

*The Banff  
Management Course  
is now  
VIRTUAL...*

Skillfully  
INFLUENCING  
**OTHERS**  
Effectively  
MANAGING  
**SELF**

**THE  
EFFECTIVE  
MANAGEMENT  
COURSE**



**FIRST CLASS VIRTUAL TRAINING TO  
MAXIMIZE YOUR POTENTIAL**



**Dates**

**February 16th - 18th, 2021**  
11:30 am - 4:30 pm (Eastern)  
9:30 am - 2:30 pm (Mountain)  
8:30 am - 1:30 pm (Pacific)

# The Douglas Difference



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

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

For more than four 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 Effective 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:

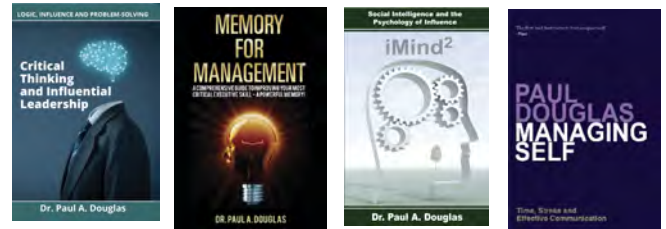


## 4. Why the Virtual Edition of the Effective Management Course?

With record numbers being reported as we continue to battle the Covid-19 pandemic, and no end in sight, we have received many requests to provide our clients with a high quality training option, fully interactive and participatory. The virtual seminar will cover everything covered at the in-person workshop. It will be live on **ZOOM** so that you can fully participate and ask questions of the instructors and other participants. There will also be clips from in-person sessions where appropriate.

## 5. A Comprehensive Courseware Package

In addition to all the materials normally included in the **Banff Management Course**, you will also receive the digital download of our popular webinar **Impromptu Speaking: Avoiding panic and communicating with confidence, poise and clarity - off the cuff**, as well as a copy of the following books:



## Paul A. Douglas, B.COM., MBA, CMC, PH.D

The Effective Management Course will be personally led by Paul Douglas, our senior faculty member and the 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.**

# COURSE SCHEDULE

## The 2021 Session

In response to the many requests that we have received to offer our popular **Banff Management Course** as a on-line program, we are pleased to announce the virtual edition of this renowned program. The virtual course, titled **The Effective Management Course** will be offered over three consecutive days, with the daily meeting running five hours.

**The Effective Management Course will be held on the dates shown below:**

The virtual seminar will include everything covered at the in-person workshop. It will be live on **ZOOM** so that you can fully participate and ask questions of the instructors as well as other participants.

### PRESENTED ON

February 16th, 2021  
February 17th, 2021  
February 18th, 2021

### START TIME

8:30 AM EASTERN  
9:30 AM MOUNTAIN  
10:30 AM CENTRAL  
!!:#) AM EASTERN



“

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

**- David Iwaskow, IGL**

# 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!

**THE  
EFFECTIVE  
MANAGEMENT  
COURSE**

## WHEN

February 16th, 2021

February 17th, 2021

February 18th, 2021



## Who Should Attend?

The Virtual Effective Management Course is ideally suited to the development needs of managers, supervisors, team leaders, as well as other members of the organization who want to expand their skills to better support their staff and enhance their careers. All participants will also receive 2.2 CEU's from this course.



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



# 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 behaviours
- 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.

- 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
- Separate the evaluation of options from the selection of options
- Win support for your solutions by overcoming objectives

## MANAGING SELF

Every day, you're judged by your ability to manage projects, priorities and deadlines. At this important 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:

- Pinpoint where you need to take action
- Develop personal planning techniques that minimize "fire-fighting"
- Recognize and manage your tendency toward perfectionism
- 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!
- BEHAVIORAL FLUENCY: Discover how this new breakthrough can vastly improve the quality of your communications in both

## 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 timelines will only intensify over the 20s decade. It is important to recognize the sources, symptoms and effects of stress and develop strategies for effectively preventing, reducing, and managing it. This essential 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:

- Learn how to handle the 3 types of events that constantly erode your effectiveness - the unimportant task, the unanticipated task and other people's priorities
- Develop the best practices for effectively prioritizing your time and activities
- Adopt 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
- TIMESTYLE: The key to better juggling people, paper, and priorities thereby increasing personal effectiveness
- Avoid the manipulative time-tactics of others - Nixon vs. Kennedy
- Identify five new life-enriching ways to handle interruptions effectively, preserving your "Prime Time" and reverse the Manana Mentality
- Analyze the sources and impact of workplace chaos and stress
- Role-Stress: Understanding your personal/professional dichotomy
- Develop new strategies for preventing and managing stress
- Three 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 to 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 critical 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

# Proven Leadership Training

## INFLUENCING OTHERS

*The most frustrating limitations placed upon you as a manager or supervisor have little to do with your technical abilities; rather the most trying aspects of your work often involves dealing with other people. To be truly effective today you must be skilled in conflict management and have superior emotional intelligence.*

## 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.*



“

*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.*

## One Inclusive Fee

### The Course Fee includes:

Your registration fee and tuition

A comprehensive courseware package including:

Workbook and individual iMind Assessment

Four books - Memory for Management, iMind2, Critical Thinking and Influential Leadership and Managing Self.

Certificate of completion and 2.2 CEU's

A second place FREE for a colleague of your choice (\$2,995 value)

A \$1,000.00 credit toward any future live event



Program & Materials Package **\$1,595.00**

**REGISTER NOW: [WWW.BANFFCOURSE.COM](http://WWW.BANFFCOURSE.COM)**

