



Executive Education



The 2023 Leadership Masterclass



**SKILLFULLY INFLUENCING OTHERS,
EFFECTIVELY MANAGING SELF**

***LEADERSHIP IS AN ACTION ...
NOT A POSITION***



The Douglas Difference



With professional development budgets stretched tightly today, it is important that you obtain the best training available. For fifty years, the Annual *Leadership Masterclass* 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 Leadership Masterclass 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 Leadership Masterclass 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. A Professional Certification Course – NOT A CONFERENCE

What's the Difference between a course and a conference? Perhaps the key difference is that at a true professional development course, a real dialogue is established. At a true educational course, there is a much greater feeling of collegiality and continuity. Attendance is limited so you can engage with both the faculty and your fellow participants.

Personally Directed By: Dr. Paul A. Douglas

The 2023 Leadership Masterclass 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 behavior. 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.



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 'Big Apple' and the many first-class recreational facilities at the New York Hilton 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.



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Excellent - A wealth of knowledge that I know I can apply as a senior 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 truly leading. You will foster the skills needed to drive performance, orchestrate change and develop your team. or your organization. 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!



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

- David Iwaskow, IGL Ltd.

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Who Should Attend?

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This course is particularly relevant to managers, executives and professionals looking to empower others and drive meaningful change though enhanced presence and influence. The program is highly appropriate for those who have leadership aspirations, as well as individuals in client-facing roles who want to build strong long-term relationships with external stakeholders. Given that the emphasis is on leadership development, the programme is suitable for participants from organizations of all sizes.
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**REGISTER NOW:
WWW.2023MASTERCLASS.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
- **BEHAVIORAL 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
- The critical new roles of a leader in the 21st century: visionary, architect, coach and catalyst
- 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
- Recognize your preferred leadership style and appreciate how to adapt and modify your behavior in order to lead effectively
- Build your brand through effective relationships with people at all levels.
- 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
- Identifying the key motivational needs that drive behavior and influence performance
- Avoid the greatest mistakes many managers make during disciplinary interviews



ENROLMENT IS LIMITED- REGISTER EARLY- WWW.2023MASTERCLASS.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
- 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
- Become a more strategic leader and decision-maker by understanding the long-term impact your decisions can have on your organization
- 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 2023 Leadership Masterclass.

The Course Fee of \$3,495* US\$ includes:

- Your registration fee and tuition
- Three nights accommodation at the New York Hilton (room & 30% NYC hotel taxes)
- Four meals including breakfast each day, luncheon on day two and refreshments throughout
- Hosted cocktail reception on welcome evening
- A comprehensive courseware package, including several books

Pricing



Program & Hotel
Package **\$3,495**

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

COURSE FRAMEWORK

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, behavior and performance. An effective leader must have strong interpersonal skills and impactful relationships if their organizations are to also be highly effective. A strong foundation of emotional intelligence helps leaders assess their own behavior and their workplace culture through an emotional intelligence lens and provides strategies to ensure that the emotional intelligence and well-being of employees and team members are suitably protected.

- Build your capacity for self-reflection
- Examine your leadership habits and disciplines
- The critical new roles of a leader in the 21st century: visionary, architect, coach and catalyst
- The five critical traits of a good leader
- Effective team motivation: how to prompt others who have different strengths and behavioral styles.
- Recognize your preferred leadership style and appreciate how to adapt and modify your behavior in order to lead effectively
- Demonstrate a heightened awareness of the needs, capabilities and expectations of followers
- Acquire insights into your personal behavioral style; by coming face to face with your strengths and weaknesses
- Understand the four basic types - Commander, Dreamer, Thinker and Supporter - and how to deal successfully with each
- Behavioral-based peer conflicts: How to defuse them before they affect the entire team
- Recognize the major behavioral patterns that exist in your organizations
- Strategic Diplomacy: What it is and how it can help you to handle office politics, difficult people and interpersonal conflict
- Use the behavioral styles model to strengthen and enrich your relationships
- Reduce unproductive work by matching assignments to team members
- Maximize a team's diversity to reach more useful and insightful results

Executive Presence for Exceptional Leadership

Executive presence is a skill, not a trait – that means it's something you can cultivate and build. In its simplest terms, executive presence is about your ability to inspire confidence in your subordinates that you're the leader they want to follow and communicate to your peers that you're capable and dependable and, most importantly, if you are not already at the top, it inspires confidence among senior leaders that you have the potential for even greater achievements. Your executive presence determines whether you gain access to opportunities.

- Communicate professionally across the corporate landscape, from impromptu comments to formal speeches – and learning to do so without written notes
- Bring presence, confidence and poise to the wide spectrum of business experiences.
- Understand the role and responsibility of the project manager and plan, organize and control projects of any size
- Enhance behaviors to expand presence as an impactful leader
- Build your brand through effective relationships with people at all levels.

Strategic Influence and the Art of Persuasion

Strategic influence is a concept that first connoted military and geopolitical strategy. It spoke to a nation's ability to affect the policy decisions of other states essentially through control of information. In the business community, it has come to describe the ability of an individual, department or organization to influence the decisions of others. Strategic influence is interpersonal power, and as Ken Blanchard noted, *"The key to successful leadership today is influence, not authority."*

- Learn new strategies and frameworks to get the results you desire
- Influence strategies: the three Rs
- The pros and cons of each strategy
- Prepare more efficiently for conducting crucial influencing conversations to expect the unexpected with confidence
- Create win/win outcomes with others
- Increase influence based on the latest principles and best practices
- Communicate effectively with ALL personality types
- Identifying the key motivational needs that drive behavior and influence performance
- Identify ways to determine the motivational profiles of others
- Neutralize inappropriate influence attempts
- A breakthrough can vastly improve the quality of your communications in both your professional and personal relationships
- Analyze your personal Behavioral Styles Profile
- Adapt your behavioral style to the person you are dealing with
- Learn influence strategies for turning resistance into agreement

Time-Style and Strategic Execution: Enhancing Your Personal Effectiveness

When we manage our time properly, we become more productive at work, resulting in a better work-life balance and more chances for promotion. We are less vulnerable to stress, meaning we're happier, healthier and less likely to suffer from burnout. We have a greater awareness of the time we spend on unproductive activities, and we can devote more time to meaningful work that connects with a larger purpose. As a manager or executive, you are being pulled in a million different directions by several important constituencies. The job can be exhausting; when are you supposed to have the time to think about the future of your organization when you're in meetings all day? When are you supposed to sleep?

- Learn new strategies and frameworks to get the results you desire
- Develop personal planning techniques that minimize "fire-fighting."
- Plot the day's work: Determining what's urgent, what's not, and what can wait
- Recognize and manage your tendency toward perfectionism
- Focus your efforts on what is most important based on your role and responsibilities
- Recognize the Myth of Multitasking
- Avoid the trap of using urgency as the tie-breaker between competing priorities
- Nixon vs. Kennedy: what they taught us about the Pareto Principle
- Perform better when juggling people, paper, and priorities
- Preserving your "Prime Time"
- The five Ps of effective meetings
- TIME-STYLE: The key to increased personal effectiveness

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
- Make a more powerful impression at meetings and presentations
- 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!

Critical Thinking and Decision-Making

By taking responsibility for your own critical thinking processes, you are taking action to analyze and improve your approach to decision-making and problem-solving, and by so doing, you put yourself - and your organization in a much stronger position to lead and succeed. There is an increased recognition that the old ways of doing business are not coming back. While some traditional leadership strategies and skills will continue to be effective, leaders in this brave new world will need to lead differently - and they will have to think differently. This means that the skills that made leaders successful in the past will not necessarily ensure success in the future. In fact, a number of recent studies have identified critical thinking and decision-making as two of the top three essential requirements for successful leadership in the 21st century.

- Develop critical thinking skills, sharpening your intuition in the face of risk and uncertainty
- Why improving your critical thinking skills is so vitally important
- Developing intellectual self-defence
- Learn ways to discover, manage, mitigate and avoid decision-making traps
- Solve problems based on credible evidence
- Become a more strategic leader and decision-maker by understanding the long-term impact your decisions can have on your organization
- Defining critical thinking, reasoning, and logic
- Distinguish between automatic thinking and manual thinking
- Evaluate ideas and adjust assumptions
- Explore key concepts in logical and critical thinking
- Developing an understanding of the 'Elements of Thought' and identifying how these parts work together in reasoning
- How to think clearly, identify fallacies and construct effective arguments
- Develop best practices for presenting your arguments to others to secure buy-in
- Learning how to recognize and defeat a host of logical fallacies
- Skills for becoming a more penetrating thinker - so as to rationally persuade others