CNAM Leadership in Asset Management Program – Cohort 3

Course Syllabus

Background

The program is intended to fill a niche in the Canadian asset management training ecosystem by addressing the human and organizational challenges of leadership during various stages of Asset Management maturity. It complements—rather than competes with—national programs and communities of practice.

Program Overview

The CNAM Leadership in Asset Management Program is a cohort-based professional development experience focused on building the leadership, communication, and change management capacity of asset management professionals.

Structured over two semesters, the program blends strategic thinking with practical tools to address the real-world challenges of leading AM practice and culture within public-sector organizations. Participants will explore how to lead effectively at different levels of organizational maturity and influence, using the CNAM Competency Framework (AMCF), ISO 55000, IIMM, and IAM as reference points.

Core to the experience is an emphasis on collaborative learning, reflective leadership, and real-world application through a final capstone project.

Program Objectives

- Advance leadership skills through a certificate program to help employers and peers recognize leadership potential and readiness.
- Bridge the leadership gap by developing emerging leaders who can guide Asset Management initiatives and enable succession planning across the sector.
- Apply proven leadership approaches to the unique challenges of asset management in public sector environments.
- Integrate leadership and technical Asset Management skills to build well-rounded professionals capable of delivering meaningful asset management outcomes.

Eligibility & Target Participants

This program is designed for:

- Practitioners with a baseline understanding of asset management, who are now taking on or aspiring to leadership and enabling roles in their organizations.
- Participants who have completed an asset management certification (e.g., MAMP, NAMS, IAM) or have equivalent practical experience (3+ years in AM roles).
- A combo cohort model, with a mix of new and seasoned professionals, including:
    - Leaders from across the organization (e.g., operations, engineering, finance, planning, IT, etc.)
    - Technical AM practitioners ready to grow into strategic roles
    - Emerging leaders and early-career professionals.

Program Delivery & Schedule (Cohort 2)

Semester 1 (September to November 2026)

- **September 15 and 17 (12pm ET to 3:30pm ET)**

Course 101: Vision, Direction & Goals

Introduction of leadership fundamentals including leadership styles, participants will discover opportunities to lead regardless of your position, be introduced to tools and standards, including introduction to the Asset Management Competency Framework (AMCF). Understanding the relevance of underpinning leadership with a shared vision, defining clear objectives, evaluating your program and measuring performance. What does success actually look like?

- **October 20 and 22 (12pm ET to 3:30pm ET)**

Course 102: Building Culture & Enabling Change

What does it mean to have a “culture of Asset Management”? Discover applying fundamentals of change management in an Asset Management context, how to find your champion(s), the benefits of an Asset Management Steering Committee and other cross-functional team approaches. Participants will explore alignment and integration of Asset Management principles and practices into your organization, with insights on the windows of opportunity to move forward and strategies to customize “best practice” to your organizational culture, practices and requirements. Strategies to reinforce, sustain and continuously advance the adoption of asset management.

- **November 17 and 19 (12pm ET to 3:30pm ET)**

Course 103: Communication and Relationship Building

This course will introduce communication techniques that participants will practice and apply throughout the program, building confidence in spoken and written communication. Communicating effectively requires a clear understanding of the audience for the message and how different audiences may require different messaging and using different channels. How do we as leaders communicate the results and impacts of the Asset Management program? How do we communicate progress when it's not always visible? Develop your personal communication toolbox for informing and engaging various audiences. Participants will explore communication approaches across different levels of the organization as well as external communication in the important leadership skill of relationship building.

Semester 2 (January to April 2027)

- **January 19 and 21 (12pm ET to 3:30pm ET)**

Course 201: Governance & Decision-Making

Reflecting on your organization's current governance model, discover how you can work effectively within the governance model to achieve the organization's objectives. Discover how the power of delegating can support decision-making at multiple levels of the organization. How to empower sound and evidence-based decision-making (staff, leadership, executive, elected officials/board) and identifying the data and processes required to support decision-making.

- **February 9 and 11 (12pm ET to 3:30pm ET)**

Course 202: Using Information in Decision-Making and Reporting

This course builds on governance & decision-making (Course 201), looking at where to find information and how to use it in decision-making. It's not that we don't have enough data, it's about finding the information that is generated by the data and telling the story, seeing the trends and highlighting what questions to ask and where to focus. Participants will explore data visualization and dashboards in reporting.

- **March 16 and 18 (12pm ET to 3:30pm ET)**

Course 203: Building Competency & Capacity

As the program wraps up, participants will look at strategies going forward to apply the learnings with their teams across their own organization. Reviewing definitions of capacity, competency and capabilities, participants will reflect on competencies in self and competencies in others, reflecting on the Asset Management Competency Framework (AMCF) and the assessment of organizational maturity. How to transform individual knowledge into organizational capability?

Review use of coaching, mentoring, training and other tools to build competency and organizational capacity.

- **April 27 and 29 (12pm ET to 3:30pm ET)**

Presentation of Capstone Projects

Participants working in small groups will apply course learnings to a real-world Asset Management leadership challenge in their capstone projects.

Learning Objectives

These objectives aim to equip participants with the skills and knowledge necessary to become effective Asset Management leaders in their organizations. These objectives are designed to provide a comprehensive foundation for developing leadership capabilities, enabling participants to lead effectively in various organizational contexts.

1. **Applying Leadership Styles:** Participants will be able to identify and differentiate between various leadership styles, such as transformational, transactional, and situational leadership, and apply them effectively in different scenarios.
2. **Effective Communication:** Participants will develop skills to communicate clearly and persuasively, both verbally and non-verbally, to inspire and motivate their teams and effectively communicating to different audiences.
3. **Collaborative Decision-Making**: Participants will learn techniques for creating a collaborative environment for informed decision-making that occurs at multiple levels in the organization, considering both short-term and long-term impacts.
4. **Vision and Strategic Thinking:** Participants will learn how to create and communicate a compelling vision with clear outcomes for asset management within their organization and set achievable goals that align with the organization's strategic direction.
5. **Team Building:** Participants will explore building cross-functional teams to advance asset management and build competencies across the organization.
6. **Change Management:** Participants will learn how to apply the principles of change management to support effective adoption and sustainment of asset management programs in their organizations.
7. **Self-Reflection and Continuous Improvement:** Participants will engage in self-reflection to assess their leadership strengths and areas for improvement and develop a personal action plan for continuous growth.
8. **Building Trust and Credibility:** Participants will explore ways to build trust and credibility with their teams and interested parties/engagement partners through consistent actions and transparent communication.

9. **Networking and Relationship Building:** Participants will understand the importance of networking and learn how to build and maintain professional relationships that benefit both their teams and their own career development.
10. **Innovation and Creativity:** Participants will explore ways to foster a culture of innovation and creativity within their teams, encouraging new ideas and approaches to problem-solving.

Program Details

- **Program Duration:** September 2026 to April 2027
- **Cohort Size:** 14 to 20 participants
- **Format:** Virtual (live sessions, self-directed work, peer learning)
- **Time Commitment:** 70 hours, including 7 hours in-class sessions for each course (42 hours) plus 3 hours per course for assignments and reading (18 hours) and capstone project (10 hours).
- **Fee:** $2,300 per participant
- **Credential:** CNAM Certificate of Leadership in Asset Management
- **Recognition:** Certificates presented at completion of program

Dates for in-class sessions are subject to change (with notice).