?

Leadership development is central to all MMPA program activities and is integrated throughout the program in a wide-variety of inter-related ways. These include the following:

### ***MMPA – Building leadership development into everything we do, including:***

- *The Program Orientation Session for new students.*
- *Part of all our courses.*
  - Specific emphasis by instructor.
  - Team assignments.
  - Team presentations.
- *Direct linkages to:*
  - Howard Gardner's Multiple Intelligences.<sup>3</sup>
  - Professional Accountancy Competency Frameworks.
- *Specific dedicated courses/sessions:*
  - Business and professional ethics.
  - Personal awareness and presentation of self.
  - Communications.
  - Teambuilding.
- *Integrative case contests covering multiple courses.*
- *Three stand-alone leadership development sessions during the program.*

## Conclusion

The MMPA Program at the University of Toronto in Mississauga is committed to achieving excellence by developing graduates who possess the best combination of technical professional accounting and values-based leadership competencies in the world.

### END NOTES

1 Adapted from "Leadership Best Practices in Financial Services", Report No. 257, Management Research Group, 2009, permission to be obtained.

2 Adapted from "Leadership Effectiveness Analysis – Defining Desired Leadership Practices" by SPB Organizational Psychology.

3 See for example: *Multiple Intelligences: The Theory in Practice* (1993) [ISBN 0-465-01822-X](#) (1993 ed.) or *Multiple Intelligences: New horizons in Theory and Practice* by Howard Gardner, New Horizons, 2006 or <http://www.howardgardner.com/MI/mi.html>

## Appendix

### BRIEF DEFINITIONS OF LEADERSHIP PRACTICES

#### CREATING A VISION

- **Conservative:** Studying problems in light of past practices to ensure predictability, reinforce the status quo, and minimize risk.
- **Innovative:** Feeling comfortable in fast changing environments, being willing to take risks and to consider new and untested approaches.
- **Technical:** Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues in depth and draw conclusions.
- **Self:** Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making.
- **Strategic:** Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.

#### DEVELOPING FOLLOWERSHIP

- **Persuasive:** Building commitment by convincing others and winning them over to your point of view.
- **Outgoing:** Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.
- **Excitement:** Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.
- **Restraint:** Maintaining a low-key, understated, and quiet interpersonal demeanor by working to control your emotional expressions.

#### IMPLEMENTING THE VISION

- **Structuring:** Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures.
- **Tactical:** Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies.
- **Communication:** Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information.
- **Delegation:** Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.

#### FOLLOWING THROUGH

- **Control:** Adopting an approach in which you take nothing for granted, set deadlines for certain actions and persist in monitoring the progress of activities to insure that they are completed on schedule.
- **Feedback:** Letting others know in a straightforward manner how well they have performed and if they have met your needs and expectations.

#### ACHIEVING RESULTS

- **Management Focus:** Seeking to exert influence by being in positions of authority, taking charge, and leading and directing the efforts of others.
- **Dominant:** Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.
- **Production:** Adopting a strong orientation toward achievement; holding high expectations for yourself and others; pushing yourself and others to achieve at high levels.

#### TEAM PLAYING

- **Cooperation:** Accommodating the needs and interests of others by being willing to defer performance on our own objectives in order to assist colleagues with theirs.
- **Consensual:** Valuing the ideas and opinions of others and collecting their input as part of your decision-making process.
- **Authority:** Showing loyalty to the organization; respecting the ideas and opinions of people in authority and using them as resources for information, direction and decisions.
- **Empathy:** Demonstrating an active concern for people and their needs by forming close supportive relationships with others.

#### LEA -Defining Desired Leadership Practices

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