

**BANFF
MANAGEMENT
COURSE**



**P A Douglas
and Associates**
Leadership Education

The Douglas Difference



With professional development budgets stretched tightly today, it is important that you obtain the best training available. For fifty years, the *Banff Management Course* has been recognized as the gold standard in leadership and management development.

1. The Most Comprehensive and Longest Running Leadership and Management Development Program

For five decades, we have worked closely with HR departments, managers and other stakeholders to ensure that our courses meet and exceed the rigorous needs of our participants. It is from this extensive experience that we have meticulously crafted our program. The praise the Banff Management Course has received reflects the persistent research and subsequent revision which ensures that the program is at the cutting edge.

2. A Truly Limited Enrollment Seminar

We know your time is valuable, that is why 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. The Banff Management Course is a content-rich, practical educational experience in which the communication is “two-way” and real, concrete skills are taught. At this course you are a participant not an audience member. You will leave this carefully tailored program with NEW practical skills that will immediately enhance your management, organizational and interpersonal skills.

And you'll be in good company...

Here are some of the more than twenty-thousand organizations that have sponsored participants at our public seminars:



3. Highly Qualified Faculty

We use the University standard. All of our courses are taught by academically qualified faculty - not scripted presenters. Knowledgeable and entertaining speakers, our faculty members hold at least a Master's Degree from a fully accredited university and one or more professional qualifications, (Ph.D., CMC, PMP, etc.). Our team members also have on average 15 years' experience providing professional management training.

4. First-Class Accommodation Included

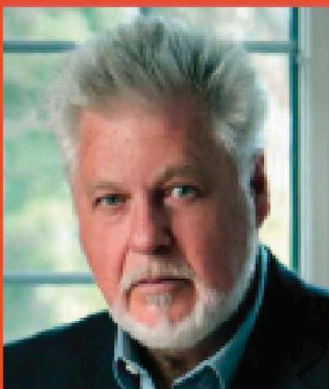
One of the greatest benefits of attending a truly limited enrollment residential program comes from the networking and camaraderie that takes place outside of the educational sessions. It is for this reason that, unlike other courses, where participants must arrange their own accommodation, at this seminar we provide and include your hotel accommodation so that everyone is under the same roof. This course provides a unique opportunity to get away from things, expand your management and leadership skills and renew your spirit in a magnificent setting.

5. Uniquely Canadian Content

Real differences exist between American and Canadian corporate cultures as well as the role of our public sector and the unique impact and contributions of First Nations on our organizations and the roles we play within them. This course reflects who we are as Canadians - diverse and inclusive.

Personally Directed By: Dr. Paul A. Douglas

The 2023 Banff Management Course will be personally led by Paul A. Douglas, Ph.D., an internationally acclaimed speaker and consultant to scores of major corporations, universities and governments. Dr. Douglas' primary expertise is leadership, influence and critical thinking. He has written over a dozen books, including *Critical Thinking and Influential Leadership*. He is a Certified Management Consultant (CMC). He holds a Bachelor of Commerce (B.Com.) and Master of Business Administrative (MBA) degrees from the University of Alberta, where he taught in the Faculty of Business. He also has a doctorate (Ph.D.) in business administration, with a specialty in organizational theory and behaviour. 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.



Leadership is an action, not a position.

At *The Banff Management Course* you will focus on developing the essential traits and characteristics of the transformational leader, thereby helping you confidently make the shift from managing to leading.

You will foster the skills needed to drive performance, orchestrate change and develop your team. You will learn how to manage conflict more effectively and greatly improve your ability deal effectively with different and sometimes difficult people.

You will expand your interpersonal and influence skills, thus becoming a more skilled and respected leader and you will refine your critical thinking, learning to approach decision-making from a sound, logical framework. In short, you will learn to manage people, resources and self!

COURSE SCHEDULE

Day One

Seminar registration will take place in the foyer 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 a welcome and introductory session. Course materials will be distributed at this session and participants will be assigned to self-directed work groups. Following this one hour session, a reception and hosted bar will take place. This is a great kickoff to a great course and provides an opportunity to meet both the faculty as well as other participants.

Day Two

Continental breakfast will be served between 8:00 a.m. and 9:00 a.m. On the second day of the program, the morning session will run from 9:00 a.m. until 12:00 p.m. A refreshment break will take place at approximately 10:30 a.m. A buffet luncheon will be served between 12:00 p.m. and 1:30 p.m. The afternoon session will begin at 1:30 p.m. and conclude at 4:15 p.m. with a mid-afternoon refreshment break.

Day Three

Continental breakfast will be served between 8:00 a.m. and 9:00 a.m. On day three the morning session will run from 9:00 a.m. until noon with a refreshment break to take place at approximately 10:30 a.m. In the afternoon participants will enjoy a recess. This free time will afford participants an opportunity to enjoy the many area attractions as well as the first class recreational facilities at the host properties during daylight hours. An evening session will take place between 6:00 p.m. and 8:45 p.m. Refreshments will be served at 7:00 p.m.

Day Four

Continental breakfast will be served between 8:00 a.m. and 9:00 a.m. On the fourth and final day of the program, the seminar will begin at 9:00 a.m. and conclude at Noon. with a refreshment break at 10:15 a.m.



Fairmont
BANFF SPRINGS

BANFF

Situated amongst the peaks of the Rockies, the Fairmont Banff Springs stands as a world-renowned symbol of legendary Canadian hospitality. It's blend of opulence and seclusion has been an emblem of mountain majesty for more than a hundred years. Perhaps Canada's finest 5-Star hotel, the "Castle in the Rockies" stands as a landmark in the picturesque town of Banff, Alberta.



“

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

- Jim Lechner, R.C.M.P.

OBJECTIVES

Leadership is an action, not a position. Research indicates that leaders are “mostly made.” This means that while some aspects of leadership come more naturally to some than others, the majority of leadership qualities can be learned.

This course focuses on developing the essential characteristics of the transformational leader. In this comprehensive course, you will develop interpersonal and influence skills, thus becoming a more skilled and respected leader. The Banff Management Course will help you confidently make the shift from managing to leading. In short, you will learn to manage people, resources and self!



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 Ltd.**

Who Should Attend?

Mid-level managers, executives and other members of the organization having managerial responsibility who require strong decision-making skills, enhanced emotional intelligence and the ability to lead and motivate others.

The Banff Management Course is also ideally suited to those about to take on new leadership responsibilities.



**REGISTER NOW:
WWW.BANFFCOURSE.COM**



INFLUENCING 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:

- Build your repertoire of management skills and core competencies
- Develop the 7 characteristics of a transformational leader
- Build your brand through effective relationships with people at all levels.
- Identifying the key motivational needs that drive behaviour and influence performance
- Implement conflict management techniques for dealing with the entire range of difficult personalities
- Get greater results from hard-to-handle staff
- How to lead from your strengths and maximize your impact
- Improve difficult interviews with the nine-step coaching model
- Deal with interpersonal problems that threaten team cohesiveness
- Develop a leadership style that adapts to the person and situation
- Recognize your preferred leadership style and appreciate how to adapt and modify your behaviour in order to lead effectively
- Achieve greater team synergy and effectiveness
- Cope with different and sometimes difficult team members
- Discover the seven influence strategies and learn which is appropriate to each communication event
- Implement strategies for effectively responding to conflict
- Identify the key factors contributing to employee engagement and their importance
- Avoid the greatest mistakes many managers make during disciplinary interviews
- Manage effectively in an environment of change



ENROLMENT IS LIMITED- REGISTER EARLY - WWW.BANFFCOURSE.COM

MANAGING SELF

Your success and satisfaction in your present and future 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 by learning to deal more effectively with different and sometimes difficult people as well as developing your memory and concentration, you will gain a deeper sense of accomplishment and fulfillment.

- Understand what strategic thinking is and understand the five key elements of a good decision
- Learn to handle the three types of events that erode your effectiveness –the unimportant task, the unanticipated task and other people's priorities
- Identify your "Primary Time Style" and how to make it work for you
- Learn how to deliver speeches and presentations without the need for notes
- Remarkably improve your ability to remember names and faces
- Learn new strategies and frameworks to get the results you desire
- Lose your fear of "Kineahora" and improve your self-esteem
- Why improving your critical thinking skills is so vitally important
- Successfully avoid the manipulative time tactics of others
- Build your emotional intelligence to communicate more effectively
- Learn the communication traits employees look for and admire in a leader
- Develop strategies for preventing, reducing, and managing stress
- Conduct better interviews: Mnemonic techniques enabling you to look at the interviewee and not your notes
- Enhance behaviours to expand presence as an impactful leader
- Avoid the pitfalls of traditional problem-solving and decision-making approaches
- Become a more strategic leader and decision-maker by understanding the long-term impact your decisions can have on your organization

One Inclusive Fee

No other program or event provides the high quality, all-inclusive package, as does the 2023 Banff Management Course.

The Course Fee of \$2,995* CAN\$ includes:

- Your registration fee and tuition
- Three nights accommodation at the properties shown (room & taxes)
- Four meals including breakfast each day, luncheon on day two and refreshments throughout
- Hosted cocktail reception on welcome evening
- A comprehensive courseware package

Pricing



Program & Hotel
Package **\$2,995**

* Please note: Hotel incidentals such as parking, resort fees, room service etc are the participant's personal responsibility.

COURSE FRAMEWORK

Improving Managerial Effectiveness

To be a highly effective manager today, you must be a strategist, a communicator, a coach, a mediator, a diplomat and a politician! You must know how to engage, collaborate with, and lead others. In this important module you will learn how to resolve team conflicts and motivate others. You will discover how to conduct effective interviews to turn problem employees around. Specifically, you will:

- Build your repertoire of management skills and core competencies
- Prepare more efficiently for conducting crucial influencing conversations to expect the unexpected with confidence
- Create win/win outcomes with others
- Identify appropriate intrinsic and extrinsic motivators and select approaches based on individual needs
- Acquire the 9 step coaching model for conducting more successful disciplinary interviews
- Identify the key motivational needs that drive behaviour and influence performance
- Identify ways to determine the motivational profiles of others
- Deal with peer conflicts and interpersonal problems that can threaten team cohesiveness
- What to do when employees bring their personal problems to the office
- Conflict management techniques for dealing with the entire range of difficult personalities
- Get greater results from hard-to-handle staff

Critical Thinking And Decision-Making

In today's lean, flat organizations, it is everyone's job to effectively solve problems. But as a manager and leader you face even more situations that require extraordinary problem solving and decision-making skills. And while analytical thinking skills may seem natural, they're not necessarily intuitive, and they don't come easily to many people. While every problem is unique, there are proven formulaic techniques that can enable you to tackle issues and obstacles in a more organized and decisive way even when you're under pressure. At this session you will learn to:

- Recognize the five key elements of a good decision
- Clarify your thinking - understanding how a problem differs from a situation
- Identify the four steps for solving any problem – big or small
- Evaluate criteria for balancing perfect and workable solutions
- Distinguish between “Automatic” thinking and “Manual “thinking”
- Identify your current decision-making styles - how do you decide?
- Apply inductive & deductive thinking
- Avoid the pitfalls of traditional problem-solving and decision-making approaches
- Understand how (and when) to use emotions in the decision-making process and when not to
- Develop an orderly implementation plan to implement that best alternative.
- Carefully monitor implementation of the plan.
- Evaluate the pluses and minuses? Honestly!
- Separate the evaluation of options from the selection of options
- Win support for your solution by overcoming objectives

Maximizing Leadership Impact with Emotional Intelligence

The core competencies of emotional intelligence (EQ) are at the heart of successful leadership. Emotions impact your team's decisions, behaviour and performance. An effective leader must have strong interpersonal skills and impactful relationships if their organizations are to also be highly effective.

- The critical new roles of a leader in the 21st century: visionary, architect, coach and catalyst
- Gain new self-awareness and essential insights into your leadership and behavioural style
- Learn to better 'read' other people's behaviours and display greater cognitive and behavioural flexibility
- Understand your own and others' preferred team roles and apply this new understanding to motivate your staff
- Build greater emotional intelligence so as to communicate more effectively at every level - professionally and personally!
- Acquire insights into your personal behavioural style; by coming face to face with your strengths and weaknesses

Managing Time, Stress And Negative Emotions In The Workplace

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. Without a doubt, the stress of doing more with fewer resources and tighter time-lines will only intensify over the next decade. It is important to recognize the sources, symptoms and effects of stress and develop strategies for effectively preventing, reducing, and managing it. This important module is about control - learning how to control your time, your projects and your reactions to events beyond your control. You will acquire the ability to adjust to shifting demands in a more professional and self-confident, stress-free manner. Specifically you will:

- Handle the 3 types of events that constantly erode your effectiveness - the unimportant task, the unanticipated task and other people's priorities
- Learn the best practices for effectively prioritizing your time and activities
- Develop personal planning techniques that minimize “fire-fighting”
- Recognize and manage your tendency toward perfectionism
- Identify five new ways to handle interruptions effectively, preserving your “Prime Time” and reverse the Manana Mentality
- TIMESTYLE: The key to better juggling people, paper, and priorities thereby increasing personal effectiveness
- Focus your efforts on what is most important based on your role and responsibilities avoiding the trap of using urgency as the tie-breaker between competing priorities
- Avoid the manipulative time-tactics of others - Nixon vs. Kennedy
- Recognize your stress symptoms and create strategies to reduce them
- Role-Stress: Understanding your personal/professional dichotomy
 - Three life enriching ways to reduce stress and its effects
 - What we can learn from Adams, Monroe, Prinze and Prior
 - Losing your fear of Kineahora

Acquiring Powerful New Skills Of Memory And Concentration

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. At this remarkable session, you will:

- Acquire laser-like focus and concentration
- Learn and apply the proven 7 step system for remembering names and faces
- Become a more confident, masterful public speaker by learning to speak without written notes
- Develop memory techniques that minimize “stage fright”
- Conduct better interviews by looking at the interviewee and not your notes
- Remember anniversaries, telephone numbers, appointments and other numerical data with ease and without time-consuming repetition
- Use your newly developed memory skills to make a more powerful impression at meetings and presentations
- Utilize the “Memory Matrix” for spatial association
- Enhance your image as a professional and cure absentmindedness forever!

Leading And Influencing Others

Whether you're interacting with colleagues, subordinates or senior management; gaining respect and cultivating influence are absolutely essential to your success. You need communicate your ideas persuasively to senior management, influence your colleagues to support your proposals and convince your team to, “buy in.” You must know how to analyze your audience and frame your messages in ways that make others feel connected to you. At this important leadership session you will discover the seven essential influence strategies that successful leaders understand and apply. You will:

- Understand the difference between management and leadership and develop the five essential leadership skills
- Leadership today - the effective use of influence rather than reliance on authority
- Achieve greater team synergy through the strategic use of your new understanding of the Commander, Dreamer, Thinker and Supporter roles
- Neutralize inappropriate influence attempts.
- Building a strong power base and using influence wisely
- Influence strategies: knowing the three Rs
- Practice your skills at getting commitment from your staff in performance management situations
- Identify the levers that you can pull to influence others and enlist their support
- Cope with different and sometimes difficult team members by adapting your behavioural style to the person you are dealing with
- Cope successfully with complainers and those who will not communicate
- Identify the key factors contributing to employee engagement and their importance
- Conduct crisp, successful interviews by applying the nine-step coaching model
- Achieve greater team synergy and effectiveness
- Discover the seven influence strategies and learn which is appropriate to each communication event