



And you'll be in good company...

The following is a sampling of the more than twenty-thousand organizations that have sponsored participants at our public seminars and workshops:

General Motors	Bristol-Myers Squibb	Beatrice Foods	FBI	Princeton University
Ford Motor Company	AT&T	Eastman Kodak	RCMP	Tulane University
Mercedes-Benz	Sprint	Dupont	US Army	U of Alberta
Rolls-Royce	MCI	General Electric	US Navy	UBC
IBM	Exxon	General Dynamics	USAF	U of Saskatchewan
Xerox	Chevron	General Mills	Canadian DND	U of Manitoba
Intel	Mobil Oil	Dun & Bradstreet	All Provincial Governments	U of Toronto
Boeing	Union Gas	Levi Strauss	US Congress	Western University
Lockheed	Shell	Lever Brothers	NASA	McGill University
McDonnell-Douglas	Gulf	L.L. Bean	Supreme Court of Canada	Dalhousie University
Hughes	ARCO	Kraft	Assembly of First Nations	Queen's University
Rockwell International	Imperial Oil	Nabisco	Indian Tribes of Alaska	McMaster University
Disney	Petro-Canada	Dow Jones	Deni Nation	York University
Universal Studios	Texaco	Marks & Spencer	Mohawk Council of	U of P.E.I.
NBC	Amoco Canada	Price Waterhouse	Kahnawake	U of Manitoba
CBS	Irving Oil	Government of USA	Samson Cree Nation	N.A.I.T.
CBC	Telus	Government of Canada	Assembly of Manitoba Chiefs	S.A.I.T.
Coca-Cola	Harley-Davidson	Government of Sweden	MIT	City of Vancouver
Pepsico	House of Seagram	Government of Uganda	University of California	City of Toronto
Procter & Gamble	Bank of America	Government of Kuwait	Johns Hopkins University	City of Edmonton
Motorola	Polaroid	CIA	UC Berkeley	City of Calgary

A few comments from past participants

"This course is a must for any manager who has to survive in an environment of change. The techniques learned will be of immediate benefit and contribute to my long-term personal and professional goals."

— F.K. Fitzsimmons, Ontario Hydro

"Excellent—A wealth of information that I know I can apply as a peace officer, both on the street and in the office - Thank-you."

— Jim Lechner, RCMP

"Insightful. My expectation was to gain a broader perspective on managing myself and my employees. The course definitely gave me this perspective."

— Terry Milburn, Gilead Alberta

"A must for those individuals in middle and upper management. I know my management skills will change due to this course."

— David Iwaskow, IGL Canada (Western) Ltd.

"All areas and subjects were well presented and entertaining. The memory topic was both rewarding and fascinating. All group sessions were a great way to get other's perspective on human resources."

— Karen Farrier, Lakeland University

"Mr. Douglas was amazing. He has an excellent ability to engage his audience, his theories and systems for memory enhancement work! I loved the course."

— Christine Skjerven, Government of Alberta

Dr. Paul A. Douglas

Paul Douglas is an internationally acclaimed speaker and consultant to scores of major corporations, universities and governments. He has authored seven books and scores of articles on management and leadership. His unique and effective approach to leadership training emphasizing the "people skills" of good management as well as strategic excellence has benefited thousands of leaders in the private and the public sector. He is a Certified Management Consultant (CMC) and holds a Bachelor of Commerce (B.Com.) and Master of Business Administration (MBA) degree from the University of Alberta where he taught in the Faculty of Business. He also has a doctorate (Ph.D.) in business administration and organizational psychology. Most importantly, the insights and practical techniques he presents come from the real world, immediately you will feel at ease with Paul — he communicates with wit, warmth and enthusiasm.

Thomas E. Douglas

Tom Douglas has been featured in various public seminars throughout the country for several years and has also acted as a consultant to numerous individuals and Fortune 500 companies. Tom's keen understanding of organizational behaviour and wealth of real-world experience further enhances P.A. Douglas' acclaimed training programs. In addition, Tom has earned degrees in psychology (BA), business administration (MBA), and is an experienced team leader and project manager who holds the project management certification (PMP). Tom's passion for the focal topics, together with a sensible and approachable manner, will reach participants at all levels.

Faculty



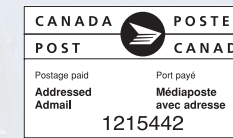
THE 27th ANNUAL

BANFF Management Course

Leadership skills for those that manage in the middle.

THE FAIRMONT BANFF SPRINGS • BANFF, ALBERTA

REGISTER NOW: (780) 444-8000



DATES AND LOCATIONS

October 25th - 28th, 2016
The Fairmont Banff Springs
Banff, Alberta

March 21st - 24th, 2017
The Fairmont Banff Springs
Banff, Alberta

REGISTER NOW:



P.A. Douglas & Associates Inc.
Management Development



The Banff Management Course

Canada's highest rated, most comprehensive and longest running seminar for managers, supervisors and team leaders



SPRING
March 21st - 24th, 2017
The Fairmont Banff Springs
Banff, Alberta

FALL
October 25th - 28th, 2016
The Fairmont Banff Springs
Banff, Alberta

Lead by Paul A. Douglas MBA, CMC, Ph.D.

The Banff Management Course

Make 2016 the year you experience the Douglas Difference!

To be effective, today's manager must get the best possible performance from subordinates, control conflict and know how to delegate, not only work, but responsibility. Additionally, the successful manager must demonstrate expertise in strategic planning and organization, and must have possession of those skills and qualities that afford control in a stressful and changing environment. In short, the effective manager must be able to manage people, resources and self!

This carefully tailored, pragmatic course will deliver the tools and knowledge you need to be more effective in both your professional and personal life. You will improve your communication skills at all levels and will form winning strategies for dealing with different and sometimes difficult people. You will adopt effective strategies for influencing others and thereby improve workplace relationships with colleagues, subordinates and senior management.

You will improve your memory skills to a remarkable degree; enabling you to deliver speeches and conduct interviews and presentations without the need nor desire for written notes and you will improve incredibly your ability to remember names and faces, dates, and appointments. You will learn to manage projects, priorities and deadlines while maintaining a stress-free work environment. In short, at this intensive program you will develop the essential skills of highly effective leaders.

Benefits

- Master the vital management skills you need to succeed and thrive
- Acquire the skills to deal with conflicts and challenge your staff
- Understand what it takes to create a high-performance team
- Develop self-awareness - your style, strengths and weaknesses
- Learn how to deliver speeches and conduct interviews and presentations without the need for notes
- Develop strategies for preventing, reducing, and managing stress
- Understand the laws of persuasion: effectively influencing others
- Learn how to empower yourself and your staff
- Understand and adjust your management style to resolve conflicts more effectively in a wide variety of situations
- Learn how to avoid the manipulative time tactics of others
- Reduce conflict and achieve greater team synergy
- Raise morale and inspire your staff to take initiative
- Cope more effectively with different and sometimes difficult people
- Enhance your leadership abilities and reach your full potential

First-Class Accommodation Included

Situated amongst the snow-capped peaks of the Canadian Rockies, the five-star Fairmont Banff Springs Hotel stands as a world-renowned symbol of Canadian hospitality. Its blend of opulence and seclusion has been an emblem of Rocky Mountain majesty for more than a hundred years. On property there is a world-class 27 hole golf course, fifty shops and boutiques, tennis courts, several swimming pools, numerous bars, bistros, and restaurants as well as Willow Stream, an outstanding European Style Health Spa.



REGISTER NOW: www.banffcourse.com



P.A. Douglas & Associates



P.A. Douglas & Associates Inc.
Management Development

Effectively Leading Others, Successfully Managing Yourself

In today's competitive and challenging workplace there is absolutely no substitute for knowledge and skill. Manager, director, supervisor, chief, team leader--no matter what your official title is, you are expected to get the job done through others and that's no mean feat! Your continuing success depends upon your abilities as a delegator, coach, motivator, as well as time and project manager.

For over 40 years, our seminars have been teaching those skills to people just like you, and whether you've been leading and managing for years, or you're looking forward to that promotion into management, the Banff Management Course will provide you with the competencies critical to solid work relationships—and career success.

Course Schedule

Seminar registration will take place between 4:00 p.m. and 5:00 p.m. on the day of your arrival. The seminar itself will begin at 5:00 p.m. with the welcome and introductory session followed by a hosted reception. On the second day of the program, the morning session will run from 9:00 a.m. to 12:00 p.m. A buffet luncheon will be provided and the afternoon session will begin at 1:30 p.m. and conclude at 4:00 p.m. On day three, the morning session will begin at 9:00 a.m. and conclude at 12:00 p.m. In the afternoon, participants will enjoy a recess. This free time will afford participants an opportunity to enjoy the beauty of Banff and the Rockies as well as the many hotel facilities during daylight hours. An evening session will take place between 6:00 p.m. and 8:45 p.m. On the fourth day of the program the seminar will run from 9:00 a.m. until 12:00 p.m. at which time the course will officially conclude. Refreshment breaks will, of course, be provided throughout the seminar. Continental breakfast will be served before each morning session.

REGISTER NOW
www.banffcourse.com

Who Should Attend

This program is ideally suited to managers, directors, supervisors, and others in both the private and public sectors, with management responsibilities, whose success depends on managing people successfully through clear communication, conflict-management and a commitment to shared goals; as well as those who would benefit from enhanced self-management skills—time-management, stress management and memory improvement.

Where and When

October 25th - 28th, 2016
The Fairmont Banff Springs
Banff, Alberta

March 21st - 24th, 2017
The Fairmont Banff Springs
Banff, Alberta

THE DOUGLAS DIFFERENCE



1. Canada's Highest Rated and Longest Running Management Program: For more than forty years, we have worked closely with HR professionals executives and managers, directors and supervisors to ensure the Banff Management Course meets the rigorous needs of today's leaders. It is from this dialogue and extensive experience that we have crafted this program. Our focus is on the ability to function more effectively and collaboratively both vertically with senior management as well as horizontally across the broader organization and management team. The praise the Banff Management Course has received over the past forty plus years reflects the persistent research and subsequent revision which ensures that the content is at the cutting edge.

2. This is a Professionally Certified Course: We use the university standard, all our courses are taught by qualified faculty not scripted presenters or motivational speakers. All of our faculty members hold, as a minimum, a Master's Degree from a fully accredited university and one or more professional qualifications, (Ph.D., CMC, LL.B., PMP, etc.) As well, our faculty members also have at least 12 years' experience in their field of expertise. Upon successful completion of the course you will be awarded the MBA Skills for Professional Managers certification, a valuable addition to your resume. As well, being certified, in addition to your frameable certificate of completion, you will receive 2.2 continuing education units (CEUs)



3. Canadian Content Unique differences in Canadian corporate culture, health care, education, the public sector and the contribution of First Nations people's impact on our organizations and the roles we play within them. Our courses are uniquely Canadian. The cases, materials and faculty are proudly Canadian.

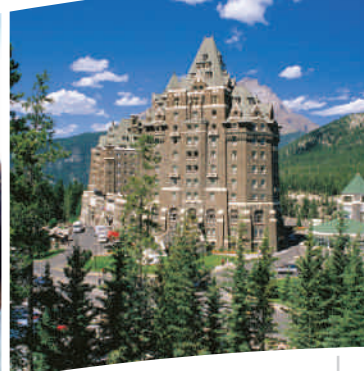
With training budgets stretched tightly today, it is important you obtain the very best training available today. The Banff Management Course is a comprehensive and intensive program designed to explore and develop the intellectual, organizational and interpersonal abilities of each participant. Five essential qualities make the difference:



4. A Truly Limited Enrollment Program This is NOT a conference in which you will be crammed into a ballroom with hundreds of others, to listen to a bevy of motivational speakers and be lectured to. Nor will you be forced to engage in skits, line-dancing or other nonsense. Our programs are content rich, practical educational workshops in which practical and meaningful skills are taught. We know your time is valuable, therefore rather than endless group discussions and navel-gazing, you will leave this carefully tailored, content rich program with NEW concrete skills that will immediately enhance your management, organizational and interpersonal skills.

5. Five-Star Accommodation INCLUDED One of the greatest benefits of attending a truly limited enrolment residential program comes from the networking and camaraderie that takes place outside of the educational sessions. It is for this reason that, unlike other courses, where participants must find their own accommodations, arrange their own meals etc., at The Banff Management Course everyone is under the same roof. Your course fee includes your tuition, accommodation (room & taxes) breakfast each day, a hosted bar and social mixer, refreshments, comprehensive materials package - program workbook and manual, individual Multidimensional Inventory & Normative Diagnoses (iMind2) as well as an individual password for online materials to assist you after program is finished

REGISTER NOW: www.banffcourse.com



Managing Yourself

Success in your present and future management responsibilities is dependent on a number of self-management skills. By improving your skills at strategic execution - managing projects, priorities and deadlines more effectively, while deflecting job-related stress, and developing your memory and concentration, you will gain a deeper sense of satisfaction and accomplishment. Specifically, at the Banff Management Course you will learn how to:

- Identify your "Primary Time Style" and how to make it work for you
- Learn to handle the three types of events that erode your effectiveness - the unimportant task, the unexpected task and other people's priorities
- Effectively prioritize your time and activities
- Improve concentration and efficiency
- Develop behaviours to help you stay energized and engaged
- Improve remarkably your ability to remember names and faces
- Learn how to deliver speeches and presentations without the need for notes.
- Develop strategies for preventing, reducing, and managing stress
- Recognize and deal with "Type A" behaviour
- Double your productivity without doubling your stress
- Lose your fear of "Kinehora" and improve your self-esteem
- Enhance your professional image
- Autogenic exercises you can use anywhere
- How to evoke the relaxation response
- What we can learn from Adams, Monroe, Prinze and Prior
- Develop laser-like focus and concentration
- Cure absentmindedness forever
- Plan, organize and control projects of any size
- Understanding the difficulties inherent in project management
- Solve project problems effectively and in a timely manner

Leading Others

The most frustrating limitations placed upon you as a manager have little to do with your technical abilities; rather the most trying aspects of your work often involves dealing with people. To be really effective in dealing with others, you must perfect your ability to:

- Find out what people need and expect from a leader
- Inspire your staff to take greater initiative
- Discover your unique behavioural style
- Achieve greater team synergy and effectiveness
- Win cooperation and trust, energizing your people to excel
- "Map" difficult people to gain insight into what makes them tick
- Cope with different and sometimes difficult team members
- Implement strategies for effectively responding to conflict
- Improve difficult interviews with the nine-step coaching model
- Conduct crisp, successful interviews
- Deal with interpersonal problems that threaten team cohesiveness
- Acquire new tips for stopping the "Tough Guy" cold
- Cope successfully with complainers and those who will not communicate
- Uncover your strengths as a coach
- Select motivators based on individual needs
- Conduct a successful disciplinary interview
- Dealing with employees who bring their personal problems to the office
- Put an end to reverse delegation: The 4 steps
- Learn influence strategies for turning resistance into agreement
- Develop relationship strategies that lead to recognition and advancement
- Deal with snipers and those who use innuendo and under-the-breath remarks to hurt
- Diffuse volatile situations while influencing others
- Learn forty tips for successfully working with others as part of a team
- Develop your leadership style to improve the health and effectiveness of the organization
- Tools for energising individuals, teams and organisations
- Get more people to like you!

At the Banff Management Course you will gain valuable new insights into dealing more effectively with subordinates, colleagues, bosses and clients — even when they are at their worst!



THE 27th ANNUAL
BANFF MANAGEMENT COURSE
EFFECTIVELY LEADING OTHERS, SUCCESSFULLY MANAGING YOURSELF

Improving Managerial Effectiveness

As a manager, your success is not measured solely by your individual contribution, but by how well you get work done with and through others. The most successful leaders are those with the best people skills, especially during difficult situations. Poor interpersonal skills routinely thwart managers who are otherwise technically competent. In order to succeed, you must be fully engaged with the individuals who make up their organization. At this important session you will develop the skills every manager must have in order to achieve team synergy and effectiveness. You will develop a proactive approach to meeting complex challenges, taking your management skills to a higher level of proficiency. You will develop your natural leadership ability to spark passion in others. You will develop the crucial management tools required to fully lead and motivate your team.

- Develop your leadership style to gain commitment from your staff
- Manage up the ladder—tips for communicating with your boss and other executives
- Differentiate between leadership and management
- Apply executive skills to improve team performance
- Establish communication channels that build trust
- Anticipate and resolve conflict situations
- Learn what teams really need from their leaders
- Identify the manager's role as an agent of change
- Motivate your people
- Select motivators based on individual needs
- Identify appropriate intrinsic and extrinsic motivators
- Anticipate and resolve conflict situations
- Deal with interpersonal problems that can threaten team cohesiveness
- Proactively deal with personality conflicts
- Conduct a successful disciplinary interview
- Learn how to interview when the goal is information
- Dealing with employees who bring their personal problems into the office
- Implement the nine-step coaching discussion model
- Discover how to minimize interpersonal conflict and foster teamwork
- Differentiate between a team and a workgroup
- Develop strategies for improving team effectiveness

Memory for Management

To master your memory is to invite success in business, in education and in your relationships. A trained memory is an absolute necessity in today's competitive work environment. In your business or professional life as well as in your social life the ability to remember names and faces, appointments, numerical data and what you read is of immeasurable importance. Past participants say that learning how to deliver speeches and presentations without the need for notes was in itself well worth the cost of this seminar. At this remarkable session, Dr. Douglas will teach you how to:

- Apply the proven 7 step system for remembering names and faces
- Become a confident, masterful public speaker
- Remember numbers without time-consuming repetition
- Conduct better interviews without notes
- Increase your earning power and get faster promotions
- Develop memory techniques that minimize "stage fright"
- Forget your daily planner - File your weekly appointments in your mind
- File telephone numbers, appointments and other data right in your head
- Develop laser-like focus and concentration
- Remember anniversaries and historical dates with ease
- Make a more powerful impression at meetings and presentations
- Razor-sharpen your business edge: Remembering prices, financial data, stock quotes, etc.
- Utilize the "Memory Matrix" for spatial association
- Remember the names of hundreds of associates, clients or acquaintances without ever having to refer to your PDA or rolodex
- Enhance your image as a professional
- Cure absentmindedness forever!

STRATEGIC EXECUTION: Beyond Time-Management

Every day, you're judged by your capacity to manage projects, priorities and deadlines. Your ability to execute plans and projects effectively and on time is critical to your success. At this essential session, you will develop the understanding, skills, and confidence required to put your personal and organizational strategies into action. As well, you will learn how to identify and deal successfully with the urgent task, the unimportant task and other people's priorities; specifically you will develop your ability to:

- Pinpoint where you need to take action
- Recognize the deadliest trap busy managers fall into and how to avoid them
- Identify the strengths and weaknesses of your individual Time-Style
- Plot your day's work: Determine what's urgent, what's not, and what can wait
- Implement personal planning techniques that minimize " firefighting"
- Deal effectively with upward delegation: Napoleon meets the monkey
- Recognize the myth of multitasking
- Avoid the trap of using urgency as the tie-breaker between competing priorities
- Put an end to reverse delegation: The 4 steps
- Recognize and manage your tendency toward perfectionism
- Focus your efforts on what is most important based on your role and responsibilities
- Nixon vs. Kennedy: the Pareto Principle
- Perform better when juggling people, paper, and priorities
- Preserve your "Prime Time"
- Analyze the sources and impact of workplace chaos
- Develop five new ways to handle interruptions effectively
- TIMESTYLE: What it means for increased personal effectiveness
- Avoid the manipulative time-tactics of others
- Meetings bloody meetings: Identifying their true cost
- The most important question you should answer before ever having a meeting
- Identify the ten essential steps in conducting a successful meeting
- Examine the new time-management technologies
- Enhance your ability to act more proactively and with greater independence
- Never say, "I don't have time" again

Reducing Stress and its Effects

Stress has been called the "disease of the twenty-first century." Unquestionably the next decade will bring with it continued change, increased challenges, and cumulative chaos! The pressure of doing more with fewer resources and tighter timelines will only intensify. Paradoxically, stress can be either "the spice of life or the kiss of death." The critical difference between positive and negative stress lies in the way we perceive and deal with each stressful situation - in short, the way we cope! At this important session you will come to recognize the sources, symptoms and effects of stress and will develop strategies for effectively preventing, reducing, and managing stress.

- Recognize your stress symptoms and create strategies to reduce them
- Gain an understanding of what causes your stress
- Learn to keep your cool and stay motivated even in the most heated moments
- The role and impact of change on stress
- Learn to turn stress into personal energy
- How to recognize and deal with "Type A" behaviour
- Role-Stress: Understanding the personal/professional dichotomy
- Three life enriching ways to reduce stress and its effects
- Examine your conflict management style
- Unfounded attitudes, opinions, and irrational beliefs that increase stress
- Five common manifestations of low self-esteem
- Losing your fear of "Kinehora"
- What we can learn from Adams, Monroe, Prinze and Prior
- Ten proven ways to enhance self-esteem
- Relaxation and meditation techniques that really work
- Autogenic exercises you can use anywhere
- How to evoke the relaxation response

INFLUENCE: Getting Results with People

Whether you're interacting with colleagues, subordinates or senior management; gaining respect and cultivating influence are absolutely essential to your success and effectiveness. Improve workplace and team relationships; specifically you will learn how to:

- Understand the person you are hoping to influence
- Establish instant trust and rapport with others
- Analyze your personal Behavioural Styles Profile
- Adapt your behavioural style to the person you are dealing with
- Understand the role behavioural patterns play in influencing others
- Recognize the major behavioural patterns that exist in organizations
- Cope with different and sometimes difficult people
- "Map" difficult people to gain insight into what makes them tick
- Learn influence strategies for turning resistance into agreement
- Deal with negativity in the work place
- Develop the five communication techniques of all successful managers
- Express yourself so you will be listened to
- Develop relationship strategies that lead to recognition and advancement
- Adapt your individual style to those with differing styles
- Get greater results from hard to handle staff
- Acquire new tips for stopping the "Tough Guy" cold
- Deal with touchy people who take things personally
- Cope with negative people, excuse-makers and blamers
- Cope with Super-Agreeables who just tell you what they think you want to hear
- Deal with snipers and those who use innuendo and under-the-breath remarks to hurt
- Cope with those who just want to hear themselves speak
- Identify what really triggers difficult people to behave inappropriately
- Develop conflict management techniques for dealing with the entire range of difficult personalities
- Diffuse volatile situations
- Bad attitude or strong opinion? How to know when someone, "crosses the line"
- Apply negotiation techniques that promote win-win outcomes
- Deal successfully with sarcasm, put-downs and hostile aggressive individuals
- Enable behavioural style differences to work for you and not against you
- Cope successfully with complainers and those who will not communicate
- Learn new methods for minimizing interpersonal conflicts
- Forty tips for successfully working with others as part of a team
- Learn to work through conflict situations while influencing others
- Get more people to like you

ENROLLMENT IS STRICTLY LIMITED - PLEASE APPLY EARLY

www.banffcourse.com

