

P.A.
DOUGLAS

Skillfully
**INFLUENCING
OTHERS**

Effectively
**MANAGING
SELF**

**THE
BANFF
MANAGEMENT
COURSE**

**APRIL 14-17, 2026
OCTOBER 27-30, 2026**

Fairmont
BANFF SPRINGS

**FIRST CLASS TRAINING TO
HELP YOU MAXIMIZE YOUR POTENTIAL**



COURSE SCHEDULE

Day One

Seminar registration will take place in the foyer between 4:30 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. 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

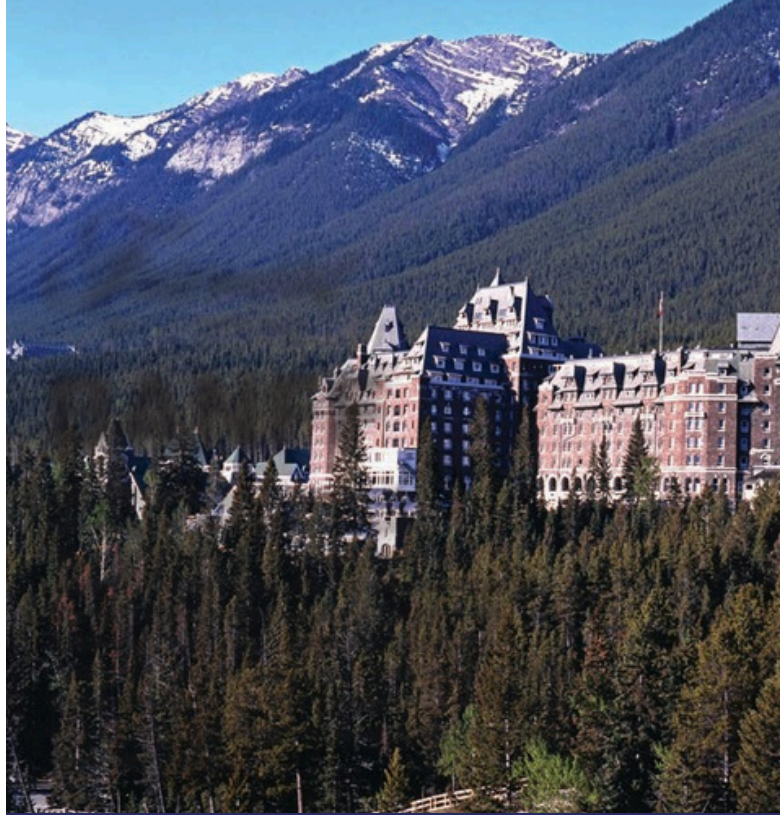
Breakfast will be served between 8:00 a.m. and 9:00 a.m. On the second day of the program, the morning session will run from 9:00 a.m. until 12:00 p.m. A refreshment break will take place at approximately 10:30 a.m. A buffet luncheon will be served between 12:00 p.m. and 1:30 p.m. The afternoon session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

Day Three

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

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 11:00 a.m. with a refreshment break at 10:15 a.m.



Fairmont
BANFF SPRINGS

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.



“

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

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!



WHEN AND WHERE

**THE BANFF
MANAGEMENT COURSE**

APRIL 14-17, 2026

OCTOBER 27-30, 2026

THE FAIRMONT BANFF SPRINGS HOTEL

BANFF, ALBERTA

Who Should Attend?

The Banff 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.PADOUGLAS.COM**

COURSE FRAMEWORK

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.

One Inclusive Fee

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

The Course Fee includes:

- Your registration fee and tuition
- Three nights accommodation at the properties shown (room, taxes and resort fees).
- Four meals including breakfast each day, luncheon on day two and refreshments throughout
- A comprehensive courseware package



Program & Hotel
Package **\$3,195**

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

SPOTS ARE LIMITED- REGISTER NOW
WWW.BANFFCOURSE.COM

“

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.

REGISTER NOW: WWW.PADOUGLAS.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

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. At this remarkable session, you will:

- 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
- Enhance your image as a professional and cure absentmindedness forever!

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”
- 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

MAXIMIZING LEADERSHIP WITH EMOTIONAL INTELLIGENCE

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to perceive, empathize with, and effectively navigate the emotions of others. It encompasses skills such as self-awareness, self-regulation, social awareness, and relationship management. Individuals with high emotional intelligence are adept at recognizing their own emotional triggers and managing their reactions in a constructive manner. Emotional intelligence plays a vital role in personal and professional success, influencing communication, decision-making, conflict resolution, and leadership abilities. By cultivating emotional intelligence, individuals can improve their interpersonal relationships, enhance their resilience in the face of challenges, and achieve greater overall well-being and satisfaction in life. 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!

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 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

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 Canada's gold standard in leadership and management development.

1. Canada's 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. 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.

4. 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.

5. 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. For more specific information including meals, reception, etc. please visit the website for this program: www.banffcourse.com

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:



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

The Banff 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.