

# LEADERSHIP FOR IMPACT

A Vision2030 Leadership Fundamentals Program

*Management and leadership development for new managers in the environmental nonprofit sector*

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**Inaugural Cohort · September 2026 – July 2027**

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**Presented by Mikhael Bornstein, MA**

in partnership with the Sustainability Network

## The Program at a Glance

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| <b>Format</b>              | Fully online — live Zoom sessions plus self-paced modules                                            |
| <b>Length</b>              | 10 months, September 2026 to July 2027                                                               |
| <b>Cohort size</b>         | 25 participants                                                                                      |
| <b>Who it is for</b>       | Managers and emerging leaders in Canadian ENGOs with fewer than three years of management experience |
| <b>Launch session</b>      | Wednesday, September 30, 2026 · 1:00 – 4:00 PM ET                                                    |
| <b>Learning modules</b>    | 20 bi-weekly modules — a 15-minute video, a short reading, and a workplace exercise                  |
| <b>Peer coaching</b>       | 10 monthly 90-minute facilitated group sessions                                                      |
| <b>Individual coaching</b> | Two one-to-one sessions per participant with Mikhael Bornstein                                       |
| <b>Closing celebration</b> | Thursday, July 29, 2027 · 1:00 – 4:00 PM ET                                                          |
| <b>Time commitment</b>     | Approximately 3 hours per month                                                                      |
| <b>Cost</b>                | \$250 per participant                                                                                |
| <b>Credential</b>          | Certificate of completion                                                                            |

## Why This Program

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The environmental movement runs on the strength of its people, and increasingly on the strength of the people who manage them. Yet the nonprofit sector invests roughly half of what the for-profit sector invests in developing its leaders — and most of what it does invest is concentrated in the largest institutions. Universities, hospitals and large national charities run leadership academies. Managers in small and mid-sized ENGOs, where most of the sector's work actually happens, are frequently promoted into leadership with no training at all.

The result is familiar to anyone who has lived it. Talented campaigners, scientists, organizers and fundraisers are promoted because they were excellent at the work, and then left to figure out management by instinct and imitation. They inherit teams without ever having been taught to build one. They avoided the difficult conversation for six months because nobody showed them how to open it. They burn out, or they watch good people leave, and they conclude — wrongly — that they are not cut out for leadership.

Leadership for Impact exists to close that gap. It is a ten-month, cohort-based program that gives new managers in the environmental sector the knowledge, skills and practice they need to lead with confidence. It is built specifically for the realities of this sector: small teams, stretched budgets, remote and hybrid work, long-horizon missions inside short-horizon funding, and colleagues who care enormously about the work and are therefore at constant risk of giving more than they have.

## Who This Program Is For

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Leadership for Impact is designed for new managers in the environmental nonprofit sector — professionals with fewer than three years of management experience working in ENGOs focused on sustainability, conservation or climate action. Participants may join from anywhere in Canada.

The inaugural cohort will bring together 25 participants who share:

- A current role as a manager, supervisor or emerging leader in an ENGO
- Limited or no prior formal management or leadership training
- A team, a program or a set of colleagues they are responsible for, so that the learning can be applied immediately
- A commitment to their own development and to the broader mission of the sector

The program is equally valuable for managers who have been in the role for a year and have discovered how much they were never taught, and for those about to step into their first management position.

## What Participants Will Gain

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The program is built around three outcomes: knowledge, skill, and the confidence that only comes from practice.

### Knowledge

A grounded understanding of management fundamentals and leadership theory — including authentic, transformational and servant leadership — together with practical frameworks for building trust, developing teams, leading change and communicating well.

### Skill

The applied ability to run effective one-on-one meetings, set goals collaboratively, deliver feedback that develops people, delegate with clarity, navigate difficult conversations, coach and mentor staff, and lead teams across difference and distance.

### Experience

Ten months of applying new skills in a real workplace, supported by structured reflection, a peer group facing the same challenges, and individual coaching. Participants finish the program having already done the things they learned — not merely having heard about them.

Graduates will be knowledgeable, skilled and confident nonprofit leaders, equipped to build strong teams, advance their organizations' missions, and keep growing throughout their careers.

## How the Program Works

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Leadership for Impact is delivered entirely online and combines structured content, live peer learning, individual coaching and a year-long professional community.

### **Launch Session — 3 hours**

A live virtual orientation that introduces the program's goals and framework, establishes the group's norms and confidentiality agreement, and gives participants their first real opportunity to meet one another through facilitated discussion and breakout exercises. Hosted by the Sustainability Network and recorded so that no one who joins late begins at a disadvantage.

### **Bi-Weekly Learning Modules — 20 modules**

Every second Tuesday, participants receive a new module consisting of three parts:

- A recorded video lecture of approximately 15 minutes, available on demand
- A short reading — no more than 15 minutes — drawn from original briefs written for this program and selected sector articles
- A workplace exercise of no more than 30 minutes, designed to be done with a real team, on a real problem, in the two weeks before the next module

Modules 1 through 10 cover management fundamentals. Modules 11 through 20 turn to leadership. The total commitment is about one hour per module — roughly thirty minutes a week.

### **Monthly Peer Coaching Sessions — 10 sessions, 90 minutes each**

Once a month the cohort meets live on Zoom, facilitated by Mikhael Bornstein, to work on the management and leadership challenges they are actually facing. Each session pairs a short structured debrief of recent modules with peer coaching in small groups. These sessions are not recorded. That is deliberate: candour is what makes them worth attending.

### **Individual Coaching — two sessions per participant**

Every participant receives two confidential one-to-one coaching sessions with Mikhael Bornstein, 45 to 60 minutes each. The first, scheduled between November and January, focuses on goal-setting and the participant's specific situation. The second, between April and June, focuses on progress, obstacles and what comes next.

### **Online Community**

A dedicated discussion space and resource hub where participants share articles, ask questions between sessions, and build the peer network that, for many, outlasts the program itself.

### **Closing Celebration — 3 hours**

A live wrap-up session to mark what participants have accomplished, share leadership statements and development plans, capture what the cohort learned collectively, and issue certificates of completion.

**What Completion Requires**

To receive a certificate of completion, participants attend the launch and closing sessions, attend at least seven of the ten peer coaching sessions, complete the pre- and post-program self-assessments, and submit a final leadership development plan.

## The Curriculum

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*Twenty modules over ten months. Each module is one 15-minute video, one short reading, and one workplace exercise. Readings and exercises listed below are provisional and will be finalized before launch.*

### PART ONE · MANAGEMENT FUNDAMENTALS

*Modules 1–10 · October 2026 – February 2027*

#### Module 1 · The Manager's Mindset: From Doing to Leading

*Released Tuesday, October 6, 2026*

Most people in the environmental sector become managers because they were good at the work — not because anyone trained them to manage. The shift from doing to leading is the hardest transition in a nonprofit career, and it is rarely made deliberately. This module names that shift, maps what changes about your job, your time and your sense of contribution, and helps you take an honest inventory of where you are starting from.

**By the end of this module, participants will be able to:**

- Describe how a manager's job differs from an individual contributor's, and what stops being your work.
- Identify the three habits most likely to hold new managers back in their first years.
- Complete a baseline self-assessment of your current management practice.

**Reading** — Original brief: “The Five Shifts — What Actually Changes When You Become a Manager” (3 pages, 12 min).

**Exercise** — Manager's Time Audit. Map one recent week against four categories — doing, managing, leading, administration — and identify one task to hand off before the next module. (25 min)

#### Module 2 · Building Trust in the Workplace

*Released Tuesday, October 20, 2026*

Trust is the foundation everything else rests on. Without it, feedback lands as criticism, delegation reads as dumping, and change efforts stall before they start. This module introduces a four-factor model of trust you can use to diagnose exactly where trust has broken down in a working relationship, and what to do about it — including how to rebuild trust you have damaged yourself.

**By the end of this module, participants will be able to:**

- Apply a four-factor model of trust to diagnose a real trust problem on your team.
- Identify which factor is weakest in a specific working relationship and why.
- Name the common manager behaviours that destroy trust, and a substitute for each.

**Reading** — Original brief: “The Four Factors of Trust — A Diagnostic for Managers” (4 pages including the diagnostic, 15 min).

**Exercise** — Trust Diagnostic. Score one working relationship against the four factors and draft one specific, observable action to strengthen the weakest factor. (30 min)

#### Module 3 · Effective One-on-One Meetings

*Released Tuesday, November 3, 2026*

The regular one-on-one is the highest-leverage half hour in a manager's week, and the one most likely to decay into a status update neither person values. This module covers the five practices that make

one-on-ones work, the four pitfalls that derail them, and a meeting structure you can put to use the same week you watch the video.

**By the end of this module, participants will be able to:**

- Structure a one-on-one that balances performance, development and wellbeing.
- Open one-on-one with questions that surface the issues staff would otherwise not raise.
- Recognize and correct the four pitfalls that turn one-on-ones into status meetings.

**Reading** — Original brief: “The One-on-One Playbook — Five Practices, Four Pitfalls” (4 pages including a one-page meeting template, 14 min).

**Exercise** — Redesign your next one-on-one using the template and draft the agenda you will actually use. (20 min)

## **Module 4 • Collaborative Goal Setting**

*Released Tuesday, November 17, 2026*

Goals imposed on staff produce compliance; goals set with staff produce commitment. This module covers how to set goals that are specific enough to be useful and meaningful enough to motivate — in an environment where funding cycles, campaign timelines and grant deliverables are rarely fully under your control.

**By the end of this module, participants will be able to:**

- Write a goal that is specific, owned by the staff member, and connected to the mission.
- Run a collaborative goal-setting conversation rather than a goal-assignment conversation.
- Adjust goals mid-cycle when circumstances change, without losing credibility.

**Reading** — Original brief: “Setting Goals That Motivate in a Funder-Driven Environment” (3 pages, 12 min).

**Exercise** — Draft two goals with — not for — one staff member, and prepare the conversation you will use to set them. (30 min)

## **Module 5 • Feedback That Grows People**

*Released Tuesday, December 1, 2026*

Most managers avoid feedback because the feedback they received was vague, punitive, or delivered a year late in a performance review. This module reframes feedback as a development tool, offers a simple structure for both reinforcing and corrective feedback, and addresses the particular anxiety of giving feedback in mission-driven organizations where everyone is over-committed and under-resourced.

**By the end of this module, participants will be able to:**

- Deliver corrective feedback using a structure that separates observation from interpretation.
- Give reinforcing feedback specific enough that the behaviour can be repeated.
- Respond productively when feedback is met with defensiveness or tears.

**Reading** — Original brief: “Observation, Impact, Request — A Feedback Structure That Works” (3 pages, 12 min).

**Exercise** — Write out one piece of feedback you have been avoiding, using the structure, and rehearse the opening two sentences aloud. (25 min)

## Module 6 • Delegation and Accountability

*Released Tuesday, December 15, 2026*

New managers under-delegate, then over-correct and hand off work without the context or authority to succeed. This module treats delegation as a deliberate act with five decisions attached to it, and connects it to accountability: how to follow up without hovering, and what to do when work comes back late or unfinished.

**By the end of this module, participants will be able to:**

- Match the level of delegated authority to the person and the task.
- Brief a delegated piece of work so that it can actually be completed without you.
- Hold a follow-up conversation when a commitment has been missed.

**Reading** — Original brief: “Five Levels of Delegation” (3 pages, 12 min).

**Exercise** — Choose one task to delegate this month. Complete a one-page delegation brief and set the check-in points before you hand it over. (25 min)

## Module 7 • Coaching and Mentoring Your Staff

*Released Tuesday, January 5, 2027*

Coaching and mentoring can sound like specialist practices reserved for consultants. They are not. This module covers four practices you can use in ordinary conversations to help staff solve their own problems — and the judgment call that matters most: when to coach, when to mentor, and when to simply give a direction.

**By the end of this module, participants will be able to:**

- Use open questions to move a conversation from problem to options.
- Distinguish coaching from mentoring from managing, and choose deliberately between them.
- Recognize the situations in which coaching is the wrong tool.

**Reading** — Original brief: “Four Coaching Practices for Busy Managers” (3 pages, 12 min).

**Exercise** — Run one fifteen-minute coaching conversation with a staff member using the question set, then record what changed for them and for you. (30 min)

## Module 8 • Navigating Difficult Conversations

*Released Tuesday, January 19, 2027*

Underperformance, interpersonal conflict, a values disagreement over campaign strategy, a staff member visibly running out of fuel — the conversations you dread are the ones your team most needs you to have. This module gives you a preparation method and an opening structure that keep a hard conversation from becoming a confrontation.

**By the end of this module, participants will be able to:**

- Prepare a difficult conversation by separating fact from story from need.
- Open the conversation in a way that lowers rather than raises defensiveness.
- Hold your position on a hard issue while staying in relationship with the person.

**Reading** — Original brief: “Preparing for the Conversation You're Dreading” (4 pages including a preparation worksheet, 15 min).

**Exercise** — Complete the preparation worksheet for a conversation you are currently avoiding, and script your first sixty seconds. (30 min)



## Module 9 · Team Building and Group Dynamics

*Released Tuesday, February 2, 2027*

Teams are not built by retreats and icebreakers. This module covers the characteristics that distinguish high-performing teams from groups of talented individuals, how those characteristics are built in the remote and hybrid settings most ENGOs now work in, and the common pitfalls — including well-meant team building that quietly erodes trust.

### **By the end of this module, participants will be able to:**

- Assess your team against the characteristics of high-performing teams.
- Identify the stage of development your team is actually in, rather than the one you hoped for.
- Choose one intervention appropriate to that stage and run it.

**Reading** — Original brief: “Twelve Characteristics of High-Performing Teams” (4 pages including a team assessment, 15 min).

**Exercise** — Complete the team assessment, select the two weakest characteristics, and draft one concrete change to make at your next team meeting. (30 min)

## Module 10 · Managing Across Difference

*Released Tuesday, February 16, 2027*

Environmental organizations are asking hard questions about who is in the room, who is served, and who holds power. Managers are where those questions become daily practice: how meetings run, who gets the stretch assignment, whose ideas get built on. This module is about the management behaviours that make difference an asset rather than a fault line — across culture, generation, lived experience, and the in-office/remote divide.

### **By the end of this module, participants will be able to:**

- Identify where your default management practices advantage some staff over others.
- Run meetings and assign work in a way that distributes voice and opportunity.
- Respond well when a staff member raises a concern about fairness or inclusion.

**Reading** — Original brief: “Inclusion Is a Management Practice, Not a Policy” (4 pages, 15 min).

**Exercise** — Audit your last three team meetings — who spoke, who was interrupted, who was assigned what — and make one change on the basis of what you find. (30 min)

## PART TWO · LEADERSHIP DEVELOPMENT

Modules 11–20 · March – July 2027

### Module 11 · From Management to Leadership

Released Tuesday, March 2, 2027

The second half of the program turns from managing the work to leading people toward something. This module marks the transition: what leadership adds to competent management, why the sector's model of the heroic founder-leader fits almost no one, and what it means to lead from wherever you currently sit in the organization.

**By the end of this module, participants will be able to:**

- Distinguish leadership from management and from formal authority.
- Articulate what you want your leadership to be for.
- Identify the leadership behaviours already available to you at your level.

**Reading —** Original brief: “Leadership, Management and Authority — Three Different Things” (3 pages, 12 min).

**Exercise —** Write a one-paragraph answer to the question “what am I leading toward?” and test it on a trusted colleague. (20 min)

### Module 12 · Authentic Leadership

Released Tuesday, March 16, 2027

The research is clear that authentic leaders are more effective leaders — but authenticity is widely misunderstood as saying whatever you happen to feel. This module covers the four components of authentic leadership, why it matters especially in values-driven organizations, and how self-awareness is developed rather than simply possessed.

**By the end of this module, participants will be able to:**

- Name the four components of authentic leadership and self-assess against each.
- Identify the gap between your stated values and your observable behaviour.
- Adopt one practice for building self-awareness that survives a busy month.

**Reading —** Original brief: “Authentic Leadership — Four Components” with self-assessment (3 pages, 13 min).

**Exercise —** Values-in-practice inventory. List your three most important values and find evidence of each in last month's calendar and decisions. (30 min)

### Module 13 · Transformational Leadership

Released Tuesday, March 30, 2027

Transformational leaders unite people around a shared vision, raising both organizational performance and staff retention. This module covers what transformational leadership consists of in practice — not charisma, but four specific and learnable behaviours — and how it builds on the authentic foundation of the previous module.

**By the end of this module, participants will be able to:**

- Describe the four behaviours of transformational leadership.
- Apply one of them deliberately to a current team challenge.
- Identify the characteristic failure mode of each behaviour.

**Reading** — Original brief: “Transformational Leadership in Practice” (3 pages, 12 min).

**Exercise** — Take one current initiative and rewrite how you have been describing it, using inspirational motivation and individualized consideration on purpose. (25 min)

## **Module 14 • Servant Leadership**

*Released Tuesday, April 13, 2027*

Servant leadership inverts the hierarchy: the leader's job is to make the people doing the work successful. It resonates strongly in the environmental sector, and it is easily misapplied into passivity or self-neglect. This module covers the practices of servant leadership, the evidence for its effect on engagement and turnover, and where its limits are.

**By the end of this module, participants will be able to:**

- Describe the core practices of servant leadership.
- Apply servant-leadership questions to a live resourcing or priority decision.
- Distinguish serving your team from avoiding decisions your team needs you to make.

**Reading** — Original brief: “Servant Leadership and Its Limits” (3 pages, 12 min).

**Exercise** — Ask three staff members: “what is one thing I could remove that is getting in your way?” Then remove one of them. (30 min across the two weeks)

## **Module 15 • Vision and Strategic Direction**

*Released Tuesday, April 27, 2027*

Managers execute the plan; leaders help shape where the plan is going. This module is about developing and communicating direction at any level — for a team, a program or a campaign — and about the particular challenge of holding a thirty-year environmental horizon inside a two-year funding cycle.

**By the end of this module, participants will be able to:**

- Draft a clear direction statement for your team, program or campaign.
- Connect daily work to long-horizon mission in language staff find credible.
- Test a direction with the people who will have to deliver it.

**Reading** — Original brief: “Direction-Setting for Teams and Programs” (3 pages, 12 min).

**Exercise** — Draft a one-page direction statement for your team and list the three behaviours that would have to change if it were real. (30 min)

## **Module 16 • Motivation, Engagement and Sustainable Commitment**

*Released Tuesday, May 11, 2027*

Mission is a powerful motivator and a risky one. Environmental professionals routinely over-give, and a leader who relies on mission alone will burn through their best people. This module covers what actually drives engagement, how to build it deliberately, and how to lead in a way that does not extract commitment faster than it can be replenished.

**By the end of this module, participants will be able to:**

- Identify the drivers of engagement that are genuinely within your control.
- Recognize the early signals of over-commitment in your team.
- Design one team practice that protects sustainable effort.

**Reading** — Original brief: “Mission Motivation and Its Costs” (4 pages, 15 min).

**Exercise** — Hold an engagement conversation with two staff members using the driver framework, and note where your assumptions about what motivates them were wrong. (30 min)

## **Module 17 · Leading Organizational Change**

*Released Tuesday, May 25, 2027*

A new database, a restructured program, an amalgamation, a strategic plan nobody asked for — change is the constant, and most change efforts fail for well-documented reasons. This module covers the practices of effective change leadership and the mistakes that sabotage change, from the position most participants occupy: leading change from the middle rather than from the top.

**By the end of this module, participants will be able to:**

- Diagnose why a past change effort in your organization succeeded or failed.
- Sequence a change you are currently leading.
- Anticipate predictable resistance and respond to it without treating it as disloyalty.

**Reading** — Original brief: “Eight Practices of Effective Change Leaders” (4 pages, 15 min).

**Exercise** — Map a current or upcoming change against the eight practices and identify the two you are skipping. (30 min)

## **Module 18 · Influence Without Authority**

*Released Tuesday, June 8, 2027*

Most of what a manager in the middle needs to accomplish depends on people they do not supervise: peers, senior leadership, board members, volunteers, funders and coalition partners. This module covers how influence is built in those relationships — and how to bring a proposal to your own executive director in a way that gets it a real hearing.

**By the end of this module, participants will be able to:**

- Build a stakeholder map for a change you want to make.
- Frame a proposal in terms of the decision-maker's problem rather than your own.
- Manage upward without becoming either invisible or adversarial.

**Reading** — Original brief: “Influence Without Authority in Nonprofit Organizations” (3 pages, 12 min).

**Exercise** — Map the stakeholders for one thing you want to change, then rewrite your pitch for the single person whose support matters most. (30 min)

## **Module 19 · Sustainable Leadership: Resilience, Boundaries and Burnout**

*Released Tuesday, June 22, 2027*

Burnout in the environmental sector is not a personal failing; it is an occupational hazard of caring about a problem larger than any one organization can solve. This module addresses the leader's own sustainability — boundaries, recovery, and working with the emotional weight of environmental work — as well as what a manager can and cannot do about a team member who is running on empty.

**By the end of this module, participants will be able to:**

- Identify your own early warning signs and the working conditions that produce them.
- Set and hold a boundary without apologizing for it.
- Name what a manager can and cannot do about a staff member's burnout, and where to refer.

**Reading** — Original brief: “Sustainable Leadership in Environmental Work” (4 pages, 15 min).

**Exercise —** Recovery audit. Identify what actually restores you, what you have stopped doing, and one thing you will reinstate this month. (25 min)

## **Module 20 • Your Leadership Practice: Identity and Development Plan**

*Released Tuesday, July 6, 2027*

The final module brings the year together. You will consolidate what you have learned into an articulated leadership identity — how you lead, what you stand for, and what the people around you can count on from you — and build a twelve-month development plan that keeps going after the cohort ends.

**By the end of this module, participants will be able to:**

- Articulate your leadership identity in a form you could say out loud to your team.
- Identify the two capabilities to develop next, and how you will develop them.
- Establish the peer and mentoring relationships that will sustain your development.

**Reading —** Original brief: “Writing Your Leadership Statement” with development plan template (3 pages, 13 min).

**Exercise —** Complete your leadership statement and twelve-month development plan, and bring both to the closing session. (30 min)

## Program Calendar

*All live sessions run 1:00 PM Eastern. Module releases are on Tuesdays; peer coaching sessions are on Wednesdays.*

### Live Sessions

| Date                          | Session                                      |
|-------------------------------|----------------------------------------------|
| Wednesday, September 30, 2026 | Launch Session · 1:00 – 4:00 PM ET           |
| Wednesday, October 28, 2026   | Peer Coaching Session 1 · 1:00 – 2:30 PM ET  |
| Wednesday, November 25, 2026  | Peer Coaching Session 2 · 1:00 – 2:30 PM ET  |
| Wednesday, December 16, 2026  | Peer Coaching Session 3 · 1:00 – 2:30 PM ET  |
| Wednesday, January 27, 2027   | Peer Coaching Session 4 · 1:00 – 2:30 PM ET  |
| Wednesday, February 24, 2027  | Peer Coaching Session 5 · 1:00 – 2:30 PM ET  |
| Wednesday, March 31, 2027     | Peer Coaching Session 6 · 1:00 – 2:30 PM ET  |
| Wednesday, April 28, 2027     | Peer Coaching Session 7 · 1:00 – 2:30 PM ET  |
| Wednesday, May 26, 2027       | Peer Coaching Session 8 · 1:00 – 2:30 PM ET  |
| Wednesday, June 30, 2027      | Peer Coaching Session 9 · 1:00 – 2:30 PM ET  |
| Wednesday, July 14, 2027      | Peer Coaching Session 10 · 1:00 – 2:30 PM ET |
| Thursday, July 29, 2027       | Closing Celebration · 1:00 – 4:00 PM ET      |

### Module Release Schedule

| Release date      | Module                                                  |
|-------------------|---------------------------------------------------------|
| October 6, 2026   | Module 1 — The Manager's Mindset: From Doing to Leading |
| October 20, 2026  | Module 2 — Building Trust in the Workplace              |
| November 3, 2026  | Module 3 — Effective One-on-One Meetings                |
| November 17, 2026 | Module 4 — Collaborative Goal Setting                   |
| December 1, 2026  | Module 5 — Feedback That Grows People                   |
| December 15, 2026 | Module 6 — Delegation and Accountability                |
| January 5, 2027   | Module 7 — Coaching and Mentoring Your Staff            |
| January 19, 2027  | Module 8 — Navigating Difficult Conversations           |
| February 2, 2027  | Module 9 — Team Building and Group Dynamics             |
| February 16, 2027 | Module 10 — Managing Across Difference                  |
| March 2, 2027     | Module 11 — From Management to Leadership               |

| Release date   | Module                                                                 |
|----------------|------------------------------------------------------------------------|
| March 16, 2027 | Module 12 — Authentic Leadership                                       |
| March 30, 2027 | Module 13 — Transformational Leadership                                |
| April 13, 2027 | Module 14 — Servant Leadership                                         |
| April 27, 2027 | Module 15 — Vision and Strategic Direction                             |
| May 11, 2027   | Module 16 — Motivation, Engagement and Sustainable Commitment          |
| May 25, 2027   | Module 17 — Leading Organizational Change                              |
| June 8, 2027   | Module 18 — Influence Without Authority                                |
| June 22, 2027  | Module 19 — Sustainable Leadership: Resilience, Boundaries and Burnout |
| July 6, 2027   | Module 20 — Your Leadership Practice: Identity and Development Plan    |

*Note: there is no module release between December 15 and January 5, giving participants a genuine break over the holidays.*

## Measuring Results

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Evaluation is built into the program from the first week, both to demonstrate impact to funders and to improve the program while it is still running.

- Pre-program baseline survey. Before the launch session, participants complete a self-assessment of their management and leadership confidence, knowledge and skill gaps. This also shapes the emphasis of the first months.
- Post-session check-ins. Short surveys after each monthly peer coaching session capture engagement, feedback on content and delivery, and issues to address in real time.
- Mid-point review. At the six-month mark, a fuller review of progress against the baseline, timed to inform the second half of the curriculum.
- Post-program assessment. A final self-assessment mirroring the baseline, measuring growth in confidence, knowledge and skill across every domain.
- Program debrief. A structured session at the close of the program capturing what worked, what did not, and how the program changed participants' day-to-day practice as managers.
- Certificate of completion. Participants who meet the completion requirements receive a certificate — a formal credential recognizing a year of sustained professional development.

Data gathered through these instruments will inform continuous improvement and support planning for future cohorts. As the program matures, it is intended to expand to serve mid-career managers and to run multiple cohorts in parallel.

## Registration

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|---------------------|-----------------------------------------------------------------------------------|
| <b>Cost</b>         | \$250 per participant                                                             |
| <b>Eligibility</b>  | Staff of Canadian environmental non-governmental organizations                    |
| <b>Cohort size</b>  | 25 participants                                                                   |
| <b>Registration</b> | First come, first served — the first 25 eligible registrants who pay are enrolled |
| <b>Inquiries</b>    | info@sustainabilitynetwork.ca                                                     |

Because the value of this program depends on a stable group that builds trust over ten months, we ask participants to register only with their supervisor's support and a genuine intention to complete the full program.

## About the Instructor

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### MIKHAEL BORNSTEIN, MA, CFRE

Mikhael Bornstein is a speaker, facilitator and instructor specializing in nonprofit leadership and management. He delivers workshops and training for nonprofit leaders across Canada, with a consistent focus on practical tools that can be used in the workplace the same week they are taught.



Mikhael has more than twenty-five years of experience as a nonprofit leader, having worked across the arts, health, social service and education sectors. He teaches leadership and nonprofit management at George Brown College, Toronto Metropolitan University and Fleming College Toronto, and has designed and delivered customized leadership and management training for organizations including the David Suzuki Foundation and the Toronto and Region Conservation Authority. He is a regular presenter of leadership webinars for the Sustainability Network.

He is an AFP Master Trainer and a frequent speaker at conferences across North America. He holds a Master of Arts in Leadership from Royal Roads University and a Bachelor of Commerce from Toronto Metropolitan University, and he holds the CFRE designation.

*More about Mikhael's work: [www.thephilanthropicleader.com](http://www.thephilanthropicleader.com)*