

# Course Guide Canadian Management Centre

2018

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# BEGIN 2018 STRONG

GREATER SUCCESS IN 5 STEPS



Canadian Management Centre

Exclusive provider of  
**FranklinCovey®**  
classroom courses. See P. 35

# Greater Success in 5 Steps



## About Canadian Management Centre

### In-Class and Online Courses

For more than 50 years, thousands of Canada's top organizations have counted on us to train over 400,000 of their best and brightest – sending their employees back year after year.

### Corporate Learning Solutions

Increase your team's performance with out-of-the-box or tailored learning solutions and implementation support.

### Small to Medium Business Solutions

Leverage our proven expertise to transform your talent, and drive the growth and potential of your small-medium sized business.

Find out more at [cmcoutperform.com](http://cmcoutperform.com)

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# It's a new year – are you ready to succeed in 2018?

The new year is a perfect opportunity to turn the page, break bad habits and set fresh goals. The trouble is, only 8% of us follow through on making real change. Whether you're trying to reduce stress, get promoted, improve productivity or make a career transition, achieving your goals isn't just about the goals themselves – it's about prioritizing and planning *how* to achieve them so life doesn't get in the way and shift your focus.

So, where to get started? Grab a pen and notepad or sit at your computer and...



## STEP 1 Look back

Reflect on where you're fulfilled and where you may be stuck. Think about the last 12 months – what were the highlights? The low points?



## STEP 2 Celebrate success

If you set 2017 goals, what went well? What did you achieve? Reflect on your success and the skills that helped you get there.



## STEP 3

### Troubleshoot missed goals

Did a project on your watch run over budget or miss a deadline? Was your productivity down? Diagnose what contributed to less than positive results and note any skill gaps that might have contributed.

## Making it easier to find the course for you.



On each outline we've added one or more of these coloured tabs so you know if the course is right for you.



### STEP 4

#### Zero in on what's most important

With a clearer understanding of what went well and what didn't, focus now on what you want to achieve moving forward and the critical skills to get you there.



### STEP 5

#### Map your action plan for success

Now you're ready to formulate a concrete action plan. Pinpoint specific strengths and weaknesses to enhance the skills you want to improve so you can achieve your goals in 2018.

What now? Keep the momentum going. You'll want to find ways to develop your skills, expand your mindset and build your confidence. To learn more, visit [cmcoutperform.com/courses](http://cmcoutperform.com/courses)

## PROJECT MANAGEMENT

# Accelerate Your Success as a Project Manager

**PMI® Members receive 15% off all CMC Courses!**

Use promo code **PMI15** when registering

We can help you bridge the gap between your technical skills and the new leadership skills required to ensure your projects support the strategic goals of your organization. These critical skills can be developed with the right kind of practice, proven tools and techniques found only in our courses.

Whether you're new to Project Management or a seasoned practitioner, we have a proven track record for developing the skills you need for success in today's ever-changing and complex work environments.

## PMI® Talent Triangle™



Canadian Management Centre has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI®). PMP, PMBOK, Talent Triangle, and the PMI R.E.P. logo are registered trademarks of The Project Management Institute, Inc.



For a full listing of courses with PDUs, more information about PMI's Continuing Certification Requirements and the Talent Triangle™ visit [cmcoutperform.com/PM](http://cmcoutperform.com/PM)

# New Courses to Help You Outperform

Each of our new classroom courses is designed to keep your knowledge and skills progressing in today's fast evolving business environment.

Learn about our new FranklinCovey® public program courses  
Visit [cmcoutperform.com/franklincovey](http://cmcoutperform.com/franklincovey)

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Achieving Leadership Success Through People  
Visit [cmcoutperform.com/achieving-leadership-success-through-people](http://cmcoutperform.com/achieving-leadership-success-through-people)

Expanding Your Influence: Understanding the Psychology of Persuasion  
Visit [cmcoutperform.com/expanding-your-influence](http://cmcoutperform.com/expanding-your-influence)

Leadership Development for Women  
Visit [cmcoutperform.com/leadership-development-for-women](http://cmcoutperform.com/leadership-development-for-women)

How to Be a Successful Manager as an Introvert  
Visit [cmcoutperform.com/be-successful-manager-introvert](http://cmcoutperform.com/be-successful-manager-introvert)

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Developing Your Analytical Skills: How to Research and Present Information  
Visit [cmcoutperform.com/improve-your-analytical-skills](http://cmcoutperform.com/improve-your-analytical-skills)

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Developing Your Emotional Intelligence  
Visit [cmcoutperform.com/developing-your-emotional-intelligence](http://cmcoutperform.com/developing-your-emotional-intelligence)

Project Stakeholder Management  
Visit [cmcoutperform.com/project-stakeholder-management](http://cmcoutperform.com/project-stakeholder-management)

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Project Team Leadership: Building High Commitment Through Superior Communication  
Visit [cmcoutperform.com/project-team-leadership](http://cmcoutperform.com/project-team-leadership)

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# CRITICAL SKILLS MAXIMIZING PRODUCTIVITY



Work. Family. Friends. Technology. There are only so many hours in the day and yet you're increasingly asked to do more, more, more, with life continually making demands on your attention and energy. What are the best ways to use your limited time most effectively? And how can you make wise decisions and the right choices?

Canadian Management Centre productivity solutions are designed to help mid-level and experienced professionals like you focus on the things that matter – helping you and your organization move forward.

## Solutions:

2 Days	2 Days	2 Days	3 Days
<i>Time Management</i>	<i>The 5 Choices to Extraordinary Productivity™</i>	<i>The 7 Habits of Highly Effective People® Signature Edition 4.0</i>	<i>Improving Your Project Management Skills</i>
This course gives you practical techniques for taking control of your time and making it a manageable resource.	Career demands and information overload can hurt our ability to think clearly.	Live The 7 Habits of Highly Effective People® to create dramatic change in your life and improve your personal effectiveness.	Build a solid foundation of project management knowledge, techniques and tools in this hands-on workshop that covers the entire project life cycle.
12 PDUs	12 PDUs	15 PDUs	18 PDUs
For dates, locations and to register, visit <a href="http://cmcoutperform.com/32233">cmcoutperform.com/32233</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32605">cmcoutperform.com/32605</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32601">cmcoutperform.com/32601</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/36503">cmcoutperform.com/36503</a>



# CRITICAL SKILLS ALIGNING & INFLUENCING FOR SUCCESS



Knowing how to align people to a common goal and influence action to achieve results are essential skills at all levels. Whether your goal is to get buy-in for a proposal, to secure budget for a project or to inspire people to collaborate – you’ll get the best results by working effectively with and through others. Mid-Level, Experienced Professionals and Project Managers need to leverage their ability to influence to navigate through competing priorities. This will ensure you can lead your team to the outcome you need.

## Solutions:

Webinar	2 Days	2 Days	3 Days
<i>Influencing Others: Get Buy-In and Inspire Action</i> (60-min webinar)	<i>Communicating Up, Down and Across the Organization</i>	<i>Developing a Strategic Mindset</i>	<i>Getting Results Without Authority</i>
Get strategies to help you communicate your ideas to build commitment and inspire action.	Gain recognition, build stronger work relationships and deliver high-value results!	Train your mind to be more strategic and start making a difference in your organization!	Learn how to influence individuals and outcomes without the use of formal authority.
1 PDU	12 PDUs	12 PDUs	18 PDUs
To view recording, visit <a href="http://cmcoutperform.com/events">cmcoutperform.com/events</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32203">cmcoutperform.com/32203</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/92242">cmcoutperform.com/92242</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32532">cmcoutperform.com/32532</a>

# CRITICAL SKILLS IMPROVING WORK RELATIONSHIPS



Working together, we achieve more. Learning how to leverage the talents and strengths of others will ensure you can achieve the best results, in the shortest amount of time. Collaboration isn't an event, it's a process that requires you to consistently network with others, build relationships, and most important, to understand how to work effectively together.

When mid-level and experienced professionals support a collaborative and respectful working environment, it can break down silos and create a culture that fosters involvement from all employees. This will lead to higher employee engagement, more innovation, and increased productivity.

## Solutions:

2 Days	3 Days	3 Days	2 Days
<i>Responding to Conflict</i>	<i>Leading with Emotional Intelligence</i>	<i>Assertiveness Training for Managers</i>	<i>Managing Stress and Emotions in the Workplace</i>
Increase your success by proactively and positively managing conflict.	Inspire, support and influence team members and external customers through EI.	Achieve greater results and higher influence with assertiveness techniques that will build confidence and credibility.	Remain calm, cool and collected in highly intense and difficult work environments.
12 PDUs	18 PDUs	18 PDUs	12 PDUs
For dates, locations and to register, visit <a href="http://cmcoutperform.com/32115">cmcoutperform.com/32115</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32133">cmcoutperform.com/32133</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32527">cmcoutperform.com/32527</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32540">cmcoutperform.com/32540</a>

# CRITICAL SKILLS LEADING FOR RESULTS



As you move up in your organization and face challenges associated with new peer and superior relationships, you ask yourself "what's the best way for me to be an effective leader?" The keys may involve a deeper understanding of your new - and former - relationships, as well as learning how to motivate and engage your new team to outperform.

Canadian Management Centre leadership solutions are focused on helping mid-level and experienced professionals like you to expand your role, with guidance on coaching for results, empathy training and developing your emotional intelligence.

## Solutions:

3 Days	2 Days	2 Days	3 Days
<i>Successfully Managing People</i>	<i>Coaching Skills for Effective Leadership</i>	<i>The 7 Habits for Managers®: Essential Skills and Tools for Leading Teams</i>	<i>Management Skills for New Supervisors and Managers</i>
Build cooperation and trust within your team.	Engaging the best in people to achieve results.	Change ineffectiveness to effectiveness with the 7 Habits® for Managers.	Gain the fundamental skills to succeed in your new leadership role.
18 PDUs		13 PDUs	18 PDUs
For dates, locations and to register, visit <a href="http://cmcoutperform.com/32295">cmcoutperform.com/32295</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32506">cmcoutperform.com/32506</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/32602">cmcoutperform.com/32602</a>	For dates, locations and to register, visit <a href="http://cmcoutperform.com/31248">cmcoutperform.com/31248</a>

# SMART Goals

Ever spend a day at work and by the end of it, feel like you didn't accomplish anything? You probably left work feeling tired. Demotivated. Or maybe even frustrated. Feeling unproductive can be draining – emotionally, mentally and even physically. And with the demands of our work and personal lives increasing and a pace that only seems to get faster and more frenzied – it's essential you find some time to quiet the noise and get clear on what you want to achieve.

To do that, you need goals. Now, this extends beyond setting goals just to get through your 'To Do' list (but don't worry, that will be an unexpected and brilliant benefit!). Getting clear about what you want to achieve is about articulating your ambitions and aspirations. These can be short-term or long-term goals, quick wins or complex objectives. Maybe you want to take back control of your time. Learn how to build a budget. Conquer your fear of presenting. Get a promotion. Finish meetings on time. Build your network. Improve your work relationship with your boss. Whatever your motivation when setting goals; start by reflecting on *what* you want to accomplish and *why*. That gives you a good launching point, but the vision alone isn't enough. You need a little more definition around your goal to increase your chance of achieving it. To do that, your goals need to be **SMART**.

The SMART framework was first introduced in the 80s, made popular by management gurus through the 90s and adapted by many in the 00's. Today, this framework still has staying power. Why? Because it works. You see, our brains are wired for routine. In fact, they crave routine because it helps us conserve energy. When we introduce something new, there may be a 'short-circuit' at the beginning as we try on our new habits. But it is possible to dupe your brain and begin to transform actions towards your goals into habits. The SMART framework helps establish goals your brain can translate into actions by focusing on what matters most to you. And with focus, we get consistency. Which means that even on days you may not feel like working towards your goal; your brain will kick in to give you a boost and energize you towards achieving the results you envisioned.

Take some time to reflect on your goals. *Are they SMART?* Consider the tips below to shine up your goals to ensure you'll *Outperform* in 2018.



Specific	Measurable	Attainable	Relevant	Time-Bound
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.

# Build your skills with these free resources



Looking for insights for individual and organizational change? Check out the Free Resource section of our website. It won't replace instructor-led courses but you will find tools and insights for individuals and teams, enterprise-wide challenges and advice for small to mid-sized businesses.

## Here's an overview of what you'll find:

### Mindfulness in the Workplace

As workplaces face increasing demands and challenges, leaders are embracing mindfulness as a way to combat stress and employee disengagement. Learn about neuroscience's breakthroughs on how we communicate and collaborate.

### Leading a Multi-Generational Workforce

Traditionalists, Boomers, Xs, Ys and Zs: it's the first time in Canadian history that five generations are working alongside one another. Learn about differing values and gain insight on how to communicate and collaborate more effectively.

### Management

From managing change to strategic planning, find a variety of articles and white papers to help expand your knowledge.

### Leadership

Gain perspective about leadership from experienced business leaders through webcasts, articles and podcasts.

### Leading Through Change

Change is a constant in today's 24/7 society. How an organization manages and communicates change initiative will dictate its success. Learn ways to identify resistance to change and how to lead your team through it.

### Communications

Whether you're looking for information to help you write online or to present in front of an audience, you'll find a wealth of tips and techniques to help your message break through.

### Project Management

Find templates and tools to help you manage any project. This popular section is ideal for the 'accidental project manager' as well as PMP® Certified Project Managers.

### HR & Training

Leverage some of the best white papers available on human resources and training topics. Delve deeper into the latest trends in human capital and help your organization outperform.

### Employee Engagement

Discover inspiring stories and webcasts about employee engagement and gain insight into this crucial part of talent management.

Visit [cmcoutperform.com/free-resources](http://cmcoutperform.com/free-resources) TODAY!



# Corporate Learning Solutions

Discover the one-stop resource for all your enterprise-wide learning initiatives.

If you're looking for an enterprise wide learning solution, there's no better place to start than right here – on Canadian Management Centre's newly redesigned and easy-to-navigate website.

Click the Corporate Learning Solutions tab and discover everything you need for enterprise learning, including valuable insights, case studies about innovative solutions that helped drive talent transformation, consulting services that can enable future growth and access to free resources about the issues and challenges you're facing right now.

Visit [cmcoutperform.com/corporate-learning](http://cmcoutperform.com/corporate-learning) today and explore!

Organizations we've helped with customized learning solutions:



...and hundreds more.

## Preparing for Leadership

Course Code: 32536

### TOP TAKEAWAY

Leverage your leadership style and approach to achieve results through others.

### Unleash the leader within!

This course is uniquely designed to help you, as an aspiring or new leader, create a professional reputation of strong, authentic leadership. Discover the core elements of leadership as you gain insights into your personal leadership style while creating a leadership brand that empowers, inspires, and motivates the people around you. Uncover the courage and confidence required to be an authentic, impactful leader.

#### What You Will Learn

- Define the true work of leadership and understand the impact you have on your team and your organization
- Discover your personal leadership style and leverage it to strengthen your influence and enhance your effectiveness
- Create an inspiring leadership brand that differentiates your talent and guides your actions as a leader
- Build a strong leadership presence and gain credibility, buy-in, and trust through effective and persuasive communication
- Approach difficult leadership situations with courage, authenticity, and tact

#### How You Will Benefit

- For you: Project a powerful, leadership presence that earns trust and followership
- For you: Hold conversations that motivate and inspire others to take action
- For you: Exude confidence as you take on new leadership challenges
- For your organization: Engage employees and maximize productivity through effective leadership
- For your organization: Ensure work challenges are being addressed proactively and with confidence by your new leaders

#### Who Should Attend

Individuals who are preparing for a leadership role; high potential individuals who are candidates for leadership positions; individuals who are new to leadership and looking to enhance their leadership impact.

#### Recommended Next Step Course

Management Skills for New Supervisors & Managers

See Pg. 19

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32536](http://cmcoutperform.com/32536)

#### Accreditation

12 PDUs (Leadership: 12)

RIBO Credits: Management Skills 12 hours

#### Fees

Members \$1845 CDN

Non-Members \$1995 CDN



## Coaching Skills for Effective Leadership

Course Code: 32506

### TOP TAKEAWAY

Apply coaching strategies that will enable your team to achieve their potential.

### Engaging the best in people to achieve results.

Effective leaders know that the way to get exceptional results, consistently over time, is by connecting people with their talents, interests and potential. That's where coaching comes in. Coaching expands capacity and confidence, while driving greater commitment to organizations and their goals. But by "coaching" we're not talking about the twice a year "performance review". True coaching is about how you work with and through people every day to inspire better performance. If you want to learn to do this more effectively, this course is for you.

Receive follow-up coaching as part of your registration to this course. Contact us for more details.

#### What You Will Learn

- Establish a coaching climate: Make it safe to develop authentic coaching relationships
- Assess performance and potential in those you coach
- Develop a focused coaching plan that inspires others to act
- Use powerful questions that help people envision possibilities and solutions
- Get commitment from employees for the goals they set in your coaching conversations
- Handle difficult conversations and conflict with emotional control
- Ensure your coaching is "brain friendly" by leveraging key concepts in neuroscience

#### How You Will Benefit

- Return to work with a set of effective coaching techniques that you can apply immediately
- Cultivate strong coaching relationships and experience higher levels of employee engagement and commitment
- Enhance your leadership effectiveness for greater workplace satisfaction and career success

#### Who Should Attend

Individuals who are responsible for the performance and development of other employees. Those in leadership and management roles who want to enhance their self-awareness and coaching skills.

#### Recommended Next Step Course

Advanced Leadership Communication Strategies

See Pg. 25

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32506](http://cmcoutperform.com/32506)

#### Fees

Members \$2195 CDN

Non-Members \$2395 CDN

## Canadian Management Centre's 5-Day 'MBA'

Course Code: 32561

### TOP TAKEAWAY

Get a solid overview of critical business skills in key functional areas and learn to think and act strategically.

### Fast track your knowledge base and achieve your professional goals.

Learn to make more informed decisions, develop successful strategies and achieve your personal and organizational goals. Gain insight into how business functions must be integrated and aligned to achieve short and long-term success.

#### What You Will Learn

- Refine your leadership style to meet the challenges of a complex business environment
- Develop an understanding of key marketing terms and the influence marketing has on your organization's success
- Analyze financial statements and learn what they really mean
- Understand the impact of change and how to better manage change initiatives
- Apply a planning model that can be used at the organization or business unit level
- Identify the most effective business tools and strategies to help your organization achieve performance results.

#### How You Will Benefit

- Discover how all components of a business fit together
- Read and understand financial statements and analyze the financial health of a business
- Gain insights into the economy and its impact on your business
- Develop a business strategy and establish a sustainable competitive position
- Learn the language of business and communicate effectively on business matters to any audience level
- Develop and effective organization and successfully manage people

#### Who Should Attend

Those in a leadership role who have been managing a team for a minimum of 5 years.

#### Recommended Next Step Course

Advanced Leadership Communication Strategies **See Pg. 25**

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32561](http://cmcoutperform.com/32561)

#### Accreditation

35 PDU's (Leadership: 7, Strategic & Business Management: 28 )  
RIBO Credits: Management Skills 35 hours

#### Fees

Members \$2945 CDN  
Non-Members \$3195 CDN

## Leadership and Team Development for Managerial Success

Course Code: 32239

### TOP TAKEAWAY

Apply coaching strategies that will enable your team to achieve their potential.

### Become the engine of a high performance team.

Managers who will be promoted are those who manage efficiently and lead their teams effectively. Learn when to lead and when to get out of the way. Know and teach critical leadership skills to members of your team so that any one of them can lead in your absence.

#### What You Will Learn

- Assess your performance in your current leadership position
- Align the organization and team to the vision
- Identify and apply the most effective leadership style to team situations
- Develop a motivated workforce using appropriate motivators
- Prepare for and apply appropriate techniques to coaching situations
- Develop the skills to facilitate effective teams including conflict management

#### How You Will Benefit

- Discover insights into your current leadership style
- Become a leader who empowers your team and brings out their best
- Build confidence to adapt your personal leadership style in response to 'curve balls'
- Build a strong leadership team
- Strong teams focus on achieving organizational vision

#### Who Should Attend

Managers, team leaders and other business professionals working and leading in a team environment.

#### Recommended Next Step Course

Advanced Leadership Communication Strategies **See Pg. 25**

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32239](http://cmcoutperform.com/32239)

#### Accreditation

12 PDU's (Leadership: 12)

#### Fees

Members \$1845 CDN  
Non-Members \$1995 CDN



## Leading With Emotional Intelligence

Course Code: 32133

### TOP TAKEAWAY

Use emotional behaviours, like empathy, to inspire positive relationships and team results.

### Inspire, support and influence team members and external customers through EI.

The best practices and core competencies of emotional intelligence (EI) are at the heart of successful leadership. Every leader must have strong and impactful relationships so their organizations can be highly effective, fast reacting, and innovative. This course uses an integrated competency approach to help you develop this crucial skill. You'll also get hands-on opportunities to practice and apply methods for consistently using emotional intelligence (EI).

#### What You Will Learn

- Recognize and consciously use emotional data to create and maintain productive workplace relationships and team environments
- Manage and adapt emotional behaviours that impact leadership in a variety of workplace situations
- Integrate empathy to promote strong relationships
- Gain emotional insights to understand and implement change
- Implement emotionally intelligent motivational skills to achieve team results

#### How You Will Benefit

- Lead powerfully with presence and impact
- Gain valuable emotional insights and awareness to inspire and maintain productive relationships
- Manage and adapt emotional behaviours that expand your sphere of credibility and influence
- Use empathy to promote strong relationships
- Apply collaborative, inclusive and creative communication practices
- Harness emotionally intelligent motivational skills to achieve team results

#### Who Should Attend

Leaders and managers who need to create a healthy, productive workplace and organizational culture by enhancing their overall effectiveness through EI.

#### Recommended Next Step Course

Advanced Leadership Communication Strategies **See Pg. 25**

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32133](http://cmcoutperform.com/32133)

#### Accreditation

18 PDUs (Leadership: 18)  
RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2295 CDN  
Non-Members \$2545 CDN

## Achieving Leadership Success Through People

Course Code: 32128

### TOP PRODUCTIVITY TAKEAWAY

Lead more effectively by demonstrating both caring and courage, especially in challenging times.

### Lead more effectively by creating rapport, synergy and trust.

The most successful leaders are those with the best people skills, especially during the most difficult circumstances. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowerment) this course can help anyone in a position of leadership demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

#### What You Will Learn

- Demonstrate professionalism by emphasizing the five components of professionalism: competence, character, composure, commitment and communication
- Demonstrate empathy by connecting with, caring for, and considering people
- Leverage relational listening and greater understanding of personality types to build trust
- Create genuine partnerships with direct reports and colleagues
- Learn and apply the components of loyalty to create "loyal followership"

#### How You Will Benefit

- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Create genuine partnerships and unity with, and among, direct reports/colleagues
- Be more optimistic through reframing, resilience and positive language skills

#### Who Should Attend

People leaders and project leaders who need to exercise greater influence to drive results through others.

#### Recommended Next Step Course

Expanding Your Influence: Understanding the Psychology of Persuasion **See Pg. 7**

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32128](http://cmcoutperform.com/32128)

#### Accreditation

18 PDUs (Leadership: 18)

#### Fees

Members \$2195 CDN  
Non-Members \$2395 CDN

New  
ProfessionalsMid-Level  
ProfessionalsExperienced  
ProfessionalsProject  
Managers

## Making the Transition to Supervising and Managing Others

Course Code: 31243

### TOP TAKEAWAY

Understand what your boss, peers and direct reports will expect from you in your new role.

### Transition into your new role and responsibilities with ease!

This course will prepare you for a complete change of responsibilities and help eliminate the anxiety that can accompany it. You will gain the practical know-how and confidence you need to plan, organize, coach, motivate, delegate and communicate effectively in your new role.

#### What You Will Learn

- Understand what your boss, peers and direct reports will expect of you in your new role
- Identify your personal work style and leverage the styles of those around you
- Create better connections with those you work with through the use of listening and communication techniques
- Empower your employees through effective delegation practices
- Deliver feedback and provide coaching that will correct behaviour and motivate your employees

#### How You Will Benefit

- Make a quick, effective transition to your new role
- Establish a presence and build credibility from the start
- Gain insight from others going through the same transition
- Avoid common pitfalls of new managers and supervisors

#### Who Should Attend

Newly appointed or prospective supervisors and managers with less than one year of experience supervising and managing others.

#### Recommended Next Step Course

Improving Your Managerial Effectiveness

See Pg. 20

## Successfully Managing People

Course Code: 32295

### TOP TAKEAWAY

Adapt your management style to maximize productivity.

### Build cooperation and trust within your team!

Learn how to recognize what drives the people you work with and how to align employee and organizational values. Examine how to energize people and counter de-energizing forces.

#### What You Will Learn

- Understand your team's motivators and create an energized and engaged work environment
- Develop awareness of your personal management style and how to adjust it to suit different situations and/or individuals
- Apply effective conflict resolution approaches
- Learn to accomplish more, while developing your people, by using the appropriate delegation techniques for any given situation
- Construct action plans to turn 'poor' performers into 'peak' performers

#### How You Will Benefit

- Gain skills and confidence to turn difficult people into team players
- Win the cooperation of everyone in your organization through influence, emotional intelligence and awareness of personal style
- Increase retention of team members

#### Who Should Attend

Supervisors, managers and others with management responsibilities looking to step-up their people management skills.

#### Recommended Next Step Course

Developing a Strategic Mindset

See Pg. 23

**Delivery Method** Classroom, On-site

**For Dates, Locations and Registration:** [cmcoutperform.com/31243](http://cmcoutperform.com/31243)

#### Accreditation

12 PDUs (Leadership: 12)

RIBO Credits: Management Skills 12 hours

#### Fees

Members \$1845 CDN

Non-Members \$1995 CDN

**Delivery Method** Classroom, On-site

**For Dates, Locations and Registration:** [cmcoutperform.com/32295](http://cmcoutperform.com/32295)

#### Accreditation

18 PDUs (Leadership: 18)

RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2195 CDN

Non-Members \$2395 CDN

## How To Be A Successful Manager As An Introvert

Course Code: 32005

### TOP TAKEAWAY

Learn how to manage your energy for greater productivity.

#### Harness your strengths as an introvert.

How successful can you be in business if you're an introvert? Very—if you know how to harness your strengths. In a world dominated by extroverts, introverts can be challenged to communicate in ways that ensure they don't fade into the background.

This course offers you practical techniques to raise your visibility by leveraging what you naturally do well. You'll also discover how to manage your energy as an introvert and how to communicate confidently even when surrounded by extroverts. You'll learn to position yourself as a valued insider even if you do your best thinking outside the conference room.

#### What You Will Learn

- Find opportunities to raise your visibility in your organization
- Identify the self-defeating messages that hold you back
- Build your effectiveness at speaking up and getting heard
- Get recognition for your expertise
- Increase your professional network without feeling or coming off as pushy
- Target your stakeholders more strategically
- Work more harmoniously with other personality types

#### How You Will Benefit

- Take actions to rein in negative self-talk
- Initiate thinking habits to support your visibility
- Learn and practice tactics for speaking compellingly to your audiences
- Create a “marketing mix” of visibility-boosting activities
- Promote an environment that engages extroverts and introverts
- Optimize your results by balancing your people time vs. solo time

#### Who Should Attend

Managers who recognize their tendency to be introverted and want to strategically harness their strengths to maximum advantage.

#### Recommended Next Step Course

Assertiveness Training for Managers

See Pg. 26

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32005](http://cmcoutperform.com/32005)

#### Fees

Members \$1995 CDN

Non-Members \$2195 CDN



## Management Skills for New Supervisors and Managers

Course Code: 31248

### TOP TAKEAWAY

Learn how you can achieve better results through people.

#### Manage, coach and inspire your team to new levels of performance!

This course will give you the fundamental skills to succeed in your new leadership role. You will learn key concepts and apply tools for communicating, leading change, coaching and inspiring that will enable you to build a high-performing team of engaged employees. And, you will walk away from this course with a powerful action plan to leverage your new skills and transform your management challenges.

#### What You Will Learn

- Identify the various aspects of your role as a leader
- Gain awareness of your behavioural style and learn to recognize the styles of others
- Adapt your style to improve communications and relationships
- Support your employees through phases of transition and change
- Recognize what and when to delegate, and to whom
- Deliver feedback that will redirect behaviour and inspire employees
- Use performance management to motivate and engage others

#### How You Will Benefit

- Empower others by giving individuals clear goals and the autonomy to do their best work
- Maximize productivity through delegation and performance management
- Gain the confidence to provide employees with ongoing feedback and coaching
- Avoid common pitfalls for new supervisors and managers

#### Who Should Attend

Supervisors and managers with one to three years of experience supervising and managing others.

#### Recommended Next Step Course

Preparing for Leadership

See Pg. 15

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/31248](http://cmcoutperform.com/31248)

#### Accreditation

18 PDUs (Leadership: 18)

RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2195 CDN

Non-Members \$2395 CDN

## Improving Your Managerial Effectiveness

Course Code: 32508

### TOP TAKEAWAY

Find ways to optimize the talent on your team to achieve better results.

### You have the ability to transform your team environment.

Get ready to examine your managerial style and increase your self-awareness. Here's your chance to adapt your approach, navigate conflicts, and motivate your people. You'll have an opportunity to experience management simulations and role-model the specific behaviours that will enable you to perform at your very best and move from being a boss to a coach who gets results. Attend this course to learn how to conquer obstacles that are in the way of the results you want to achieve.

#### What You Will Learn

- Understand what it takes to create a high-performance team
- Identify remedies to fix dysfunctional teams
- Develop your team members to reach their highest potential
- Identify motivating triggers, barriers, and generational differences
- Assess your conflict profile and apply the most effective approach for handling conflicts
- Learn to deal with real workplace challenges through management simulations

#### How You Will Benefit

- Increase your confidence and gain better buy-in from your team
- Create a high-performance team with shared goals
- Motivate your people and help to connect work with a purpose and meaning
- Gain practical tools to deal with conflicts and challenging employees
- Acquire the behaviours and competencies of a transformational coach

#### Who Should Attend

Managers with a few years of experience who are interested in enhancing their managerial effectiveness.

#### Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 15

#### Delivery Method

Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32508](http://cmcoutperform.com/32508)

#### Accreditation

18 PDUs (Leadership: 18)

#### Fees

Members \$2195 CDN

Non-Members \$2395 CDN

## Getting Results Without Authority

Course Code: 32532

### TOP TAKEAWAY

Reduce resistance, get buy-in and achieve better results.

### Learn how to influence individuals and outcomes without the use of formal authority.

Getting anything done in the business world — whether convincing someone to hire you, fund your project, or buy into your proposal — requires the ability to influence others. In this course, you'll focus on the three key sources of influence that will equip you with the skills to influence others where there is a lack of authority, personal power, persuasion and negotiation.

#### What You Will Learn

- Use the PowerDial® Model to discover the three key sources of influence
- Measure your current power base to identify and target your influence opportunities
- Improve the interpersonal skills that make the biggest impact on your ability to get results through others
- Build credibility by tuning in to the needs of others
- Use positional power effectively and appropriately
- Develop an understanding for negotiation and how to use it to influence outcomes
- Leverage constructive conflict to influence others and produce better team results

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#### How You Will Benefit

- Build credibility in the eyes of those you wish to influence
- Understand those you're trying to influence and develop strategies to become more influential with them
- Successfully position your ideas and implement change
- Create a collaborative work environment for faster, better results
- Achieve more trusting relationships with colleagues, stakeholders and leaders

#### Who Should Attend

Professionals who need to improve their influencing skills to achieve results through others.

#### Recommended Next Step Course

Communicating Up, Down & Across the Organization

See Pg. 26

#### Delivery Method

Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32532](http://cmcoutperform.com/32532)

#### Accreditation

18 PDUs (Leadership: 18)

RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2195 CDN

Non-Members \$2395 CDN

## Delegation Bootcamp

Course Code: 32819

### TOP TAKEAWAY

Empower your team and maximize your resources through delegation.

### Work smarter, not harder, through others.

Now you can get your work done right and on time by taking steps to effectively delegate and influence your peers to share your workload. This fast-paced, intensive, one-day course gives you 'real world' practice in delegation strategies that will reduce your stress level, empower your staff and build morale.

#### What You Will Learn

- Differentiate between effective and ineffective delegation
- Distinguish between tasks that are appropriate for delegation and those that are not
- Select the appropriate person for delegation
- Describe and demonstrate the R-A-M-P-S® process for effective delegation
- Remove barriers like reluctance and hesitation to delegation
- Overcome resistance to delegation
- Monitor progress appropriately without micromanaging
- Empower employees with useful coaching to ensure success

#### How You Will Benefit

- Exhibit greater competence and confidence in assigning work and responsibilities
- Foster greater teamwork, cooperation and collaboration through clear delineation of roles and authority
- Prevent miscommunication when setting tasks and expectations
- Empower and motivate staff to handle more difficult assignments

#### Who Should Attend

Managers, supervisors, project managers and team leaders who have direct reports or who work in a team environment.

#### Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 15

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32819](http://cmcoutperform.com/32819)

#### Accreditation

6 PDU's (Leadership: 6)

#### Fees

Members \$995 CDN  
Non-Members \$1095 CDN

## Leading Through Change

Course Code: 21006

### TOP TAKEAWAY

Eliminate productivity lulls with effective change management techniques.

### Build trust, commitment, and positive results through any change initiative.

Organizational change is constant. And yet many people react to change with denial or resistance. As a change leader, your ability to help people overcome their reactions and get on board with new initiatives is critical to your success. In this one-day workshop, you'll gain practical tools that will enable you to manage reactions to change and communicate in a manner that inspires followership and optimal productivity through any change initiative.

#### What You Will Learn

- Understand your role as a change leader
- Get clear on your own reaction to change as well as the reaction of those you work with
- Appreciate why others may react negatively to change and how best to respond
- Adapt your communication style to gain buy-in and support from others toward change initiatives
- Increase the readiness to embrace change and overcome resistance in your work environment

#### How You Will Benefit

- Begin establishing your reputation within your organization as someone that can manage change and demonstrate agility and resilience
- Embrace or reconcile the reality of change, address and decrease anxiety, and concentrate on productivity and results
- Set a positive example for colleagues or direct reports when handling significant changes in the workplace

#### Who Should Attend

Supervisors, team leaders and managers responsible for implementing change initiatives within their organization.

#### Recommended Next Step Course

Managing Stress and Emotions in the Workplace

See Pg. 10

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/21006](http://cmcoutperform.com/21006)

#### Accreditation

6 PDU's (Leadership: 3, Strategic & Business Management: 3)

#### Fees

Members \$1095 CDN  
Non-Members \$1195 CDN

New Professionals

Mid-Level Professionals

Experienced Professionals

Project Managers

## Developing Your Analytical Skills: How to Research and Present Information

Course Code: 92162

### TOP TAKEAWAY

Apply techniques for analytical rigour that will save you time.

### Quickly synthesize data, determine implications and make informed decisions.

Are you flooded with information and new knowledge on a daily basis? Unsure how to assess the credibility of new information? Not 100% confident you're making valid decisions?

With interactive learning\*, combined with discussion, lecture, and case studies, this is your opportunity to make sense of the overwhelming amount of data you're inundated with daily so you can make decisions to the best advantage of your business and career.

\*Please bring your laptop to this course

#### What You Will Learn

- Apply techniques to information to help determine what is relevant
- Put information into a form that can be analyzed
- Analyze information in order to identify the "best" opportunity for your business, and explain your reasoning
- Recognize patterns, and discern what they can mean for your business
- Identify a framework as the basis for creating presentations that use information you've derived from your analysis

#### How You Will Benefit

- Organize information from multiple sources in various formats
- Categorize data so you can analyze it
- See contradictory data in different perspectives
- Analyze the facts to identify the best opportunity
- Recognize patterns and determine what they mean
- Clearly communicate your findings and suggestions

#### Who Should Attend

Business professionals who want to learn foundational, analytical skills that they can apply to their jobs to make more informed and successful business decisions.

#### Recommended Next Step Course

Critical Thinking

See Pg. 22

**Delivery Method** Classroom, On-Site, Live Online

**For Dates, Locations and Registration:** [cmcoutperform.com/92162](http://cmcoutperform.com/92162)

#### Accreditation

12 PDUs (Strategic & Business Management: 12)

#### Fees

Members \$1845 CDN  
Non-Members \$1995 CDN

New Professionals

Mid-Level Professionals

Experienced Professionals

Project Managers

## Critical Thinking

Course Code: 32533

### TOP TAKEAWAY

Adopt an approach to thinking critically that will save you time and effort.

### Gain a competitive advantage by learning to think critically!

The ability to think critically is one of the most important skills you can learn in order to effectively address today's complex business problems. As a critical thinker, you'll be able to ask the right questions, challenge assumptions and see others' viewpoints with greater clarity. You'll generate better results in a shorter time by applying these powerful thinking skills.

#### What You Will Learn

- Learn a process for critical thinking that you can apply in complex situations to act more effectively and efficiently
- Recognize and address the assumptions and faulty thinking processes that are often used in business situations
- Discover your thinking style using the My Thinking Styles™ assessment and identify ways to leverage that style to enhance your critical thinking
- Understand the thinking styles of others and how to better collaborate for more effective decision-making and problem solving
- Improve your problem solving ability and create opportunities for innovation and creativity

#### How You Will Benefit

- Gain a competitive edge by becoming a critical thinker in your workplace
- Accurately understand and respond to situations
- Have confidence in your decisions
- Create collaborative teams that make sound decisions

#### Who Should Attend

All business professionals who want to enhance their thinking skills in order to achieve better results.

#### Recommended Next Step Course

Effective Decision Making

See Pg. 23

**Save \$400 by registering for Critical Thinking and Effective Decision Making. Use promo code: CTDW400**

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32533](http://cmcoutperform.com/32533)

#### Accreditation

12 PDUs (Leadership: 4, Strategic & Business Management: 8)  
RIBO Credits: Management Skills 12 hours

#### Fees

Members \$1845 CDN  
Non-Members \$1995 CDN

## Effective Decision Making

Course Code: 21004

### TOP TAKEAWAY

Master the art of decision-making to achieve better outcomes.

### Stop the cycle of worry and stress. Take decisive action now!

Some of us procrastinate and allow our fear of making the wrong decision stop us, while others make hasty decisions based purely on emotion. Whatever the situation, this course will help you take control of these tendencies. Learn to practice a clear approach to sharpen your analytical thinking, while recognizing and removing your emotional and personal biases. In this one day program you will apply proven techniques to arrive at the most effective decisions and gain confidence in your ability to make the right move.

#### What You Will Learn

- Distinguish between problem-solving and decision-making
- Understand the impact of over-confidence in decision-making
- Avoid common pitfalls that derail you from making the right decision
- Identify the biases that influence your decision-making
- Apply analytical tools to weigh alternative options and arrive at the most effective decision

#### How You Will Benefit

- Feel more confident and empowered to make decisions
- Sharpen your analytical and intuitive skills
- Understand and overcome procrastination when making decisions
- Arrive at decisions objectively
- Reduce worry and stress around decision-making

#### Who Should Attend

All professionals who want to harness their intuition and use proven decision-making tools to take decisive action, both personally and professionally.

#### Recommended Next Step Course

Developing a Strategic Mindset

See Pg. 23

**Save \$400 by registering for Critical Thinking and Effective Decision Making. Use promo code: CTDW400**

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/21004](http://cmcoutperform.com/21004)

**Accreditation**  
6 PDUs (Leadership: 3, Strategic & Business Management: 3)

**Fees**  
Members \$1095 CDN  
Non-Members \$1195 CDN



## Developing a Strategic Mindset

Course Code: 92242

### TOP TAKEAWAY

Find ways to make time to think more strategically.

### Train your mind to be more strategic and make a bigger impact in your organization!

Developing strategic thinking competency is critical for both your business and leadership success in today's workplace. This course will equip you with a framework as well as tips and techniques that can be applied to your daily workplace reality. As a result of attending, you will leave as a stronger and more confident strategic thinker.

#### What You Will Learn

- Recognize how strategy lives within an organization
- Identify your strategic thinking strengths and areas for improvement
- Understand the four steps required to think strategically
- Apply best practices to stop and reflect on the big picture before acting
- Articulate clearly the link between the problem/action and the overall strategy
- Learn how to innovatively reframe when brainstorming
- Recognize actions you can take to strategically plan for your implementation
- Apply what you have learned to scenarios and/or your real-life situation

#### How You Will Benefit

- Develop awareness of the skills required to successfully think strategically in the workplace
- Strengthen your ability to explain how your decisions and actions align with your organization's strategy
- Expand your toolbox of ways to creatively brainstorm solutions
- Recognize how to lead people more strategically
- Increase your competitiveness in the workplace

#### Who Should Attend

Business professionals seeking to develop the skills to prepare them for more strategic roles.

#### Recommended Next Step Course

Strategic Planning: From Vision to Action

See Pg. 24

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/92242](http://cmcoutperform.com/92242)

**Accreditation**  
12 PDUs (Strategic & Business Management: 12)

**Fees**  
Members \$1845 CDN  
Non-Members \$1995 CDN

## Strategic Planning: From Vision to Action

Course Code: 92565

### TOP TAKEAWAY

Sharpen your skills to synthesize information and evaluate strategic options.

### Strategic planning skills to maximize your leadership contribution.

Learn a comprehensive, strategic planning approach you can apply immediately. Practice a variety of strategic planning tools and work through multiple case examples. You'll leave a more competent and confident strategic planner.

#### What You Will Learn

- Apply the CADDPER™ strategic planning framework to a real-life case study
- Expand your analytical skills when scanning the environment, the market, and when assessing your organization
- Identify competitors and market trends impacting your organization or industry
- Pinpoint aspects of your products or services that provide strategic advantage for your organization
- Sharpen your skills of synthesizing information and evaluating strategic options
- Communicate your plan in a way that gets people engaged and aligned to deliver on your goals

#### How You Will Benefit

- Learn analytical approaches to expand your understanding of the marketplace and your organization's relative strengths and weaknesses
- Incorporate customer needs into your strategic planning
- Communicate your strategic plan more effectively to gain buy-in and execute it successfully
- Differentiate yourself as a strategic leader and communicator

#### Who Should Attend

Business leaders who play a role in their organization's strategic planning process. Professionals wishing to strengthen their skills to become more effective leaders or to prepare for more senior roles.

#### Recommended Next Step Course

Communicating Your Strategy

See Pg. 24

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/92565](http://cmcoutperform.com/92565)

#### Accreditation

12 PDUs (Strategic & Business Management: 12)

#### Fees

Members \$1845 CDN  
Non-Members \$1995 CDN

## Communicating Your Strategy

Course Code: 91050

### TOP TAKEAWAY

Uncover the value of aligning people to strategic priorities through communication.

### Leverage effective strategies to ignite action around your strategic plan and drive measurable results.

Have you ever been part of a labour-intensive strategic planning process that failed to produce results? Most common diagnosis: Ineffective communication.

This course is designed to provide you with proven strategies to overcome persistent communication challenges, enabling you to capitalize on the work invested in your strategic plan. Transform your communication approach and prepare to engage the people you need to make your plan happen.

#### What You Will Learn

- Understand why communication is critical to successful strategy execution
- Apply a comprehensive framework to your own real-life situation
- Learn the critical components of an effective communication plan
- Craft impactful messages that create understanding and generate action
- Integrate key communication elements to reinforce your messaging
- Increase your overall confidence when planning and delivering communications related to business strategy

#### How You Will Benefit

- Communicate your strategic plan more effectively to maximize alignment and drive results
- Ensure employee engagement and commitment to organizational goals through better understanding of organizational strategy
- Differentiate yourself as an effective communicator of strategy

#### Who Should Attend

Business leaders who currently play a role in their organization's strategic planning and communication process. Professionals wishing to strengthen their skills in this competency in order to become more effective leaders or to prepare for more senior roles.

#### Recommended Next Step Course

Leading With Emotional Intelligence

See Pg. 17

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/91050](http://cmcoutperform.com/91050)

#### Accreditation

6 PDUs (Strategic & Business Management: 6)

#### Fees

Members \$1095 CDN  
Non-Members \$1195 CDN



## How to Communicate with Diplomacy, Tact and Credibility

Course Code: 32206

### TOP TAKEAWAY

Adopt new skills and behaviours to strengthen communication and improve your professional image.

#### Get your point across with a positive professional image.

The way you communicate reflects your capabilities and influences others' perception of you. Learn how to choose and use the most appropriate words and emotional tone for every business situation. In just two days you will gain insight into your communication style and that of others and build skills to clearly give and receive information.

#### What You Will Learn

- Recognize how communicating with diplomacy, tact and credibility positively impacts the image others have of you
- Identify your personal communication style and match your style to the style of others
- Understand and remove the roadblocks to effective communication
- Utilize and leverage the visual, verbal and vocal components of communication
- Address difficult situations with diplomacy, tact and credibility
- Create an action plan to enhance your communication skills at work

#### How You Will Benefit

- Strengthen your communication effectiveness with active listening and questioning skills
- Gain cooperation and respect by modeling positive behaviours
- Improve your professional image
- Create a more positive work environment
- Gain tips on maintaining confidence, credibility and polish when interacting with others
- Develop techniques for handling difficult situations effectively

#### Who Should Attend

All business professionals who want to advance their credibility and confidence with diplomatic methods of communication.

#### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

<b>Delivery Method</b>	Classroom, Live Online, On-Site
<b>For Dates, Locations and Registration:</b>	<a href="http://cmcoutperform.com/32206">cmcoutperform.com/32206</a>
<b>Accreditation</b>	12 PDUs (Leadership: 12) RIBO Credits: Personal Skills 12 hours
<b>Fees</b>	Members \$1845 CDN Non-Members \$1995 CDN



## Advanced Leadership Communication Strategies

Course Code: 32134

### TOP TAKEAWAY

Learn how to position your communications for maximum impact.

#### Motivate and influence at every level.

You're already successful as a leader and communicator. Now you must exercise greater influence, solve bigger problems and drive unprecedented performance improvements. You need to be highly effective at handling your specific challenges as an executive communicator.

#### What You Will Learn

- Apply influencing techniques for employees, customers, partners and stakeholders, both internally and externally
- Develop the trust, credibility, rapport and relationships you need to deliver superior results and rise more rapidly in the organization
- Demonstrate techniques to build consensus, cohesion, buy-in and team commitment
- Express "key elements" of your message: Written, verbal, visual and symbolic
- Compile the best tools and channels for delivering messages

#### How You Will Benefit

- Master best practices for influencing peers, managers, subordinates, customers and other stakeholders
- Become more effective at handling your specific challenges from delivering bad news to increasing team motivation
- Develop effective communication with different personalities
- Improve relationships with team members

#### Who Should Attend

This course is for experienced leaders determined to achieve even greater success at the highest levels of their organizations.

#### Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 15

<b>Delivery Method</b>	Classroom, On-Site
<b>For Dates, Locations and Registration:</b>	<a href="http://cmcoutperform.com/32134">cmcoutperform.com/32134</a>
<b>Accreditation</b>	18 PDUs (Leadership: 18) RIBO Credits: Management Skills 18 hours
<b>Fees</b>	Members \$2195 CDN Non-Members \$2395 CDN

## Assertiveness Training for Managers

Course Code: 32527

### TOP TAKEAWAY

Learn techniques to boost your assertiveness and watch your productivity improve.

### Achieve greater results and higher influence with assertiveness techniques that will build confidence and credibility.

Learn how your behaviour style impacts your overall performance as a manager. Step by step, you'll go from identifying your current style to applying a more effective approach. You'll examine the entire dynamic process using behaviour modeling and feedback sessions.

#### What You Will Learn

- Apply assertive behavioural techniques to manage others effectively
- Assess the link between assertiveness, personal power and self-confidence
- Demonstrate effective ways to request and influence change
- Resolve conflict and express disagreement without alienating others
- Maintain confidence and emotional control in tough situations
- Demonstrate techniques to gain recognition and influence

#### How You Will Benefit

- React assertively, appropriately and confidently in any situation
- Create a polished, powerful and professional managerial style
- Improve effectiveness as a manager by getting things done through others
- Effectively produce stronger communicators for increased efficiency
- Build a strong and effective management team

#### Who Should Attend

Leaders interested in adopting a more impactful and effective interpersonal management style.

#### Recommended Next Step Course

Preparing for Leadership

See Pg. 15

#### Delivery Method

Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32527](http://cmcoutperform.com/32527)

#### Accreditation

18 PDUs (Leadership: 18)

RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2095 CDN

Non-Members \$2295 CDN

## Communicating Up, Down and Across the Organization

Course Code: 32203

### TOP TAKEAWAY

Maximize your ability to communicate and collaborate to move projects forward.

### Gain recognition, build stronger work relationships and deliver high-value results!

Real leaders appreciate it when employees practice upward communication—taking the responsibility to communicate new ideas, innovations and better ways to get the work accomplished. This ability is especially crucial during times of economic uncertainty, where responsibilities can change unexpectedly and fresh ideas and input are essential at all organizational levels.

This course offers practical and adaptive strategies for upward communication—as well as across and downward communication—to inform and influence others no matter where they fit in the organizational chart.

#### What You Will Learn

- Acquire behaviours and techniques that demonstrate a strong sense of self-confidence with your peers, direct reports and manager
- Develop techniques to analyze audiences and situations appropriately
- Create processes to frame your message to specific audiences
- Apply strategies to influence and motivate others

#### How You Will Benefit

- Gain recognition, confidence and credibility by putting forward a positive image
- Use upward and downward communication to create new opportunities for yourself
- Break down the barriers between team cooperation and organizational effectiveness
- Reduce frustration through upward and downward communication to build cooperation between different silos
- Enhance productivity by gaining support and commitment

#### Who Should Attend

Professionals and leaders looking to enhance their ability to communicate strong and impactful messages across their organizations.

#### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

#### Delivery Method

Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32203](http://cmcoutperform.com/32203)

#### Accreditation

12 PDUs (Leadership: 12)

RIBO Credits: Personal Skills 12 hours

#### Fees

Members \$1845 CDN

Non-Members \$1995 CDN

## Negotiating to Win

Course Code: 32513

### TOP TAKEAWAY

Plan and strategize through the stages of negotiation for any business situation.

### Learn practical and proven techniques for success in any negotiation.

Master the art of negotiation in any industry, at any level. Learn how to prioritize key issues, break deadlocks and negotiate as part of a team. Practice persuasion techniques and identify the negotiation ploys of successful negotiators. Return to work equipped with the tools to employ winning negotiating strategies.

#### What You Will Learn

- Recognize business situations and opportunities that warrant a negotiation
- Recognize the stages of negotiation and determine appropriate behaviour to utilize in each stage
- Identify the communication styles of others and adjust your own communication style to achieve desired results
- Apply the principles of persuasion to influence others of your perspective
- Plan and strategize a negotiation according to priority, settlement ranges and interests

#### How You Will Benefit

- Develop an effective plan and appropriate strategy for any negotiation
- Use proven strategies to move from “no” to “maybe” to “yes”
- Understand the strengths and vulnerabilities of your own communication style
- Gain confidence in your negotiation skills and ability
- More effective negotiation to achieve positive business results

#### Who Should Attend

All professionals required to engage in negotiations as part of their job responsibilities. Individuals involved in contract negotiations such as sales and purchasing professionals. This course is not intended for labour/union negotiations.

### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

<b>Delivery Method</b>	Classroom, Live Online, On-Site
<b>For Dates, Locations and Registration:</b>	cmcoutperform.com/32513
<b>Accreditation</b>	18 PDUs (Leadership: 8, Strategic & Business Management: 10) RIBO Credits: Personal Skills 18 hours
<b>Fees</b>	Members \$1995 CDN Non-Members \$2195 CDN

## Conflict Management Workshop

Course Code: 21007

### TOP TAKEAWAY

Manage conflict situations proactively and effectively to maximize positive outcomes.

### The ability to effectively manage conflict separates the good from the outstanding performers.

Conflict is a part of daily life. Those who embrace conflict as an opportunity to build understanding and better relationships experience greater personal and professional success. But managing conflict is not easy – it requires self-awareness, solid communication skills and the motivation to resolve uncomfortable situations. This workshop will provide insight into your own emotional triggers and give you the tools to manage difficult, conflict-prone conversations. You’ll walk away feeling greater confidence in managing tough situations with diplomacy.

#### What You Will Learn

- Manage your emotional reaction in a conflict situation
- Choose the appropriate conflict management approach for any scenario
- Understand your own conflict style
- Follow a proven method for defusing tense situations
- Communicate assertively without eliciting defensiveness from the other person
- Plan for difficult conversations in a way that focuses on achieving the results you desire

#### How You Will Benefit

- Build trust and credibility with colleagues and team members
- Gain confidence in holding difficult conversations calmly and assertively
- Leverage potential conflict situations as opportunities for critical conversations that enhance work relationships

#### Who Should Attend

Professionals and managers who want to enhance their ability to deal with conflict situations productively.

### Recommended Next Step Course

Interpersonal Skills for Managers

See Pg. 28

<b>Delivery Method</b>	Classroom, On-Site
<b>For Dates, Locations and Registration:</b>	cmcoutperform.com/21007
<b>Accreditation</b>	6 PDUs (Leadership: 6)
<b>Fees</b>	Members \$1095 CDN Non-Members \$1195 CDN

## Influencing Skills Workshop

Course Code: 21003

### TOP TAKEAWAY

Discover ways to expand your influence to achieve results.

### Overcome personal barriers to achieve results through others.

Today's organizational environments require you to get results through working effectively with others. Exceptional influencing skills enable you to do this successfully regardless of your positional power. In this workshop, you will gain insights into the nature of influence and your own influence style that will equip you with the knowledge you need to build credibility with others – no matter what level of the organization you are dealing with. You'll learn to craft compelling messages that will allow you to connect emotionally with your stakeholders and enable you to negotiate with greater success.

#### What You Will Learn

- Apply influence models to help you develop effective strategies
- Understand the person you are trying to influence and what may be driving their needs
- Build your personal credibility as it relates to your individual influence challenges
- Employ effective questioning techniques to persuade others to see your point of view
- Craft compelling messages that inspire, influence, persuade and motivate

#### How You Will Benefit

- Understand the impact of communication styles
- Realize the relationship between credibility and influence
- Gain insights into overcoming influence challenges through collaborative exercises
- Identify opportunities to build stronger relationships
- Build trust between you and your colleagues

#### Who Should Attend

Managers, team leaders, project managers and business professionals who need to achieve results with and through others.

#### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

#### Delivery Method

Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/21003](http://cmcoutperform.com/21003)

#### Accreditation

6 PDUs (Leadership: 6)

#### Fees

Members \$1095 CDN  
Non-Members \$1195 CDN

## Interpersonal Skills for Managers

Course Code: 32575

### TOP TAKEAWAY

Save time and energy by building your capability to tap into the talent of your people.

### Shape the way others perceive and respond to you.

Improve your influence and effectiveness with others. Learn how to communicate more effectively and create a climate for positive action. Return to work better able to motivate, influence change and foster teamwork.

#### What You Will Learn

- Recognize and manage the complex processes of communication in order to achieve performance excellence through interpersonal cooperation
- Identify and apply new skills and strategies to enhance individual and team performance
- Identify and analyze communication styles and practice appropriate strategic interpersonal skills to develop and maintain productive workplace relationships
- Motivate and influence others to work cooperatively toward achieving organizational and team goals by effectively communicating high standards, offering productive performance feedback, and recognizing individual accomplishments

#### How You Will Benefit

- Gain a better understanding of your personal style and your impact on others
- Discover how to minimize conflict and foster teamwork
- Improve the “people” side of your job
- Create a positive work environment
- Build a strong management team

#### Who Should Attend

Managers, supervisors, and team leaders who want to develop and sustain a positive impact on their teams through effective interpersonal skills.

#### Recommended Next Step Course

Leading with Emotional Intelligence

See Pg. 10

#### Delivery Method

Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/32575](http://cmcoutperform.com/32575)

#### Accreditation

18 PDUs (Leadership: 18)  
RIBO Credits: Personal Skills 18 hours

#### Fees

Members \$1995 CDN  
Non-Members \$2195 CDN

## Managing Stress and Emotions in the Workplace

Course Code: 32540

### TOP TAKEAWAY

Find out how to manage your emotions and tap into your optimal performance.

**Don't let stress take over! Remain calm, cool and collected in an intense or difficult work environment.**

The pressure of doing more with fewer resources and tighter timelines can be stressful. Learn how to increase personal and workplace productivity and feel more energized at the end of your day.

#### What You Will Learn

- Consider how perceptions have a direct impact on your emotions and understand how to modify your perceptions
- Analyze how hurt, loss, anxiety, anger, guilt and depression trigger emotional arousal and reactions
- Make the connection between emotions and workplace stress
- Practice hands-on techniques to keep from being 'emotionally hijacked' at work
- Practice using emotional feedback and practical intuition as a tool to be more perceptive
- Apply 'head level' and 'heart level' information to make better quality decisions

#### How You Will Benefit

- Discover how you can stay focused in the face of stress and frustration
- Deal effectively with intimidating and explosive personalities
- Create a positive workplace environment
- Minimize risk due to 'out of control' employees

#### Who Should Attend

Managers, supervisors and individuals who need to coach others and/or face emotional and stressful situations at work.

#### Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 11

## Communication Techniques for Strong Work Relationships

Course Code: 32235

### TOP PRODUCTIVITY TAKEAWAY

Develop new, effective, ways to respond to challenging workplace situations for more positive outcomes.

**Use communication techniques to connect with and influence the people within your organization!**

Become a more conscious communicator – someone who knows exactly what to say and understands the impact of their messages. Broaden your awareness of other perspectives to enhance your ability to understand and influence those you work with.

#### What You Will Learn

- Demonstrate the fundamental competencies needed to achieve solid work relationships, build strong rapport and gain trust
- Identify and accept personal and professional responsibilities in communicating effectively with others
- Recognize short- and long-term implications of communication on your workplace relationships
- Identify and use others' communication and thinking style preferences to influence and motivate them to first-rate performance
- Understand values, beliefs, attitudes, and perceptual processes and their impact on establishing workplace-specific trust and respect
- Investigate emotions and how they translate into workplace emotional intelligence
- Master the key to excellent communication: observe, listen, analyze, plan, and communicate

#### How You Will Benefit

- Learn to communicate with vision, clarity and purpose
- Gain insight into your personal communication strengths and weaknesses
- Develop the ability to be flexible in actions, thoughts and feelings to better handle workplace situations
- Engage in more effective and focused communication

#### Who Should Attend

Managers and professionals seeking the skills, tools, and strategies needed to enhance their prominence, influence, and respectability.

#### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

<b>Delivery Method</b>	Classroom, On-Site
<b>For Dates, Locations and Registration:</b>	cmcoutperform.com/32540
<b>Accreditation</b>	12 PDUs (Leadership: 12) RIBO Credits: Personal Skills 12 hours
<b>Fees</b>	Members \$1845 CDN Non-Members \$1995 CDN

<b>Delivery Method</b>	Classroom, On-Site
<b>For Dates, Locations and Registration:</b>	cmcoutperform.com/32235
<b>Accreditation</b>	18 PDUs (Leadership: 18) RIBO Credits: Personal Skills 18 hours
<b>Fees</b>	Members \$2095 CDN Non-Members \$2295 CDN

## Improving Your Project Management Skills: The Basics for Success

Course Code: 36503

### TOP TAKEAWAY

Learn the framework of project management and how to build a project plan.

### Build a solid foundation of project management knowledge, techniques, and tools in this hands-on workshop.

Learn and practice critical tools and techniques necessary for project management success. This skills-based course provides the practical knowledge, tools and techniques to improve your project management quality and performance right away.

#### What You Will Learn

- The basic Project Management Framework
- Initiate a project with SMART requirements, a strong project charter and effective research techniques
- Develop a Work Breakdown Structure (WBS)
- Understand the components for budgeting a project
- Complete the project plan and execute with confidence
- Close a project effectively

#### How You Will Benefit

- The basics for effectively gathering and documenting requirements
- The role of the project manager, business analyst, and others in managing projects
- Develop an integrated project plan including scope, schedules, budgets, and risks
- How to effectively track and report on project progress

#### Who Should Attend

Individuals new to project management, 'accidental' project managers, business analysts, managers responsible for projects and experienced project managers looking to review current tools, techniques, and processes.

### Recommended Next Step Course

Getting Results Without Authority

See Pg. 20

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/36503](http://cmcoutperform.com/36503)

#### Accreditation

18 PDUs (Technical: 18)  
RIBO Credits: Management Skills 18 hours

#### Fees

Members \$2195 CDN  
Non-Members \$2395 CDN

## Best Practices For The Multi-Project Manager

Course Code: 36523

### TOP TAKEAWAY

Upgrade your ability to manage competing demands and priorities.

### Put the best concepts, tools and techniques available for multi-project management to work for you and your organization.

Learn how to develop a culture for consistent, standardized Multi-Project Management (MPM) practices, utilize proven metrics for MPM performance and implement innovative tools and techniques for successful completion of multiple projects.

#### What You Will Learn

- How projects enable enterprise prosperity
- Determine the ability of an organization to take on more work
- Apply prioritization criteria to future and existing projects to help maximize enterprise investments
- A standardized approach to project communications to reduce administrative overhead
- Techniques for effective management of stakeholder expectations to increase the probability of your projects' success

#### How You Will Benefit

- Increase your effectiveness and efficiency
- Set and maintain priorities
- Align work and projects with the strategic direction of the organization
- Keep projects on track and on budget
- Develop effective and standard communications across all projects
- Establish effective measuring, tracking and reporting of project metrics

#### Who Should Attend

This course is designed for experienced project managers who are working on multiple projects simultaneously and would like to learn tips and techniques to improve their effectiveness and efficiency.

### Recommended Next Step Course

Project Stakeholder Management

See Pg. 31

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/36523](http://cmcoutperform.com/36523)

#### Accreditation

12 PDUs (Leadership: 4, Technical: 8)

#### Fees

Members \$1845 CDN  
Non-Members \$1995 CDN

## Project Stakeholder Management

Course Code: 36105

### TOP TAKEAWAY

Keep your projects on track by learning to maximize stakeholder involvement.

### Stakeholders can make or break a project. Engage them and build their trust to achieve project success.

Up 90% of a project manager's time is spent communicating. You will learn to successfully resolve thorny issues that derail projects, manage stakeholder expectations and deal with difficult personalities and conflicts.

You will be able to describe project benefits and provide status updates without sounding technical so stakeholders buy in. And, develop skills to effectively manage remote teams and stakeholders.

#### What You Will Learn

- Identify high-priority stakeholders and their needs and interests
- Build trust and positive relationships with external stakeholders, especially those who are not co-located (i.e. remote location)
- Apply effective negotiation, persuasion, influence, and communication techniques to manage relationships
- Use tools to help manage scope creep throughout the project

#### How You Will Benefit

- Establish a process for continuous stakeholder communication
- Learn to resolve stakeholder issues when they arise, manage their expectations, and ensure continuous engagement
- Discover how to plan work, execute against the plan, and manage team members while actively involving external stakeholders
- Develop effective stakeholder communications for dealing with tight deadlines, limited resources, and changing requirements
- Achieve effective negotiations with stakeholders around scope creep to achieve win-win solutions

#### Who Should Attend

Experienced Project Managers and Team Leads who want to achieve more positive outcomes with external stakeholders through improved communication, higher levels of engagement and stronger collaboration.

#### Recommended Next Step Course

Project Team Leadership

See Pg. 31

**Delivery Method** Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/36105](http://cmcoutperform.com/36105)

#### Accreditation

18 PDUs (Leadership: 9, Technical: 9)

#### Fees

Members \$2195 CDN  
Non-Members \$2395 CDN

## Project Team Leadership

Course Code: 36585

### TOP TAKEAWAY

Optimize time, money and resources by leveraging your project team.

### Build team commitment and achieve more project successes using enhanced leadership and communication skills.

The demands of a project leadership role are unique. You must learn how to serve both the needs of your team members with the needs of the project—not an easy task. Project leadership requires a blend of soft skills, such as communication and motivation, along with the bottom-line capabilities of project management.

This course will teach you how to master the project leadership skills that can help you build team commitment and create a more predictable project environment.

#### What You Will Learn

- Build a high-performing team and create commitment to assist your team in meeting its deadlines
- Communicate more clearly within the project environment, including giving and receiving constructive feedback
- Delegate more successfully as a project manager
- Facilitate effective meetings, including presenting an options paper to get the team or stakeholders to make a decision
- Manage various types of communications throughout the project life cycle
- Resolve conflicts to keep the team committed and on track

#### How You Will Benefit

- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through team consensus and conflict resolution
- Achieve better results through clear, open and honest communication
- Optimize time, money and resources by putting the right people on the right projects

#### Who Should Attend

Project Managers, Team or Project Leaders and Program Managers with at least three years of experience on a professional project team.

#### Recommended Next Step Course

Advanced Leadership Communication Strategies

See Pg. 25

**Delivery Method**

Classroom, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/36585](http://cmcoutperform.com/36585)

#### Accreditation

18 PDUs (Leadership: 18)

#### Fees

Members \$2195 CDN  
Non-Members \$2445 CDN

# The Comprehensive Project Management Workshop

Course Code: 36595

# Fundamentals of Finance and Accounting for Non-Financial Managers

Course Code: 32218

## TOP TAKEAWAY

Apply new tools and techniques to optimize your projects.

## TOP TAKEAWAY

Boost your financial acumen to improve your analytical and decision making skills.

### An essential program to boost project management expertise in just five days.

In this five day situational learning program, you will examine a complete range of advanced PM competencies and methods and learn a common and precise language to communicate and define project needs effectively. You will acquire skills to resolve project issues through an alignment with the *Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. This course will help you roadmap your project management career under the guidance of an expert practitioner.

### Build financial acumen that will help you minimize risk and maximize profit.

Get a grip on what those numbers and financial documents really mean. Speak the language of finance and make decisions which support the bottom line. The truth is, no matter how great your management style or how innovative your ideas, your performance in today's economy will be measured in dollars and cents.

#### What You Will Learn

- Apply your project management approach using the fundamental concepts of project management in the PMBOK® Guide
- Build the key deliverables and structure to get your project started effectively and efficiently
- Develop a comprehensive and appropriate project management plan as a blueprint to effective project execution
- Prepare to implement the project plan by managing, coordinating, and collaborating with the project team and key project stakeholders

#### What You Will Learn

- Identify and describe the different methods of accounting
- Read, understand and evaluate financial statements
- Analyze annual reports to determine an organization's true financial picture
- Differentiate between fixed and variable costs and plan for profit
- Review and analyze capital expenditure budgets, operating budgets and understand the function of the capital budget

#### How You Will Benefit

- Learn new approaches and techniques to optimize your projects
- Identify and engage key stakeholders
- Create and implement a plan to keep your project on track
- Gain credibility and influence as an effective project leader

#### How You Will Benefit

- Increase confidence in your decisions that impact the bottom line
- Budget more effectively
- Understand and speak the language of finance and accounting
- Minimize and manage risk
- Build a strong management team who make decisions with due consideration for financial impact

#### Who Should Attend

Project Managers with at least three years of professional project management experience, including leading and directing project tasks.

#### Who Should Attend

This program is designed for non-financial managers and professionals in every functional area of responsibility in all industries seeking to gain a better understanding of the financial elements of their jobs.

#### Recommended Next Step Course

Project Team Leadership **See Pg. 31**

#### Recommended Next Step Course

Time Management **See Pg. 8**

<b>Delivery Method</b>	Classroom, On-Site
<b>For Dates, Locations and Registration:</b>	<a href="http://cmcoutperform.com/36595">cmcoutperform.com/36595</a>
<b>Accreditation</b>	35 PDUs (Leadership: 7, Technical: 28) RIBO Credits: Management Skills 35 hours
<b>Fees</b>	Members \$2745 CDN Non-Members \$2995 CDN

<b>Delivery Method</b>	Classroom, Live Online, On-Site
<b>For Dates, Locations and Registration:</b>	<a href="http://cmcoutperform.com/32218">cmcoutperform.com/32218</a>
<b>Accreditation</b>	18 PDUs (Strategic & Business Management: 18) RIBO Credits: Management Skills 18 hours
<b>Fees</b>	Members \$2195 CDN Non-Members \$2395 CDN



## Effective Business Writing

Course Code: 39002

### TOP TAKEAWAY

Learn how to write appropriate messages for different audiences and purposes.

#### Your writing is a reflection of you and your organization.

This hands-on business writing course will help you write with clarity, effectiveness and professionalism. Whether you are writing emails, letters or reports, you will learn how to organize your thoughts, use a structured approach and choose the right words to create clear, concise and influential business documents. After this two-day course, you will have tools and techniques to write appropriate messages for different audiences and purposes.

#### What You Will Learn

- Understand the principles of effective business writing
- Overcome writer's block with easy-to-use strategies and techniques
- Write with a service-orientation to satisfy your readers' needs while getting your point across
- Organize writing to be clear, informative, persuasive and effective
- Build trust and credibility through your word choice
- Apply guidelines of effective editing and proofreading to maintain professional standards across all of your writing

#### How You Will Benefit

- Project a professional image in your written correspondence
- Gain confidence in your writing ability
- Establish a high standard of written communication for yourself and your organization
- Minimize costs associated with unclear, ineffective communication

#### Who Should Attend

All business professionals who want to become more confident, efficient and effective in writing for different audiences.

#### Recommended Next Step Course

Grammar for Professionals

See Pg. 33

These two courses usually run back-to-back.  
To truly advance yourself, we recommend taking them together - **a savings of up to \$500!**

#### Bundle Pricing:

Members pay only: \$ 2,340      Non-Members pay only: \$ 2,590

Promo Code: EBG500

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/39002](http://cmcoutperform.com/39002)

#### Fees

Members \$1845 CDN

Non-Members \$1995 CDN

## Grammar for Professionals

Course Code: 39001

### TOP TAKEAWAY

Learn and apply the standard rules for achieving proper usage and grammar.

#### Improved grammar gives you an advantage by conveying competence and credibility.

Mastering the rules of grammar is a foundation for all effective business communications. Especially in this digital age, your word choice, spelling and even the length of sentences can impact how others perceive you. This hands-on course reviews the basics of grammar, offers insights into new grammar rules, and provides an opportunity to practice applying grammar, usage, and syntax rules that you will use every day in your written communications.

#### What You Will Learn

- Understand the importance of grammar and write grammatically correct business documents
- Use punctuation and style rules correctly
- Produce clear and concise sentences
- Proofread professional documents more accurately
- Build trust and credibility through your word choice

#### How You Will Benefit

- Project a professional image in your written correspondence
- Draft messages with great confidence
- Establish a high standard of written communication for yourself and your organization
- Proofread your writing and the writing of others with authority

#### Who Should Attend

All business professionals who want to elevate their writing with impact, clarity and professionalism.

Note: This course does not include training for English as a second language

#### Recommended Next Step Course

Effective Business Writing

See Pg. 33

These two courses usually run back-to-back.  
To truly advance yourself, we recommend taking them together - **a savings of up to \$500!**

#### Bundle Pricing:

Members pay only: \$ 2,340      Non-Members pay only: \$ 2,590

Promo Code: EBG500

**Delivery Method** Classroom, Live Online, On-Site

**For Dates, Locations and Registration:** [cmcoutperform.com/39001](http://cmcoutperform.com/39001)

#### Fees

Members \$995 CDN

Non-Members \$1095 CDN

**NEW**



# FranklinCovey<sup>®</sup> is here!

**Canadian Management Centre is the exclusive provider in Canada of the most popular FranklinCovey<sup>®</sup> public program courses!**

Enroll in three of the most widely acclaimed courses from FranklinCovey<sup>®</sup>, which have helped millions worldwide make positive changes in their lives.

Based on the internationally best-selling book, *The 7 Habits of Highly Effective People*<sup>®</sup>, workshops are respected around the world for the dramatic results they produce. Each workshop has been updated to address the most current challenges of today's business environment.

- 15 million copies of the book sold
- On Forbes' list of 20 most influential business books
- Over 100,000 people attend workshops every year
- Translated into 38 languages

Thousands of people around the world have already started to achieve extraordinary productivity by attending *The 5 Choices to Extraordinary Productivity*<sup>®</sup> by FranklinCovey<sup>®</sup>. Based on the international best-seller *The 5 Choices: The Path to Extraordinary Productivity*<sup>®</sup>, the course focuses on the correct 5 Choices in three areas: Decision Management, Attention Management and Energy Management.

***Over 90% of the Fortune 100 and 75% of the Fortune 500 have taken advantage of FranklinCovey<sup>®</sup> expertise!***

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## The 7 Habits of Highly Effective People® Signature Edition 4.0

Live the 7 Habits® to create dramatic change in your life

Renowned as the world's premier personal leadership development course, the 7 Habits® aligns timeless principles of personal effectiveness with modern practices and technology. The 4.0 Edition takes it all to a whole new level with more tools and processes to help you live the 7 Habits® every day. No matter how competent you are, you won't have lasting success unless you can effectively lead yourself, influence, engage, and collaborate with others—and continuously improve and renew your capabilities. These elements are at the heart of personal, team, and organizational effectiveness.

- Execute critical priorities with laser-like focus and careful planning
- End self-defeating behaviour and gain the necessary security you need to change
- Develop strong relationships based on mutual trust
- Know how to increase team engagement, morale, and collaboration
- Apply a framework for developing core values and creating a highly effective culture

Complete a 360° assessment to gauge your true effectiveness.

Get access to the 7 Habits® Mobile App to support ongoing learning and implementation of the 7 Habits®

**Now available across Canada exclusively from Canadian Management Centre.**  
Visit [cmcoutperform.com/32601](http://cmcoutperform.com/32601) for full details and dates near you.



## The 7 Habits of Highly Effective People® for Managers

Transform Your Team for Breakthrough Results

Change ineffectiveness to effectiveness with The 7 Habits® for Managers. Attend this powerful two-day workshop and discover the same transforming principles that have led the world's foremost business leaders to the professional and personal success they dreamed of.

### Be an influential leader:

- Focus on critical priorities: Learn to judge the goals your efforts should focus on and use daily and weekly planning to maintain focus
- Define the contribution you want to make: Have a specific image of what you want to accomplish as a manager and a clear vision of how to do it
- Communicate effectively: Communicate so effectively with others that you not only accomplish more, but also raise the levels of trust and fulfillment within your team

Complete a 360° assessment to gauge your true effectiveness.

**Now available across Canada exclusively from Canadian Management Centre.**  
Visit [cmcoutperform.com/32602](http://cmcoutperform.com/32602) for full details and dates near you.



## The 5 Choices to Extraordinary Productivity®

Move from being buried alive to extraordinary productivity

The difference between sinking and soaring lies in your ability to make wise choices. In this solution you learn how to transform your life by making five fundamental choices to dramatically increase your ability to achieve extraordinary outcomes.

### Learn to:

- Act on the important: Don't react to the urgent
- Go for the extraordinary: Don't settle for ordinary
- Schedule the big rocks: Don't sort gravel
- Rule your technology: Don't let it rule you
- Fuel your fire: Don't burn out

Complete a 360° Benchmark Questionnaire to gauge your productivity now and again after applying your learning.

Make the best use of your tools! You will receive a Microsoft Outlook® Technical Guide.\*

\*Other platforms available

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# 5 smart ways to stretch your training budget

We know your training budgets are tight - and that deciding how to spend wisely to help your organization outperform can be challenging. That's why we've developed five ways to give you the most value for your budget.



Course Savings Pass:	Corporate Membership Program:	Personal Savings Pass:	Bring a Friend and Save 20%:	PMI Members:
Available in <b>3, 6, 12</b> and <b>18 packs</b> , enjoy maximum flexibility when it comes to providing training for many individuals on your team.	An ideal way to extend saving across your entire organization and help more of your employees develop the skills they need to perform effectively.	Perfect for the individual looking to take a few classroom courses in a 12-month period.	Invite your colleague or friend and <b>save 20%</b> on the second registration.	<b>Save 15%</b> on any CMC course. 