

# The Douglas Difference



With professional development budgets stretched tightly today, it is important that you obtain the best training available. For four decades, *The Banff Management Course* has been recognized as Canada's gold standard for management education for the following reasons:

**1. Canada's Most Comprehensive and Longest Running Leadership and Management Development Program**

For forty-eight years, 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. Highly Qualified Faculty**

We use the Canadian 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.

**3. Uniquely Canadian Content**

This course recognizes the real differences that exist in our Canadian corporate culture, our public sector and our unique organizations and the roles we play within them. This course is diverse and inclusive. Our courseware, cases and faculty are proudly Canadian.

**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:



## Personally Directed by:

**DR. PAUL A. DOUGLAS**

Leader of our faculty and author of this course, Paul has dedicated his life and career to the educational and developmental needs of managers and executives. He has a Bachelor of Commerce and MBA from the University of Alberta where he taught as a member of the Faculty of Business. Paul also has a Ph.D. in business administration and is a Certified Management Consultant (CMC). He has written seven books on management and leadership. You will immediately feel at ease with Paul, he communicates with wit, warmth and enthusiasm

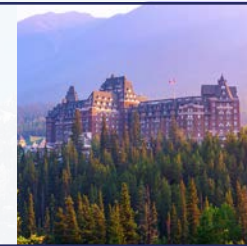
To view our entire faculty, please visit our website.



**Skillfully  
INFLUENCING  
OTHERS  
Effectively  
MANAGING  
SELF**

**OCTOBER  
5th - 8th  
2021  
MARCH  
13th - 16th  
2022**

## The Banff Management Course



**P.A. Douglas & Associates Inc.**  
*First Class: A Philosophy and a commitment*



Canada's Premier Event for Managers & Supervisors

FIRST CLASS TRAINING TO HELP  
YOU MAXIMIZE YOUR POTENTIAL



**2021  
The Banff  
Management Course**

**Skillfully  
INFLUENCING  
OTHERS  
Effectively  
MANAGING  
SELF**

**OCTOBER  
5th - 8th  
2021  
MARCH  
13th - 16th  
2022**

**2021  
The Banff  
Management Course**

# 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.

## Day Two

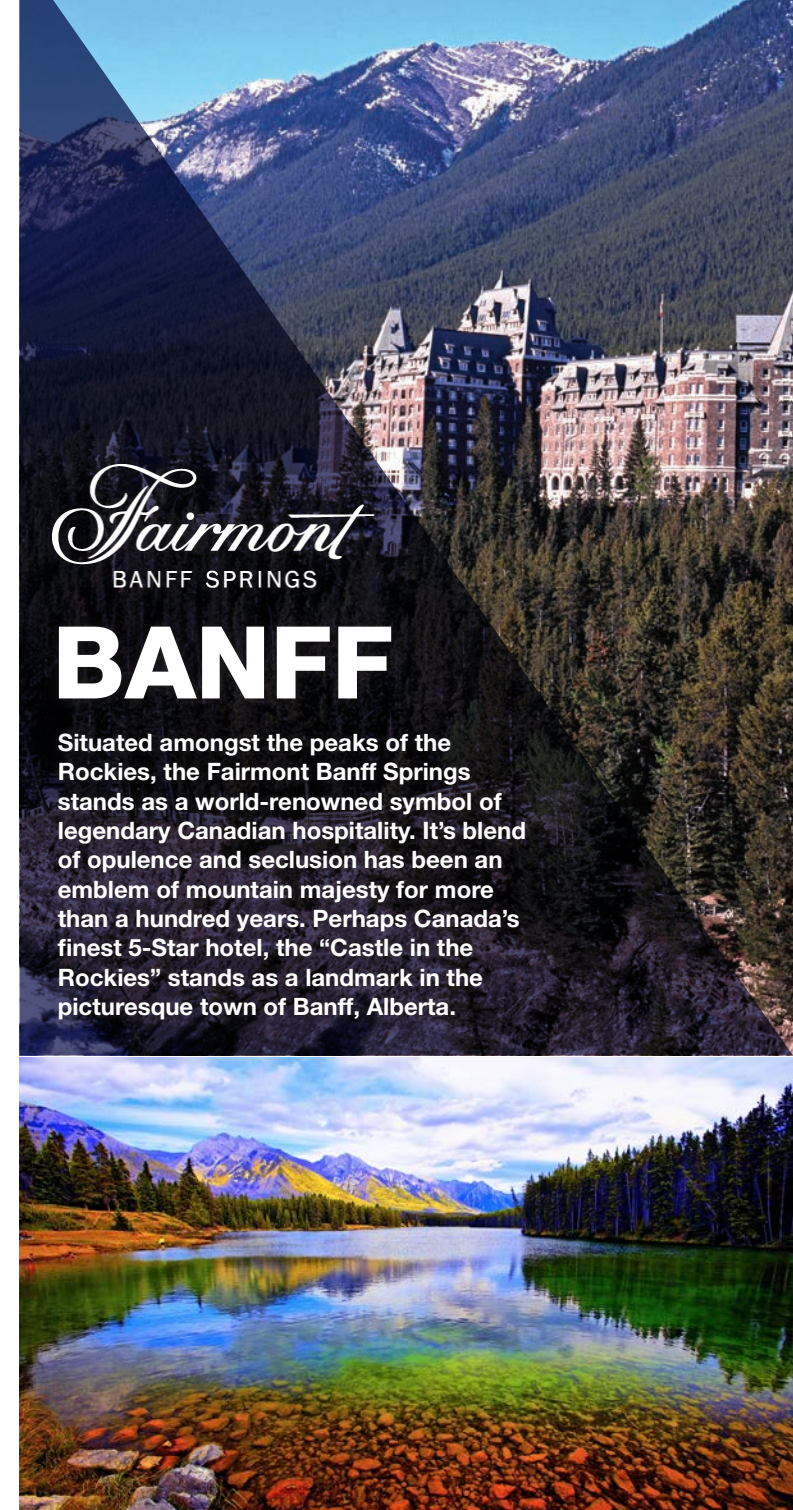
Continental breakfast will be served between 8:00 a.m. and 9:00 a.m. On the second day of the program, the morning session will run from 9:00 a.m. until 12:00 p.m. A refreshment break will take place at approximately 10:30 a.m. A buffet luncheon will be served between 12:15 p.m. and 1:30 p.m. The afternoon session will begin at 1:30 p.m. and conclude at 4:00 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 11:45 a.m. 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. Its 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

Building on your experience and the analysis of your personal management style, this program will help 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 to influence others. You will also acquire executive memory techniques for speaking without written notes as well as remembering names and faces. 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?

This program is ideally suited to the development needs of Managers, Team Leaders, and other members of the organization who want to expand their skills to better support their staff and enhance their careers. Building on your experience and the analysis of your personal management style, this program is designed for those who want to make the shift from managing to leading. You will develop the skills needed to drive performance, orchestrate change and strengthen your team. All participants will also receive 2.2 CEU's from this course.



**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
- BEHAVIOURAL FLUENCY: Discover how this new breakthrough can vastly improve the quality of your communications in both your professional and personal relationships
- Leadership today - the effective use of influence rather than reliance on authority
- Implement conflict management techniques for dealing with the entire range of difficult personalities
- Understand the difference between management and leadership and develop the five essential leadership skills
- 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
- Conduct crisp, successful interviews by applying the nine-step coaching model
- Identify the key factors contributing to employee engagement and their importance
- Avoid the greatest mistakes many managers make during disciplinary interviews



**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 and apply the proven 7 step system for you will: into your leadership and behavioural style
- 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
- Avoid the pitfalls of traditional problem-solving and decision-making approaches
- Develop self-awareness - your style, strengths, weaknesses and blind spots

## One Inclusive Fee

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

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

- Your registration fee and tuition
- Three nights accommodation at the properties shown (room & taxes)
- Includes luncheon on day two and refreshments throughout
- A comprehensive courseware package

## Pricing



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

# 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
- Develop tactics and apply executive approaches for improving team performance
- 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
- Learn how to interview when the goal is information
- Deal with peer conflicts and interpersonal problems that can threaten team cohesiveness
- What to do when employees bring their personal problems to the office
- Establish communication channels that build trust and gain greater commitment from your staff
- Conflict management techniques for dealing with the entire range of difficult personalities
- Going ballistic -- dealing with volatile people and coping successfully with hostile and aggressive
- Acquire your 'radar' for instantly detecting when people misunderstand you

## 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

## MANAGING SELF

Every day, you're judged by your ability to manage projects, priorities and deadlines. At this essential session, you will develop the understanding, skills, and confidence to put your personal and organizational strategies into action. You will learn how to identify and deal effectively with the urgent task, the unimportant task and other people's priorities; specifically, you will learn to:

- 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 in creating a more highly motivational environment
- 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!
- BEHAVIOURAL FLUENCY: Discover how this new breakthrough can vastly improve the quality of your communications in both your professional and personal relationships

## 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 will 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"
- Understand the role and responsibility of the project manager and plan, organize and control projects of any size
- Develop new strategies for preventing and managing stress
- TIMESTYLE: The key to better juggling people, paper, and priorities thereby increasing personal effectiveness
- Avoid the manipulative time-tactics of others - Nixon vs. Kennedy
- Analyze the sources and impact of workplace chaos
- Role-Stress: Understanding your personal/professional dichotomy
- Identify five new ways to handle interruptions effectively, preserving your "Prime Time" and reverse the Manana Mentality
- 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
- Three life enriching ways to reduce stress and its effects

## 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
- Develop best practices for presenting your arguments to others so as to secure buy-in
- 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