

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

**THE  
BANFF  
MANAGEMENT  
COURSE**

**THE FAIRMONT BANFF SPRINGS**

**APRIL 16-19, 2024**

**OCTOBER 22-25, 2024**

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



# COURSE SCHEDULE

## Day One

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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

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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

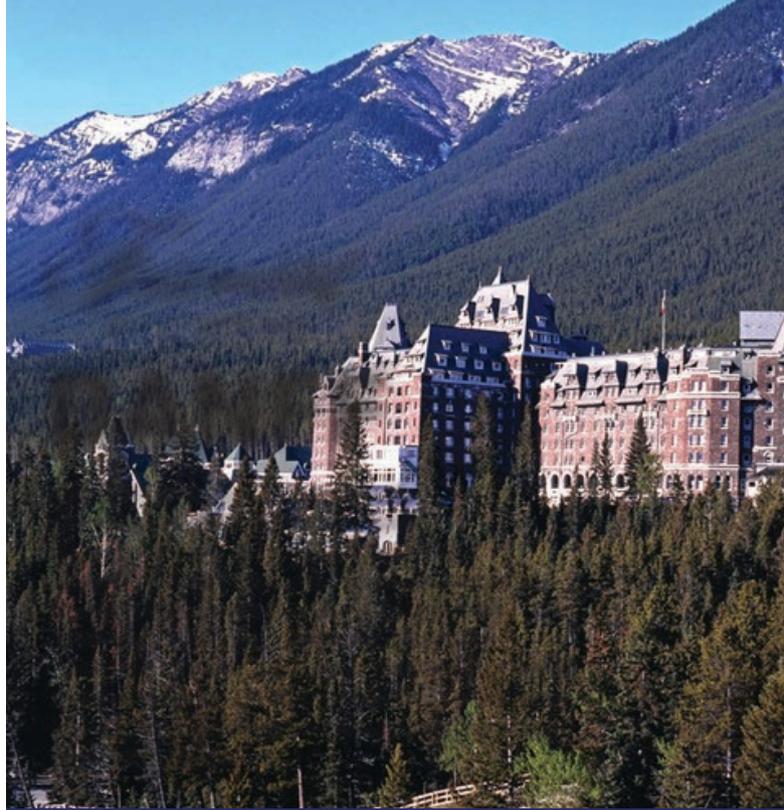
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Breakfast will be served between 8:00 a.m. and 9:00 a.m. On day three the morning session will run from 9:00 a.m. until noon with a refreshment break to take place at approximately 10:30 a.m. In the afternoon participants will enjoy a recess. This 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 8:30 p.m. Refreshments will be served at 7:00 p.m.

## Day Four

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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.**



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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 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!



## WHERE & WHEN

### THE BANFF MANAGEMENT COURSE

April 16-19, 2024

October 22-25, 2024

The Fairmont Banff Springs, 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.PADUGLAS.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)
- Four meals including breakfast each day, luncheon on day two and refreshments throughout
- A comprehensive courseware package



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

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

**SPOTS ARE LIMITED- REGISTER NOW  
WWW.PADUGLAS.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.**

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# COURSE FRAMEWORK

## 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

## MANAGING STRESS AND NEGATIVE EMOTIONS IN THE WORKPLACE

Without a doubt, the stress caused by doing more with fewer resources and tighter timelines 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 essential module is about getting a better understanding of your stressors, Specifically, you will:

- Analyze the sources and impact of workplace chaos and stress
- Understanding type a behaviour and its effects
- Learn about irrational beliefs and how they may be affecting your stress level
- Role-Stress: Understanding your personal/professional dichotomy
- Develop new strategies for preventing and managing stress
- Discover three ways to reduce stress and its effects
- Identify your major stressors and understand how to better deal with them

## 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 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, specifically, you will learn:

- How 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!
- BEHAVIOURAL FLUENCY: Discover how this new breakthrough can vastly improve the quality of your communication

## TIME MANAGEMENT

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:

- 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
- Identify five new life-enriching ways to handle interruptions effectively, preserving your "Prime Time"

## 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

## 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
- Dealing with volatile people and coping successfully with hostile and aggressive behaviours
- Acquire your 'radar' for instantly detecting when people misunderstand you

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



# 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. North America'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. Unique Content

This course recognizes the real differences that exist in our corporate culture, our public sector and our unique organizations and the roles we play within them. This course is diverse and inclusive.

## 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 has been crafted by Paul Douglas, our senior faculty member. 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.

To view our entire faculty, please visit our website.