

Course Guide Canadian Management Centre

2023

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Achieve New Heights In Performance



Canadian
Management
Centre®



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★ Best Selling Courses

For more information and to register: 1-866-929-1590 • cmcoutperform.com

Harness the Power of Experience

Our time-tested training helps our Canadian and Global clients drive success through exceptional performance.

There's no one-size-fits-all, "best way" to learn because we're all different. That's why Canadian Management Centre (CMC) has developed and refined innovative experiential learning methods since our organization's beginning in 1963 - and we continue to do so today.

Our training has always evolved to fit the demands of the times, from economic ups and downs to the impact of game-changing technology. To ensure our learning experiences are grounded in real-world experiences, we carefully select the highest-calibre facilitators, all experienced business professionals who personalize learning to fit the needs and goals




of each participant. This guidance, in combination with supportive feedback and collaboration among learners, helps create the optimal environment for learning to "take hold" and have a direct impact on job performance.

With a wide selection of courses in key business areas, our content offers the most in-demand skills organizations need for success. A single CMC course can make a profound change in performance. With lessons tailored to professionals at all levels, choosing our training is an investment in exceptional performance, for today and for the future.

Build New Skills For Lasting Success

Canadian Management Centre offers knowledge, skills and behaviours for every professional level—from new hires to experienced professionals and leaders. Having a solid foundation and continuing to develop new skills at each stage of your career is crucial. Making a commitment to learning is the best way to ensure your potential is fully developed, your performance excels, your career flourishes, and your organization continues to grow.

The chart below lists select CMC courses to address some of the most common challenges faced by new, mid-level and experienced professionals. Use these recommendations as a starting point or, depending on your needs and goals, our Training Advisors can help you create a personalized list of courses that will put you, or anyone on your team, on the path to success.

	FOUNDATIONAL COURSES	NEXT-STEP COURSES	OUTCOMES
 <p>NEW PROFESSIONAL</p> <p>While the first few years are exciting, most of us typically face many challenges: proving that we can be trusted to take on important work, dealing with people at higher levels, and understanding effective ways of communicating. There's also the work itself: being productive when deadlines may seem daunting, recognizing how projects are managed and kept on course, and establishing that we add value.</p>	<ul style="list-style-type: none"> • Getting Results Without Authority Page 9 • Project Management Essentials: Part 1 - The Essentials Page 25 • Communicating Up, Down and Across the Organization Page 29 	<ul style="list-style-type: none"> • Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure Page 12 • Effective Presentation Skills Page 31 • Collaborating for Results Page 9 	<ul style="list-style-type: none"> • Build trusting relationships with colleagues, stakeholders and leaders. • Set priorities, meet crucial deadlines and handle “rush” projects with ease • Project confidence and credibility on a professional level • Make informed decisions and help keep projects on track
 <p>MID-LEVEL PROFESSIONAL</p> <p>With several years of experience and successful outcomes, we move into a position of greater responsibility that impacts the bottom line. This is also the time for moving into managing and leading people, where influencing and motivating are must-have skills. We now play an expanded, more significant role in decision making, which demands a higher level of critical thinking to generate breakthrough ideas and solutions.</p>	<ul style="list-style-type: none"> • How to Communicate with Diplomacy, Tact and Credibility Page 28 • Management Skills for New Supervisors and Managers Page 7 • Critical Thinking Page 21 	<ul style="list-style-type: none"> • Go Beyond: Becoming an Extraordinary Leader Page 15 • Leading Through Change Page 15 • Delegation Bootcamp Page 12 	<ul style="list-style-type: none"> • Increase your flexibility and adaptability to lead a diverse team • Apply objective, clear-headed thinking when making key decisions • Eliminate productivity lulls caused by ongoing change • Delegate work, motivate team members and lead by example
 <p>EXPERIENCED PROFESSIONALS</p> <p>Armed with considerable knowledge and experience, we can become key players in our organization—an integral part of planning goals and future direction. We're expected to influence and inspire people, while enhancing our ability to strategize. This is a crucial time to align strategy with the business's vision and mission, and lead and communicate with others who are responsible for executing this vision.</p>	<ul style="list-style-type: none"> • Leading with Emotional Intelligence Page 19 • Strategic Planning: From Vision to Action Page 22 • Transformational Leadership: How to Inspire Extraordinary Performance Page 19 	<ul style="list-style-type: none"> • Coaching Skills for Effective Leadership Page 14 • Communicating Your Strategy Page 22 • Agile Leadership and Strategy Page 21 	<ul style="list-style-type: none"> • Foster greater achievement and resilience • Cultivate a strategic mindset, execute plans and achieve goals • Lead with conviction and decisiveness • Have greater accountability and insight into major business decisions

REGISTER TODAY TO ACHIEVE MORE:
1-866-929-1590 • cmcoutperform.com

Making the Transition to Supervising and Managing Others

BEST SELLER

Avoid “growing pains” as you step up to new responsibilities.

YOUR IMMEDIATE TAKEAWAY

- ▶ Get comfortable in your new role and know what’s expected
- ▶ Manage diverse groups encompassing multiple generations
- ▶ Address different behavioural styles to avoid conflict

Adopt new habits so you can take on any task and bring your best self to the job! Get the secrets and essential skills of managing people, from delivering corrective feedback and coaching to conflict resolution and delegation. With expertly guided hands-on practice, you’ll gain confidence and know-how you can use right away. You’ll also develop a personalized game plan mapping the steps to help you reap the rewards of being a new supervisor.

HOW YOU’LL BENEFIT

- Create a new game plan for growth
- Let go of your former role and establish your credibility
- Adjust your behavioural style to give yourself a winning edge
- Use the instant feedback model to build a successful coaching relationship
- Control your emotions and think strategically when dealing with conflicts
- Be definite and decisive in managing and protecting your time

WHAT YOU’LL COVER

- Making a change and letting go of your old role
- Meeting the expectations of your boss, your direct reports, senior management and former peers
- Flexing your personal style to build more effective relationships
- Delivering supportive and corrective feedback to your employees
- Managing conflict and disagreement with greater ease
- Applying techniques to delegate work to your team
- Managing and protecting your time

WHO SHOULD ATTEND

- Newly promoted supervisors with less than 1 year of experience
- Process supervisors
- Production supervisors

For Dates, Registration or Corporate Delivery: cmcoutperform.com/31243		
Fees	Members \$2245 CDN	Non-Members \$2495 CDN
		Public Sector \$1875 CDN

What Participants Are Saying

“This was a very informative and interactive course to be a part of. Most of the concepts in the program are a good scaffolding to help mould our approach to being a manager of employees.”

Management Skills for New Supervisors and Managers

BEST SELLER

Get the knowledge and hit the ground running!

YOUR IMMEDIATE TAKEAWAY

- ▶ Become a master delegator—and be free to lead
- ▶ Learn to adapt your style for the employee
- ▶ Give feedback without causing defensiveness

Successful managers get things done. Learn the art of management that will set you apart—FAST. Using extensive guided role-plays, self-audits and in-depth skills exercises, you will explore motivation, delegation, coaching, communication, performance management and leadership.

Take this course to fill your skill gaps and elevate your team—and your career—to new levels of greatness. Be ready to apply what you learn and return to work with new knowledge, insights and practical methods to help you be a successful and effective new manager.

HOW YOU’LL BENEFIT

- Boost your confidence level as a new manager
- Skillfully manage your co-located and virtual team
- Shift gears, deal with change and make decisions with more ease
- Match your leadership style to your employees’ development needs
- Increase your flexibility and adaptability to lead a diverse workforce
- Develop a climate that fosters motivation and camaraderie
- Provide clear vision and direction for your employees
- Equip your team with the resources they need to be effective
- Confidently help employees solve problems and overcome barriers

WHAT YOU’LL COVER

- Learning your role as manager: exhibiting qualities and abilities required for effective management
- Practicing the skills of continuous performance management
- Matching your leadership style to your employees’ development needs
- Getting the micro skills of coaching for performance
- Building a motivational climate so your employees can thrive
- Delegating for growth and development

WHO SHOULD ATTEND

Supervisors and managers with one to 3 years of experience supervising and managing others.

COURSE FEATURES

- Group discussions that allow you to share your challenges and experiences with peers
- Self-audits on performance management, technology, coaching, diversity and inclusion, as well as delegation and global awareness
- A process for coaching behavioural challenges and conducting a delegation discussion and transfer your learning back in your work environment
- A self-assessment that provides insight into your preferences and how that impacts how you work with others
- Job aids to help you recall and apply key learning

For Dates, Registration or Corporate Delivery: cmcoutperform.com/31248		
Fees	Members \$2395 CDN	Non-Members \$2695 CDN
		Public Sector \$2025 CDN

Leading Hybrid Teams

Do you have the skills to optimize productivity, engagement, and collaboration in your hybrid team?

Increase your comfort in leading in a hybrid environment as you engage your team members in contributing positively to this way of working. This is a highly practical course – light on theory – and rich in practical, applicable strategies that you can apply immediately.

HOW YOU'LL BENEFIT

- Create team norms that will help prevent burnout and drive greater productivity, and team cohesion
- Lead more effective, engaged and inclusive hybrid team meetings
- Support each employee in bringing their best self to work by expanding the focus of your one-on-one meetings
- Understand how to strengthen trust and connection in a hybrid environment and why it's critical to team performance
- Return to work with a set of immediately applicable tools and ideas for leading hybrid teams

WHAT YOU'LL COVER

- Learning the similarities and differences between hybrid, remote and co-located teams
- Managing the challenges of leading a hybrid team and strategies to overcome those challenges
- Creating a framework, with an implementation plan, that will keep your team on track and performing at their best

WHO SHOULD ATTEND

This program is for those leading hybrid teams: employees who are located in-office and remotely. This may include leading employees in different geographies and time zones.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32254

Fees	Members \$1195 CDN	Non-Members \$1345 CDN	Public Sector \$1000 CDN
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Working in a Hybrid Environment

Ensure you're at your best when working in a hybrid environment.

This course will give you practical tools and techniques to keep you at your most productive. You'll learn how to cultivate stronger relationships, improve hybrid meetings and prevent burnout.

HOW YOU'LL BENEFIT

- Return to work with a set of immediately applicable tools and ideas for working on a hybrid team
- Feel empowered to take proactive steps to get what you need to be successful in a hybrid environment
- Cultivate stronger relationships with your colleagues and manager
- Achieve greater performance through more effective communication and team meeting practices
- Boost your engagement by establishing how you can contribute to a smarter, higher-functioning and more inclusive hybrid team

WHAT YOU'LL COVER

- Learn what makes a GREAT hybrid team and how to overcome common challenges
- How to lead and participate in more effective, engaged and inclusive hybrid team meetings
- Understand how to strengthen trust and connection in a hybrid environment

WHO SHOULD ATTEND

This program is for members of hybrid teams – employees who are located in-office and remotely, including in different geographies and time zones.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32257

Fees	Members \$625 CDN	Non-Members \$650 CDN	Public Sector \$500 CDN
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Getting Results Without Authority

Unleash your personal power to negotiate, influence and persuade.

The ability to win respect, influence people and cultivate cooperation is essential to success. Learn to establish credibility and channel your power base to persuade with ease. Plus, learn negotiating techniques that make you feel like a winner as you grow strategic relationships.

HOW YOU'LL BENEFIT

- Establish or regain credibility so you can begin to influence people
- Effectively use your power base to persuade others
- Create a collaborative work environment for faster, better results
- Achieve trust and give-and-take relationships up, down and across the organization
- Influence people while projecting self-confidence without being pushy
- Identify various negotiating techniques that promote win-win outcomes

WHAT YOU'LL COVER

- Understanding your personal power base and the principle of reciprocity
- Flexing your communication style preferences when influencing others
- Applying credibility, logic and emotion in the persuasion process
- Customizing your approach in order to persuade
- Understanding the nuances of conflict
- Getting better results through negotiation

WHO SHOULD ATTEND

Those who need to get work done through others—or who need to convince another person to buy into an idea or follow up on a request.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32532

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Collaborating for Results

Have greater impact on team success by breaking down barriers and achieving better, faster results.

Collaboration in business today can make a significant difference to the success of an organization. Technology has been a greater equalizing force on a global level. People today are better connected and have much greater access to information. Knowledge no longer equals power in business. It is what you do with that knowledge and how you do it that is the great difference.

HOW YOU'LL BENEFIT

- Build greater credibility across your organization
- Develop strategies to influence your desired outcomes
- Break down barriers to team cooperation and organizational effectiveness
- Achieve more trusting relationships with colleagues, stakeholders and leaders
- Create a collaborative work environment for faster, better results

WHAT YOU'LL COVER

- Assessing your collaborative strengths and development areas
- Building trusting relationships with colleagues, stakeholders and senior leaders
- Creating a collaborative work environment for faster, better results

WHO SHOULD ATTEND

People and project leaders who want and need to inspire greater involvement, collaboration and business results from their direct reports, colleagues and/or stakeholders.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/98007

Fees	Members \$1095 CDN	Non-Members \$1245 CDN	Public Sector \$950 CDN
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A Ready-to-Go, Modular Leadership Curriculum for Your Organization



CUSTOMIZED & ONSITE TRAINING

Corporate Learning Solutions

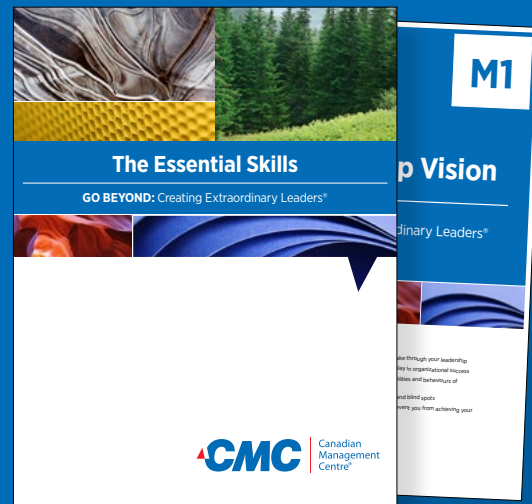


Achieve Your Organization's Strategic Goals Through the Development of Your People

GO BEYOND: Creating Extraordinary Leaders®

Designed as a turnkey modular curriculum you can implement immediately across your organization.

Yesterday's leadership approach won't cut it. The Go Beyond® curriculum addresses new obstacles facing organizations by equipping your leaders with the essentials skills to think differently and lead with greater purpose, confidence and resilience.



* GO BEYOND and GO BEYOND: CREATING EXTRAORDINARY LEADERS are registered trademarks of Imacan Management Centres.

We Ensure Results. Our engagement team sets the highest standards for effectively implementing your learning initiatives—providing a structure that connects targeted skills and behaviours to your key performance indicators through practical, real-world application.

Overcome business challenges and create new opportunities with a range of content that helps you:

- Reduce churn and retain valued employees
- Increase organizational resilience and morale
- Achieve revenue growth
- Facilitate collaboration and problem-solving
- Minimize costs and reduce risk
- Develop, upskill and reskill
- Improve employee experience

Investing in the development of your people allows them to learn, practice, apply new knowledge, and share insights—positively impacting their performance and enabling them to drive business outcomes and a meaningful ROI for your organization.

Find out more at cmcoutperform.com/CLS

For more information, visit cmcoutperform.com/go-beyond

Delegation Bootcamp

Learn to delegate and entrust your work to others with confidence.

To simply delegate work is not as easy as it seems. Get real-world practice in delegation strategies that will reduce your stress level, empower your staff and build morale.

HOW YOU'LL BENEFIT

- Exhibit greater competence and confidence in assigning work and responsibilities
- Foster greater teamwork, cooperation and collaboration
- Prevent miscommunication when setting tasks and expectations

WHAT YOU'LL COVER

- Recognizing repercussions of poor delegation and avoiding common mistakes
- Learning what and to whom to assign, when to start, and how to maintain control and give feedback
- Applying quality management and accountability

WHO SHOULD ATTEND

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

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32819		
Fees Members \$1345 CDN	Non-Members \$1495 CDN	Public Sector \$1125 CDN

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure

Gain control over expanding workloads and increasing demands.

Get proven solutions for managing chaos and minimizing its negative impact. Gain hands-on experience applying tools for setting priorities and adjusting to shifting demands with greater clarity. Practice techniques for analyzing and resolving problems and learn to strategically communicate your solutions. Leave confident and ready to alleviate chaos and better manage your reactions to the chaos beyond your control.

HOW YOU'LL BENEFIT

- Identify positive outcomes from chaotic environments
- Clarify and leverage or eliminate chaos within your control
- Set priorities for all your activities
- Focus and act decisively when priorities shift
- Use tools to problem-solve and select a course of action
- Manage interruptions and conflicts with greater ease

WHAT YOU'LL COVER

- Defining personal and group goals in a chaotic environment
- Identifying chaos within your control
- Identifying root causes of problems/issues
- Generating creative solutions to problems
- Creating a daily action plan
- Using influencing tactics in conversations
- Applying tools and techniques to resolve case scenarios developed in the class

WHO SHOULD ATTEND

Anyone facing expanding workloads, shifting priorities, complex organizational dynamics, organizational restructuring and increased uncertainty.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32261		
Fees Members \$2245 CDN	Non-Members \$2495 CDN	Public Sector \$1875 CDN

Time Management

Take control, prioritize and get out from under.

Remember, every minute of your day impacts the business. This seminar is designed to combat the pitfalls of time management. It will help you identify causes of procrastination and indecision, pinpoint personal time-wasters and increase your concentration and focus. You'll learn to schedule your time more effectively, stay on track and keep important goals top of mind, so you can stay in balance and be more effective and productive.

HOW YOU'LL BENEFIT

- Set and accomplish goals
- Create priorities and establish realistic boundaries
- Recognize and deal with time-wasters
- Improve concentration and efficiency
- Break indecision and procrastination habits
- Create and recharge positive energy

WHAT YOU'LL COVER

- Identifying personal time-wasters
- Defining goals; establishing important and valid priorities
- Creating a realistic and productive schedule
- Dealing with self-distractions and interruptions
- Prioritizing and choosing activities to balance life and work
- Creating a personal "no" script
- Creating boundaries and balance

WHO SHOULD ATTEND

Business professionals who want greater control of their time, management style and life.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32233		
Fees Members \$2095 CDN	Non-Members \$2295 CDN	Public Sector \$1725 CDN

Effective Decision Making

Stop the cycle of worry and stress and 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.

HOW YOU'LL BENEFIT

- Apply analytical tools to weigh alternative options and arrive at the most effective decision
- Feel more confident and empowered to make decisions
- Sharpen your analytical and intuitive skills and arrive at decisions objectively
- Reduce worry and stress around decision-making

WHAT YOU'LL COVER

- Distinguish between problem-solving and decision-making
- Understand the impact of over-confidence in decision-making
- Identify the biases that influence your decision-making
- Understand and overcome procrastination when making decisions

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.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/21004		
Fees Members \$895 CDN	Non-Members \$995 CDN	Public Sector \$775 CDN

Coaching Skills for Effective Leadership

Get skills for coaching employees to improve the effectiveness of individuals and teams.

Using exercises, videos and assessments, you'll explore coaching as a means to earn trust and respect, achieve collaboration and cooperation, and confidently confront difficult situations. Discuss real-life situations to turn substandard performers into satisfied, productive employees. You'll develop a "leader-coach mindset" so you can build relationships across the organization and inspire others to achieve the organization's vision.

HOW YOU'LL BENEFIT

- Skillfully confront difficult situations
- Build a synergistic and engaging team
- Become a teaching leader who galvanizes high performance

WHAT YOU'LL COVER

- Coaching by leaders versus coaching by managers
- Conducting your leadership assessment
- Practicing the skills of an ethical and inspiring leader
- Building a culture of trust up, down and across the organization
- Flexing your communication styles when coaching
- Conducting coaching sessions using the AMA GUIDE to Coaching Model
- Coaching a team: participating and witnessing a team-coaching session

WHO SHOULD ATTEND

Team leaders, managers and executives.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32506

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Coaching from a Distance: Developing Your Team When You Can't Be Face to Face

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules.

Business can be conducted almost anywhere. That means you must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This course covers four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of excellence.

HOW YOU'LL BENEFIT

- Diagnose the specific kind of coaching that the situation requires
- Develop critical listening skills—to "hear between the lines"
- Make the right connections to foster cohesion and teamwork
- Execute your strategy with the appropriate set of strategies

WHAT YOU'LL COVER

- Blending coaching tasks, emotional intelligence and coaching skills
- Preparing and planning for virtual coaching
- Applying team coaching principles to real situations

WHO SHOULD ATTEND

Managers, team leaders, senior managers and project managers of global and geographically dispersed teams.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/62559

Fees	Members \$2345 CDN	Non-Members \$2595 CDN	Public Sector \$1975 CDN
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Go Beyond®: Becoming an Extraordinary Leader

BEST SELLER

Unlock your leadership potential and build a positive team culture.

Elevate your leadership confidence and capabilities. Gain the tools you need to lead with empathy and emotional intelligence and foster a positive, collaborative team environment. Leave equipped with practical strategies and concrete actions to take your leadership to the next level.

HOW YOU'LL BENEFIT

- Set goals, delegate and coach in a way that motivates and enables others to do their best work and achieve strategic goals
- Leverage a community of leaders to support your leadership development journey
- Build your confidence to lead with greater effectiveness, empathy and emotional intelligence
- Foster a positive, collaborative team environment where all members are engaged and supported to do their best work

WHAT YOU'LL COVER

- Understand the critical role leaders play in organizational success, and your leadership strengths and blind spots
- Get insights into team engagement through communication, motivators, goal and priority setting
- Learn to effectively design and delegate impactful goals, objectives and key results
- Learn to assess development needs and provide actionable feedback that maintains psychological safety

WHO SHOULD ATTEND

Leaders and managers with management experience who wish to enhance their leadership capabilities, elevate their confidence and make a greater impact on their team's success.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/98061

Fees	Members \$2695 CDN	Non-Members \$2995 CDN	Public Sector \$2275 CDN
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Leading Through Change

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 onboard 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.

HOW YOU'LL BENEFIT

- 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
- Begin establishing your reputation within your organization as one that can manage change and demonstrates 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

WHAT YOU'LL COVER

- Understand your role as a change leader
- 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

WHO SHOULD ATTEND

Supervisors, Team Leaders and Managers responsible for implementing change initiatives within their organization

For Dates, Registration or Corporate Delivery: cmcoutperform.com/21006

Fees	Members \$895 CDN	Non-Members \$995 CDN	Public Sector \$775 CDN
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Women's Leadership Certificate Program

BEST SELLER

Build vital leadership competencies and earn a Women's Leadership Certificate.

Women at every level of an organization can be strong leaders—bringing essential skills like team leadership, strategic thinking and business acumen to their roles. This certificate program goes beyond the fundamentals of communication and assertiveness skills and explores vision, negotiation and strategy—as well as powerful techniques to enable you to find your leadership voice and lead with courage and conviction.

HOW YOU'LL BENEFIT

- Explore crucial leadership skills organizations demand
- Find your true, dynamic voice as a leader and shape an authentic leadership message
- Overcome preconceived notions that can sabotage women in business
- Present yourself as someone who adds value to the organization
- Increase your confidence and get comfortable with risk taking

WHAT YOU'LL COVER

- Incorporating business acumen, vision and introspection into your thinking repertoire
- Creating your competitive edge as a leader
- Applying a simple methodology to craft your ideas quickly and powerfully
- Communicating your strategic direction with passion, courage and conviction
- Navigating organizational politics for you and your team

WHO SHOULD ATTEND

Professional women at all levels who wish to take on a leadership role, build leadership competencies, contribute more to their teams and organizations, and advance their careers.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32960

Fees	Members \$2695 CDN	Non-Members \$2995 CDN	Public Sector \$2275 CDN
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Preparing for Leadership

BEST SELLER

Take on new challenges and earn respect, recognition and appreciation.

Gain insights into your personal leadership style while creating a leadership brand that empowers, inspires, and motivates. Explore leader as strategist, change agent, coach, manager, communicator, mentor and team member. Uncover the courage and confidence required to be authentic and impactful.

HOW YOU'LL BENEFIT

- Discover your own unique leadership style
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Learn how to motivate a team, including “difficult people”
- Protect yourself against the pitfalls of intra-organizational politics

WHAT YOU'LL COVER

- Practicing qualities senior management values in a “leader-to-be”
- Projecting a professional image of a leader
- Building your influence and power
- Identifying strategic alliances inside and outside your organization
- Designing your strategies for being noticed and selected to be a leader

WHO SHOULD ATTEND

Any manager who is a potential candidate for a leadership role or who is about to take on a new leadership assignment.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32536

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Collaborative Leadership Skills

Build crucial collaborative leadership skills to enhance team and individual commitment.

Why become a collaborative leader? It gives you the ability to break down silos, energize your team and bring out the best in your direct reports. Get a roadmap to be an adaptive manager: someone who can create clarity and vision and build mutual trust with your team.

HOW YOU'LL BENEFIT

- Create a culture that fosters involvement from all employees and helps break down silos
- Customize your management style to encourage employees to find their own answers to business challenges
- Improve accountability by allowing your employees to have ownership of the results of their efforts
- Leverage social media to enhance discussions, obtain recommendations and information, network and establish relevance

WHAT YOU'LL COVER

- Removing roadblocks that prevent employees from doing their best work
- Enhancing team creativity and involvement without expensive programs or initiatives
- Providing greater opportunities for employees to own and implement their ideas
- Developing a mindset that can increase your innovation skills and produce new ideas

WHO SHOULD ATTEND

Midlevel managers who want to inspire greater involvement, creativity and knowledge sharing in their employees.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32186

Fees	Members \$2345 CDN	Non-Members \$2595 CDN	Public Sector \$1975 CDN
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Leadership and Team Development for Managerial Success

Become a visionary leader to mentor, motivate and coach your team.

Learn how to foster team cohesiveness and collaboration. You'll step up to be a leader, a coach, a persuasive communicator and much more. Sharpen your team building skills and discover new ways to drive performance and productivity.

HOW YOU'LL BENEFIT

- Assess your leadership behaviour and determine the best style to generate results
- Clearly visualize your goals and communicate them to your team
- Use effective communication to motivate and coach

WHAT YOU'LL COVER

- Understanding leadership style and the situation
- Examining the leader's role as motivator and coach
- Exploring the principles that make teams work

WHO SHOULD ATTEND

- New managers
- Team leaders
- Business professionals interested in acquiring leadership skills

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32239

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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(see Pg 11 for details)

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Leading with Emotional Intelligence

Ignite commitment and help your employees reach their greatest potential.

At the core of every outstanding leader are the abilities to connect, achieve, inspire and act with resilience. Learn to apply the best practices of an emotionally intelligent leader and give yourself a winning edge. EI is the engine to ignite commitment so you can help your employees reach their greatest potential.

HOW YOU'LL 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
- Utilize empathy to promote strong relationships
- Apply collaborative, inclusive and creative communication practices
- Harness emotionally intelligent motivational skills to achieve team results

WHAT YOU'LL COVER

- Applying emotionally intelligent speaking and listening skills to leadership
- Encouraging emotionally intelligent collaboration practices
- Managing change and resistance with an emotionally intelligent inspiration plan
- Identifying emotionally intelligent leadership communication strategies
- Using emotionally intelligent mindfulness practices when team members experience stress

WHO SHOULD ATTEND

- Senior managers
- Leaders who need to create a healthy, product workplace and organizational culture

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32133

Fees	Members \$2695 CDN	Non-Members \$2995 CDN	Public Sector \$2275 CDN
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Transformational Leadership: How to Inspire Extraordinary Performance

Become a leader who creates meaningful change and truly makes a difference.

Discover how to build a clear roadmap that includes specific steps, techniques and tools to make you an agent of change (based on the concept that if you change, others will follow). Develop more effectiveness by assessing your skills then learning essential strategies.

HOW YOU'LL BENEFIT

- Rise to the challenges of today's "do more with less" reality
- Inject passion and a sense of purpose to spark creativity and innovation
- Cultivate a culture in which followers want to become leaders

WHAT YOU'LL COVER

- Evaluating your organization's predominant leadership style(s)
- Exploring the transformational leadership skill set: 10 essential skills
- Developing a process for adapting your team's culture and creating an action plan

WHO SHOULD ATTEND

Senior executives, vice presidents, directors and managers seeking to improve business results by inspiring extraordinary performance throughout their team, division or organization.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32021

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Developing a Strategic Mindset

BEST SELLER

Train your mind to be more strategic and start making a difference in your organization!

YOUR IMMEDIATE TAKEAWAY

- ▶ Find ways to make time to think more strategically
- ▶ Sharpen your skills to synthesize information and evaluate strategic options

Developing the 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.

HOW YOU'LL BENEFIT

- Understand the importance of thinking and leading strategically
- Recognize how strategy lives within an organization
- Understand the four steps required to think strategically
- Apply best practices to stop and reflect on the big picture before acting
- Articulate the link between your business challenge and the overall strategy
- Learn how to innovatively reframe when brainstorming
- Develop awareness of the skills required to think strategically in the workplace
- Strengthen your ability to connect your decisions with organizational strategy

WHAT YOU'LL COVER

- Understanding why strategic thinking is important to an organization's success
- Identifying the competencies linked with successful strategic thinking
- Learning to identify key stakeholders and how to work with them
- Learning how to determine your best decision and create an action plan
- Self-assessment providing insights into your strategic thinking strengths and areas for improvement

WHO SHOULD ATTEND

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

For Dates, Registration or Corporate Delivery: cmcoutperform.com/92242

Fees	Members \$2095 CDN	Non-Members \$2345 CDN	Public Sector \$1775 CDN
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What Participants Are Saying

“Relevant and effective concepts, strategies and solutions that can be applied within organizations across a wide range of vocations. The course was enjoyable and everyone had fun while learning. The facilitator encouraged open group dialogue, maintained a friendly classroom environment and was knowledgeable, professional and easy to talk to. Canadian Management Centre provides a friendly, professional learning experience that can be applied to achieve your all of employment and personal goals.”

Agile Leadership and Strategy

Get skills to help you quickly and decisively respond to complex, unpredictable changes.

In a shifting business environment, it's the agile, resilient organizations that have a much better chance to survive and thrive. With future orientation and entrepreneurial focus, acquire a roadmap to seize new opportunities and bounce back even stronger from unforeseen changes.

HOW YOU'LL BENEFIT

- Get your organization ready to navigate turbulent times and disruptive change
- Build a plan and practice techniques to gain buy-in for changes
- Lead and motivate others toward agile and resilient mindsets and behaviours

WHAT YOU'LL COVER

- Recognizing why agility and resilience are your superpower
- Learning what agile and resilient organizations do that others do not
- Building agility and strategy using the SEAL model: scan, experiment, adapt and learn

WHO SHOULD ATTEND

Vice presidents, executive directors, directors, senior managers, division managers and others with strategic leadership roles. Table groups are encouraged and welcome.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/62546

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Critical Thinking

BEST SELLER

Learn a process for thinking to make better decisions and solutions.

Feeling overwhelmed? What if you could learn a process for thinking to make better decisions and create better solutions? In this course, you'll learn and practice techniques to generate breakthrough ideas and solve your most pressing problems. You'll also discover how to ask the right questions, challenge assumptions and see others' viewpoints with clarity.

HOW YOU'LL BENEFIT

- Utilize critical thinking skills when making business decisions
- Quickly identify and frame the problem and solve it with increased confidence
- Translate abstract ideas into more tangible and actionable items
- Identify eight barriers to effective critical thinking
- Minimize the impact of job pressures on your thinking processes
- React with curiosity instead of emotion

WHAT YOU'LL COVER

- Rewiring your mind for critical thinking
- Clarifying problems using critical thinking techniques
- Developing solutions and solving problems with critical thinking skills
- Gaining insights into your “my thinking styles” assessment
- Practicing having organizational context and awareness for critical thinking
- Implementing your new knowledge and skills

WHO SHOULD ATTEND

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

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32533

Fees	Members \$2495 CDN	Non-Members \$2795 CDN	Public Sector \$2095 CDN
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Strategic Planning: From Vision to Action

Develop the best strategies to support your company's goals.

Combining proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking, you'll gain a wider perspective of the strategic planning process through breakout sessions, exercises and case applications.

HOW YOU'LL BENEFIT

- Identify the best strategic planning process for your organization
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace
- Arrive at more intelligent, rational decisions
- Ensure tactical actions, strategic initiatives and long-term goals are aligned
- Incorporate customer needs into your strategic planning

WHAT YOU'LL COVER

- Identifying sustainable competitive advantages
- Understanding the potential value of scenario planning
- Communicating and executing your strategic plan
- Building commitment throughout the execution process
- Identifying ways to align the organization toward a single purpose

WHO SHOULD ATTEND

- Executives
- Division leaders
- Senior managers involved in the formation and implementation of strategy

For Dates, Registration or Corporate Delivery: cmcoutperform.com/92565

Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN
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Communicating Your Strategy

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

Learn 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.

HOW YOU'LL BENEFIT

- 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
- Differentiate yourself as an effective communicator of strategy

WHAT YOU'LL COVER

- Increase your overall confidence when planning and delivering communications related to business strategy
- 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

WHO SHOULD ATTEND

Professionals wishing to strengthen their skills to become more effective leaders or to prepare for more senior roles.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/91050

Fees	Members \$895 CDN	Non-Members \$995 CDN	Public Sector \$775 CDN
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Canadian Management Centre’s 5-Day “MBA”

Arm yourself with the 10 vital business skills to make sound business decisions.

YOUR IMMEDIATE TAKEAWAY

- ▶ Learn how to lower costs, grow revenue and reduce risks
- ▶ Apply skills to make better business decisions
- ▶ Gain practical experience through a powerful business simulation

In this one-of-a-kind program, you'll explore these vital skills and behaviours, guided by leading business experts, and practice applying them in an intensive business simulation. Working alongside peers from a variety of industries, you'll also develop the leadership skills you need to apply these behaviours on the job. This hands-on, 5-day immersive course, filled with case studies, exercises and activities, offers you the unique opportunity to experience what every business must do—cut costs, increase revenue and mitigate risks.

- Planning, executing, troubleshooting and tracking results of strategy execution
- Using the Five Ps of marketing and exploring social media impact
- Analyzing marketing budgets, controls and tracking
- Collaborating with your team of R&D, Sales & Marketing, Finance, and Operations in an online simulation with real-world business challenges
- Examining the key characteristics of leadership

HOW YOU’LL BENEFIT

- Communicate and collaborate more effectively with your team, management and other stakeholders
- Improve the way you manage people, processes and risks to drive projects and create value for your organization
- Enhance creativity and innovation in your team to develop new solutions to old problems and respond to changing customer expectations
- Apply what you learn in a guided simulation with fellow course participants
- Sharpen your leadership skills with actionable tips and tools

WHAT YOU’LL COVER

- Applying effective risk management to maximize returns while mitigating, minimizing and eliminating risks
- Speaking finance and learning the generally accepted accounting principles (GAAP)
- Preparing an income statement, balance sheet, retained earnings statement and cash flow statement
- Managing teams, processes, information and generational differences
- Applying effective speaking, listening and writing strategies to enhance and expand your interpersonal and organizational communication skills in multiple office settings

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32561		
Fees Members \$3595 CDN	Non-Members \$3995 CDN	Public Sector \$2995 CDN

Project Management Essentials: Part 1 - The Fundamentals

BEST SELLER

Gain the knowledge, skills and confidence to manage real world projects with success.

Learn the complete project lifecycle from project initiation & definition, through project implementation and completion.

HOW YOU’LL BENEFIT

- Experience a realistic project simulation that applies learned techniques
- Customizable project management templates for your own projects
- Reference digital files with course specific and general project management materials

WHAT YOU’LL COVER

- Identify and reduce key contributors to project failure
- Structure an effective team and create a productive environment
- Communicate with stakeholders to achieve buy-in and support

- Identify project risk, assess impact and identify options for responding
- Develop a work breakdown structure with measurable deliverables
- Identify “critical path activities” to prioritize tasks & reduce delays
- Assess project resource requirements for potential conflicts and solutions
- Develop and negotiate realistic project budgets
- Reduce scope creep during planning, monitoring, and control
- Close out the project effectively

WHO SHOULD ATTEND

Those new to project management, experienced project managers without formal training, project team members, subject matter experts who contribute to projects and “accidental” project managers.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/96006		
Fees Members \$1760 CDN	Non-Members \$1760 CDN	Public Sector \$1760 CDN

Project Management Essentials: Part 2 - Project Monitoring & Control

Apply tools and techniques to real project challenges for effective and consistent results.

Learn to identify which parameters should be monitored and to what level. Leverage tools and techniques to analyze progress, discover potential problem areas and inform corrective action to keep projects within scope.

HOW YOU’LL BENEFIT

- Understand when and where to apply monitoring and controlling tools and techniques
- Manage project challenges effectively to keep projects on track and deliver the best value
- Identify the need for corrective action to keep projects within scope, on time and on budget

WHAT YOU’LL COVER

- Collect the right information to get a clear, realistic understanding of current project status and where the project is heading
- Analyze data to identify potential problem areas and make adjustments to get the project back on track
- Quantify risk, evaluate mitigation strategies, and select the best course of action
- Identify and address stakeholder concerns effectively in order to achieve meaningful outcomes from the process

WHO SHOULD ATTEND

Those Project Managers of mid- to large-size projects, and other professionals who need to understand how to use advanced tools of project management from the PMBOK® Guide to improve results and add value to projects.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/96007		
Fees Members \$1760 CDN	Non-Members \$1760 CDN	Public Sector \$1760 CDN

Becoming a Trusted Advisor: How to Develop More Valuable Customer Relationships

Develop the strategy that will get you the best return on your investment!

In competitive environments, developing solid rapport with customers is key to achieving stability and growing business. You'll learn to shift from a service provider to a highly valued business partner whose business relationships can thrive in any business climate. You'll learn to shift from a service provider to a highly valued business partner whose business relationships can thrive in any business climate.

HOW YOU'LL BENEFIT

- Learn to transform client challenges into opportunities
- Navigate critical conversations for mutual benefit
- Know the process for gaining trusted advisor status
- Craft compelling messages that inspire and influence
- Recognize personality types to adapt your communication style

WHAT YOU'LL COVER

- Articulating how you help clients achieve business goals
- Using communication skills that build trust and rapport
- Planning to identify and align with client styles
- Managing responses to challenging client situations
- Practicing the art of influencing

WHO SHOULD ATTEND

Customer service and sales professionals or independent business professionals who wish to deepen client relationships, increase sales and grow their book of business.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/65166			
Fees	Members \$1345 CDN	Non-Members \$1495 CDN	Public Sector \$1125 CDN

Effectively Communicating in the Moment

BEST SELLER

Convey confidence and credibility by communicating with speed, clarity and precision.

Apply preemptive and in-the-moment strategies to excel when communicating in unscripted situations. Learn strategies for managing emotional and physiological responses, along with mental templates to guide and frame your responses. You'll also receive peer and leader feedback plus insights from a video session that will help you recognize and improve your nonverbal delivery behaviours.

HOW YOU'LL BENEFIT

- Manage stress in difficult impromptu interactions
- Organize and frame responses using mental templates
- Integrate impactful nonverbal delivery behaviours into your in-the-moment communications

WHAT YOU'LL COVER

- Learning tools and strategies for rapid communication
- Understanding how social media, texting and emailing relate to in-the-moment communications
- Responding to hostile questions assertively and professionally
- Handling mediated in-the-moment communication on phone calls, in video conferences and on conference calls

WHO SHOULD ATTEND

All business professionals who need to develop and improve their in-the-moment communication capabilities and confidence.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32031			
Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Conflict Management Workshop

Develop the self-awareness and vital skills to resolve uncomfortable situations.

Those who embrace conflict can build understanding and better relationships—and experience greater personal and professional success. But managing conflict is not easy. Explore your own emotional triggers and learn how to manage difficult encounters with diplomacy and tact.

HOW YOU'LL BENEFIT

- Build trust and credibility with colleagues and team members
- Leverage potential conflict situations as opportunities to enhance work relationships
- See an improvement in your overall performance through conflict management

WHAT YOU'LL COVER

- Gaining insights into your conflict management style through self-assessment (TKI')
- Practicing techniques and new skills in a safe environment
- Transferring new skills to your work environment using job aids and other resources

WHO SHOULD ATTEND

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

For Dates, Registration or Corporate Delivery: cmcoutperform.com/21007			
Fees	Members \$895 CDN	Non-Members \$995 CDN	Public Sector \$775 CDN



CONFLICT MANAGEMENT QUIZ

How good are you at handling passive and aggressive behaviour?

Disagreements are inevitable, as we all have different personalities, goals and opinions. Let's find out how well you manage conflict, and where you might want to improve your skills.

ACCESS QUIZ www.cmcoutperform.com/Conflict-Management-Quiz-Start

How to Communicate with Diplomacy, Tact and Credibility

BEST SELLER

Become one of those people who always know the right thing to say.

YOUR IMMEDIATE TAKEAWAY

- ▶ **Make yourself promotable—learn to be poised and professional under pressure**
- ▶ **Build a great reputation for responding positively to criticism and feedback**
- ▶ **Flex your style to handle stressful situations with ease**

It's a fact. How you communicate can make or break your professional image and affects how people view your work and performance. Now you can make sure your communication works to your advantage. Learn to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.

HOW YOU'LL BENEFIT

- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image and reputation
- Define and leverage your communication style
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

WHAT YOU'LL COVER

- Understanding how perception and image can impact others' perception of you and your performance
- Completing the Insight Inventory* to better understand how style affects your communication effectiveness
- Flexing your style to gender, generation and position
- Knowing how to positively impact the visual, verbal and vocal components of communication
- Applying good listening skills in order to communicate with diplomacy, tact and credibility
- Being aware of your "hot buttons," and preparing before you face these situations

WHO SHOULD ATTEND

Business professionals who want the skills to communicate in a positive, professional manner no matter what the situation.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32206		
Fees Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Communicating Up, Down and Across the Organization

BEST SELLER

Get heard—regardless of where you sit in the organization.

To connect with many types of people while projecting confidence, credibility and trustworthiness requires specific tools and strategies. Focus on improving communication skills and competencies necessary to build understanding and connectivity.

HOW YOU'LL BENEFIT

- Analyze your audiences and situations and plan your message
- Create processes to frame your message to specific audiences
- Apply strategies to influence and motivate others throughout the organization
- Understand how communication can impact influence
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers

WHAT YOU'LL COVER

- Applying strategies to build and use rapport with colleagues
- Planning effective messaging in teams when up/down/across members are present
- Applying message-framing strategies to create a responsive environment
- Delivering messages that promote clear and productive communication

WHO SHOULD ATTEND

Business professionals who want to build skills that encourage dialogue throughout the organization.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32203		
Fees Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Building Better Work Relationships New Techniques for Results-Oriented Communication

Can you connect with others, work collaboratively and put together powerful teams?

Develop self-awareness, analyze situations, and consciously select and use productive communication strategies. Find your relationship style, identify strengths and weaknesses, and master the winning tactics to work harmoniously to achieve your goals.

HOW YOU'LL BENEFIT

- Build better rapport and gain the trust of your colleagues
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Avoid conflicts that may result from misinterpreting others
- Learn how to use direct and indirect messages accurately
- Understand values, beliefs, attitudes and perceptual processes

WHAT YOU'LL COVER

- Becoming aware of behaviours that support or undermine your relationships
- Understanding your communication preferences and perceptions
- Deepening your understanding of self-awareness, emotional intelligence, and social intelligence
- Consciously building trusting work relationships
- Sharpening your verbal and nonverbal behaviours and skills
- Addressing and practicing relational change and conflict

WHO SHOULD ATTEND

Those who want to use effective communication and relationship management to maximize impact, productivity and result

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32235		
Fees Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Mastering the Art of Critical Conversations

BEST SELLER

Face up to high-stakes or emotional conversations with results-oriented skills.

Productivity stems from effective communication, including your ability to express controversial and risky opinions effectively. Learn and practice using real-life models to conduct difficult conversations on any topic, speak openly and honestly, and get results that count.

HOW YOU'LL BENEFIT

- Determine your “hot buttons” and take steps to manage your emotions
- Openly express opinions that can lead to success and productivity
- Give and receive feedback without negativity

WHAT YOU'LL COVER

- Analyzing elements of a critical conversation
- Understanding your physiological response when emotional hijacking occurs
- Practicing tools to deal with various emotional responses
- Rehearsing having critical conversations on the fly

WHO SHOULD ATTEND

Anyone who wants to be better prepared to manage critical conversations that can have a significant impact on relationships at work.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32146			
Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Developing Your Emotional Intelligence

Use EI to position yourself for personal, team and organizational success.

Emotional intelligence (EI) competencies are at the heart of effective workplace relationships and productivity. Learn and practice the EI skills at the core of achieving personal awareness, managing stress, healthy conflict and collaboration, and exhibiting resilience and optimism.

HOW YOU'LL BENEFIT

- Recognize and consciously use emotional data that shapes your professional behavioural responses
- Identify and manage emotional behaviours that impact your work-based relationships and situations
- Integrate empathy to promote strong team player attributes and communication
- Apply emotional insights to decipher and better manage yourself within the organization
- Implement emotionally intelligent insights to improve personal decision making and professional contributions

WHAT YOU'LL COVER

- Expanding emotionally intelligent personal awareness
- Recognizing emotional igniters and applying emotionally intelligent regulation strategies
- Identifying the impact our emotional intelligence has on connecting with others
- Practicing proactive stress management techniques to stay emotionally well balanced
- Applying emotionally intelligent communication skills to relationship building and maintenance

WHO SHOULD ATTEND

Anyone who wants to maximize their performance by increasing emotion management and self-understanding through EI skills.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32144			
Fees	Members \$2345 CDN	Non-Members \$2595 CDN	Public Sector \$1975 CDN

Effective Presentation Skills

Inform, influence and inspire others when you're in the spotlight.

Learn to present your ideas with conviction, clarity and style. Gain the specific skills and direction you need to become comfortable with your style. Watch your techniques and confidence evolve from day one to your final presentation —incorporating all the skills you've learned.

HOW YOU'LL BENEFIT

- Tailor your presentation to your audience
- Use relaxation techniques to overcome nervousness
- Expertly handle difficult questions and situations
- Communicate with clarity and conviction
- Gain confidence in your presentation skills

WHAT YOU'LL COVER

- Engaging the attention of your listeners
- Making your content clearer and more memorable
- Condensing a speech outline into notes you can speak from
- Preparing to give the presentation
- Using visual aids and support materials
- Responding professionally to questions from the audience
- Managing the presentation environment

WHO SHOULD ATTEND

Everyone who needs to develop their presentation skills, speak in front of groups or sell ideas to others and has little or no presentation experience.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32519			
Fees	Members \$2395 CDN	Non-Members \$2695 CDN	Public Sector \$2025 CDN

Assertiveness Training for Managers

Apply assertiveness skills to more effectively interact with people at all levels.

Learn how your behaviour style as a manager impacts the overall performance of others. Using the behaviour modeling approach for assertiveness training, discover how you as a manager can employ assertiveness skills to take control of a situation without alienating others.

HOW YOU'LL BENEFIT

- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style
- Empower yourself and your staff

WHAT YOU'LL COVER

- Recognizing how your perceptions determine your reactions
- Exploring guidelines for achieving your objectives
- Developing your own self-improvement plan

WHO SHOULD ATTEND

Experienced managers and professionals with four or more years of experience who want to build their strengths, resolve conflicts smoothly and exercise greater influence on others.

For Dates, Registration or Corporate Delivery: cmcoutperform.com/32527			
Fees	Members \$2495 CDN	Non-Members \$2795 CDN	Public Sector \$2095 CDN

Train the Trainer: Facilitation Skills Workshop

Gain practical, proven techniques to deliver compelling training with confidence

YOUR IMMEDIATE TAKEAWAY

- ▶ Keep your audience members interested and engaged
- ▶ Deliver training content that is impactful from start to finish
- ▶ Enable others to learn and change

This comprehensive program builds on your delivery expertise, providing you with the knowledge and strategies to augment levels of engagement and impact in your training session. The hands-on design of this workshop also provides opportunities to apply your learning immediately. You'll leave this workshop feeling confident and ready to prepare and deliver training programs that create measurable impact and sustainable change in your participants.

HOW YOU'LL BENEFIT

- Identify the needs of your audience based on adult learning principles and styles
- Create high-impact training sessions that achieve your learning objectives
- Assess and give appropriate feedback to your participants
- Deliver sessions that engage your audience and encourage immediate application
- Boost retention by practicing transfer-of-learning techniques
- Moderate your classroom and disruptions effectively
- Facilitate training sessions with greater confidence
- Develop greater confidence by practicing your delivery and receiving feedback on your facilitation
- Build credibility as an engaging and impactful facilitator
- Boost learning retention by using best practice learning delivery techniques
- Increase your ability to manage classroom dynamics effectively

WHAT YOU'LL COVER

- Clearly defining your learning outcomes and objectives
- Creating an impact when opening and closing your training session
- Select appropriate instructional techniques and activities for adult learners
- Creating a plan to ensure learning is sustained beyond the classroom
- Identifying different learning styles and designing training accordingly
- Selecting appropriate instructional techniques and activities for adult learners

WHO SHOULD ATTEND

Facilitators who are new to the training field (0-5 years of experience) and individuals who find themselves delivering training to others and are looking to further develop their facilitation skills.

High-trust companies outperform their peers by 3x¹

NEW COURSE

Building a Trust-Based Team

In today's fast-paced, complex and often dispersed world, trust is more important than ever before. A trust-based culture is a powerful force that can transform teams and organizations into thriving communities of engaged and motivated individuals. When leaders and employees have trust, it creates an environment of respect, collaboration, and innovation, yet only 23% of employees trust the leadership in their organization.²

Our new course, *Building a Trust-Based Team*, helps bridge the gap to build and sustain trust. Using our 5 *Guiding Principles*[™], leaders and intact teams will unlock the behaviours and actions to create a foundation of respect, transparency, and collaboration.

Investing in creating trust-based relationships is not only the right thing to do for the well-being of your team, but it's also a smart business decision that can lead to increased productivity, profitability, and long-term success.



Key benefits:

- Build alignment on the core principles needed for a team culture based on trust
- Strengthen psychological safety on your team
- Foster a positive, collaborative work environment where all team members contribute fully and authentically

Learn more about this new innovative course and how to bring it to your organization at cmcoutperform.com/trust-based-team

¹A Great Place to Work Report: The Business Case for High-Trust Culture
²Gallup Panel Survey: Trust in a Decline

For Dates, Registration or Corporate Delivery: cmcoutperform.com/91019		
Fees Members \$2195 CDN	Non-Members \$2395 CDN	Public Sector \$1795 CDN

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Management Skills for New Supervisors and Managers

Get essential knowledge so you can hit the ground running

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How to Communicate with Diplomacy, Tact and Credibility

Become one of those people who always knows the right thing to say

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Making the Transition to Supervising and Managing Others

Avoid "growing pains" as you step up to new responsibilities

Page 6

Communicating Up, Down and Across the Organization

Get heard - regardless of where you sit in the organization

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Critical Thinking

Learn a process for thinking and make better decisions and solutions

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Developing a Strategic Mindset

Train your mind to be more strategic and start making a difference in your organization

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Leading Hybrid Teams

Optimize productivity, engagement and collaboration

Page 8

Mastering the Art of Critical Conversations

Face up to high-stakes or emotional conversations with results-oriented skills

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Project Management Essentials: Part 1 - The Fundamentals

Gain the knowledge, skills and confidence to manage real world projects with success

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