

Course Guide Canadian Management Centre

2019

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FUTURE PROOF YOUR CAREER

EVOLVE YOUR SKILLS AND THRIVE



Canadian Management Centre

A revolution is transforming
the way we work. *Are you ready?*

See pg. 2-3 for details.

Do you have the right skills for tomorrow's success?

By 2020, more than one-third of the core skillset needed to do our jobs will be different from the skills valued today.

That's just one key finding from *"The Future of Jobs"*, a recent World Economic Forum report that asked human resources and strategy officers from leading global employers for their take on the profound shift triggered by the Fourth Industrial Revolution. This technology transformation is disrupting how we work, increasing demand for highly skilled workers and shifting expectations about the capabilities we'll need to succeed.

A big challenge will be the need to supplement technical skills with strong social and collaborative ones – like persuasion, emotional intelligence and teaching others.

The great news is that for more than 55 years, these very same skills have been at the core of the transformational learning experiences Canadian Management Centre provides successful individuals and organizations.

If you're ready to future-proof your career and face tomorrow's work revolution head on, CMC has the learning solutions, expertise and support to help you meet those challenges and outperform—right now.

The Top Skills You Will Need in 2020:



People Management

Skills and experience that enable managers to interact with and motivate others—including clear communication, flexibility, empathy and an ability to listen.



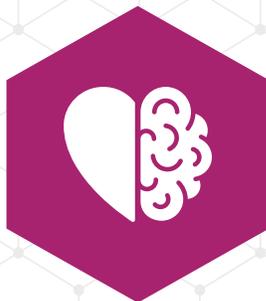
Critical Thinking

The ability to skillfully conceptualize, analyze, evaluate and apply data and information from a variety of fields—like computer science and engineering.



Negotiation

The ability to successfully reach agreement through preparation, problem analysis, active listening, emotional control, problem solving and decision making.



Emotional Intelligence

Interpersonal skills supported by self-awareness, self-regulation, motivation, curiosity and empathy that help build relationships and influence others.



Coordinating with Others

The ability to communicate and collaborate with individuals and teams to solve problems, achieve goals and get results.

What's the Fourth Industrial Revolution?

It's the global technology-led change that's disrupting every industry. From AI to biotech and many other exciting new emerging technologies, this new digital revolution isn't just innovating how we live. It's transforming the skills we'll need to succeed in the 21st century.

During previous industrial revolutions, retraining workers with new skill sets took decades. This time around, change is happening faster. To protect your career and make the most of new opportunities, your skills will need to be future-proofed in years – or even months.

Will you be ready?



Judgement and Decision Making

Proficiency in analyzing and synthesizing data to derive strategic insights and make effective decisions.



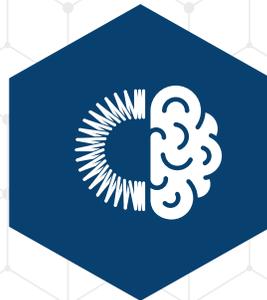
Complex Problem Solving

The ability to solve new, imprecise problems and apply them to real-world complexities.



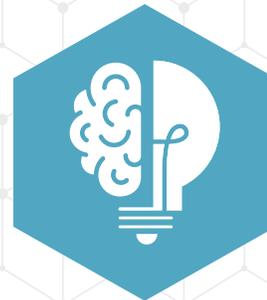
Service Orientation

Skills centred on getting results or meeting expectations by being attentive and patient with clients and communicating clearly, using positive language and product knowledge.



Cognitive Flexibility

Skills that focus on an individual's ability to think about concepts simultaneously or quickly transition between them to address challenges that may arise.



Creativity

Exploring situations or problems and developing fresh and often unorthodox ways to solve them.

Turn the page to find courses to help you develop these crucial skills



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

TOP SKILLS AND COURSES BY CATEGORY:



People Management

- Preparing for Leadership **Pg. 16**
- Successfully Managing People **Pg. 9**
- Management Skills for New Supervisors and Managers **Pg. 6**
- Transformational Leadership: How to Inspire Extraordinary Performance **Pg. 17**



Critical Thinking

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- Effective Decision Making **Pg. 30**
- Developing Your Analytical Skills **Pg. 32**



Negotiation

- Negotiating to Win **Pg. 26**
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- Communicating Up, Down and Across the Organization **Pg. 22**
- Delegation Bootcamp **visit cmcoutperform.com/32819**
- Mastering the Art of Critical Conversations **Pg. 25**



Judgement and Decision Making

- Effective Decision Making **Pg. 30**
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Complex Problem Solving

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Cognitive Flexibility

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The 7 Habits for Managers®: Essential Skills and Tools for Leading Teams	Pg. 21
The 5 Choices to Extraordinary Productivity™	Pg. 21



New Professionals

Mid-Level Professionals

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!

Prepare for a complete change of responsibilities and help eliminate the anxiety that can accompany it. 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. 8

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/31243
Accreditation	12 PDUs (Leadership: 12) RIBO Credits: Management Skills 12 hours
Fees	Members \$1845 CDN Non-Members \$1995 CDN

Mid-Level Professionals

Project Managers

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!

Gain the fundamental skills to succeed in your new leadership role. 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

Successfully Managing People

See Pg. 9

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/31248
Accreditation	18 PDUs (Leadership: 18) RIBO Credits: Management Skills 18 hours
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 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. Learn the three key sources of influence that will equip you with the skills to influence 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. 22**

Delivery Method Classroom, Live Online, On-Site

Duration 3 Days

For Dates, Locations and Registration: cmcoutperform.com/32532

Accreditation

18 PDU's (Leadership: 18)

RIBO Credits: Management Skills 18 hours

Fees

Members \$2195 CDN

Non-Members \$2395 CDN

1 Day version available. See cmcoutperform.com/21003 for details

How To Be A Successful Manager As An Introvert

NEW

Course Code: 32005

TOP TAKEAWAY

Gain visibility and respect from colleagues at all levels.

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.

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

The Voice of Leadership

See Pg. 17

Delivery Method Classroom, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/32005

Fees

Members \$1995 CDN

Non-Members \$2195 CDN

Mid-Level Professionals | Project Managers

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
- Get feedback and answers to your challenges through simulations

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. 12**

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration: cmcoutperform.com/32508	
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2195 CDN Non-Members \$2395 CDN

Mid-Level Professionals | Experienced Professionals | Project Managers

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. 25**

Delivery Method	Classroom, On-Site
Duration	1 Day
For Dates, Locations and Registration: cmcoutperform.com/21006	
Accreditation	6 PDUs (Leadership: 3, Strategic & Business Management: 3)
Fees	Members \$1095 CDN Non-Members \$1195 CDN

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

NEW

Course Code: 32261

TOP TAKEAWAY

Reduce the impact of distractions, interruptions and 'emergencies'.

Set priorities and learn to control chaos in the workplace.

While chaos can be a 'natural' outcome of constant change, it's not easy to deal with if you don't have tools designed to manage that chaos as it unfolds. Learn solutions to address this challenge, discover how to harness the energy of a dynamic, though often chaotic, work environment and avoid feeling overwhelmed.

Through applying a variety of tools, you'll rethink the way you approach chaos, which will help you tackle tough situations as they arise. Practice techniques for analyzing and resolving problems and learn to strategically communicate your solutions. You'll leave confident and ready to apply the most appropriate techniques to clarify, alleviate and eliminate chaos within your control—and better manage your reactions to the chaos beyond your control.

What You Will Learn

- Define the chaos that you can control
- Make decisions based on multifaceted analysis of the problem
- Prioritize your activities based on importance and urgency
- Practice assertive communication to manage shifting priorities
- Identify one or two tools most applicable to your situation

How You Will 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
- Communicate your needs strategically

Who Should Attend

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

Recommended Next Step Course

Communication Techniques for Strong Work Relationships

See Pg. 22

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32261
Fees	Members \$1845 CDN Non-Members \$1995 CDN

Successfully Managing People

Course Code: 32295

TOP TAKEAWAY

Adapt your management style to maximize productivity.

Move your team to higher performance.

Are you ready to develop a high-performance team and get more done? Resolve team conflict using emotional intelligence and get more from your team by adapting your management style to every situation. 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
- Contribute to a more positive work environment

Who Should Attend

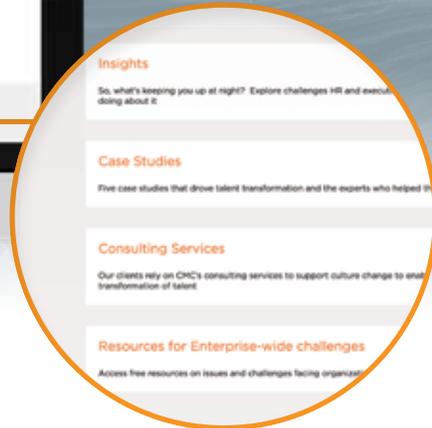
Supervisors, managers and others with management responsibilities looking to step-up their people management skills.

Recommended Next Step Course

Developing a Strategic Mindset

See Pg. 31

Delivery Method	Classroom, Live Online, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32295
Accreditation	18 PDUs (Leadership: 18) RIBO Credits: Management Skills 18 hours
Fees	Members \$2195 CDN Non-Members \$2395 CDN



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.

Engaging a Multi-Generational Workforce

Course Code: 92610

TOP TAKEAWAY

Be better equipped to coach and manage a multi-generational team.

Today's work environment is unique in that we now have up to five generations of employees working side by side.

Individual work styles, employee expectations and team dynamics have never been more diverse. So how can you engage, develop and manage employees successfully? In this new course, we will explore the characteristics of Traditionalists, Baby Boomers, Generation X, Millennials, and the emerging Generation Z. We will take a look at their various approaches to work, perspectives on relationships, and the opportunity you have to adapt your leadership approach to maximize the potential of all employees.

What You Will Learn

- Learn more about the generational identities in today's workforce
- Dispel some of the myths that surround each of the generational cohorts
- Prepare yourself and your team for this changing workplace demographic
- Keep your team engaged by understanding what they value and expect in a work environment and from their leader

How You Will Benefit

- Be prepared for the differences in generational values and how they show up in the workplace
- Adopt strategies to foster relationship-building across different generations
- Identify the elements of employee engagement and the drivers for each generation
- Develop strategies to effectively engage and motivate your generationally diverse team

Who Should Attend

Managers, supervisors and team leaders who manage generationally diverse teams. Individuals looking to understand generational dynamics, how they show up in the workplace, and how to manage them on their teams.

Recommended Next Step Course

Improving Your Managerial Effectiveness

See Pg. 8

Delivery Method	Classroom, On-Site
Duration	1 Day
For Dates, Locations and Registration:	cmcoutperform.com/92610
Accreditation	6.5 PDU's (Leadership: 6.5)
Fees	Members \$1095 CDN Non-Members \$1195 CDN

Time Management

Course Code: 32233

TOP TAKEAWAY

Organize, prioritize, negotiate for more time and move from 'crisis' mode into important and very important.

Make time work for you.

If you're doing more and enjoying it less, it's time to get out of the time-trap and back to productivity! This course gives you practical techniques for taking control of your time and making it a manageable resource.

What You Will Learn

- Recognize key components of effective goal setting through time management
- Discover your time management strengths and self-management opportunities
- Manage multiple priorities based on validity and urgency
- Redirect your efforts to the most important and valid tasks
- Identify ways to deal with distractions and eliminate interruptions
- Discover quick and easy ways to handle non-valid tasks
- Learn strategies to improve your concentration and increase your efficiency
- Implement tools and techniques for effective multitasking and scheduling abilities

How You Will Benefit

- Achieve better results through more effective planning, clear goals and priorities
- Free yourself for bigger tasks
- Achieve greater productivity by eliminating time-wasters

Who Should Attend

Employees, supervisors and managers overcome with the challenge of competing demands with limited time.

Recommended Next Step Course

The 7 Habits of Highly Effective People®

See Pg. 21

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32233
Accreditation	12 PDU's (Leadership: 12)
Fees	Members \$1845 CDN Non-Members \$1995 CDN
1 Day version available. See cmcoutperform.com/21001 for details	

Mid-Level Professionals

Experienced Professionals

Project Managers

Achieving Leadership Success Through People

NEW

Course Code: 32128

TOP 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. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. 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 and courage for 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. 13**

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32128
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2195 CDN Non-Members \$2395 CDN

Experienced Professionals

Project Managers

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. True coaching is about how you work with and through people every day to inspire better performance.

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. 18

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32506
Accreditation	12 PDUs (Leadership: 12)
Fees	Members \$2195 CDN Non-Members \$2395 CDN

Collaborative Leadership Skills

NEW

Course Code: 32186

TOP TAKEAWAY

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

Develop the collaborative leadership skills it takes to drive team cohesion and get things done.

Why become a collaborative leader? Because it gives you the ability to break down silos, energize your team and bring out the best in others.

Get a roadmap to become an adaptive leader: someone who can create clarity, vision and build mutual trust with your team and other departments. Learn to establish a culture that operates as an open and united group, so you can inspire optimal performance up, down and across the organization.

What You Will Learn

- 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
- Leverage social media to enhance discussions, obtain recommendations and information, network and establish relevance
- Improve accountability by allowing your employees to have ownership of the results of their efforts

How You Will Benefit

- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks that prevent employees from doing their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Develop a mindset that can increase your innovation skills and produce new ideas
- Provide greater opportunities for employees to own and implement their ideas

Who Should Attend

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

Recommended Next Step Course

Transformational Leadership: How to Inspire Extraordinary Performance **See Pg. 17**

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32186
Fees	Members \$1995 CDN Non-Members \$2195 CDN

Expanding Your Influence: Understanding the Psychology of Persuasion

Course Code: 32204

TOP TAKEAWAY

Understand why we do what we do and customize your persuasion techniques for every situation.

Discover the secrets of great influencers.

Expanding your influence requires insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

Uncover persuasion techniques most people don't even know exist. Learn to build your influence by applying psychological principles to any number of business interactions from managing, to negotiating, to giving presentations. In addition, you will learn how to choose the best principle for any given situation and listen more critically to other people's persuasive arguments.

What You Will Learn

- Learn the psychological foundation to the laws of persuasion
- Differentiate the psychology of persuasion from the process of influencing
- Make the connection between psychological triggers and the laws of persuasion and influence
- Define the two paths of persuasion—conscious and subconscious
- Use the Pre-Persuasion Checklist to determine the appropriate law(s) of persuasion for a given business situation
- Apply the laws of persuasion to your influencing challenges back on the job

How You Will Benefit

- Explore the psychology behind persuasion
- Understand the psychological/subconscious triggers
- Select and customize the right law(s) of persuasion to apply in any situation
- Learn tactics to protect yourself from unethical behaviour

Who Should Attend

Business professionals and managers, including project managers and team leaders, who need to understand the psychological principles behind how people are convinced to do something.

Recommended Next Step Course

Achieving Leadership Success Through People **See Pg. 12**

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32204
Accreditation	12 PDU's (Leadership: 12)
Fees	Members \$1995 CDN Non-Members \$2195 CDN

Experienced Professionals

Project Managers

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 team focus on achieving organizational vision

Who Should Attend

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

Recommended Next Step Course

Advanced Leadership Communication Strategies

See Pg. 18

Delivery Method Classroom, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/32239

Accreditation

12 PDUs (Leadership: 12)

RIBO credits: Management Skills 12 hours

Fees

Members \$1845 CDN

Non-Members \$1995 CDN

New Professionals

Mid-Level Professionals

Project Managers

Leadership Development for Women

Course Code: 92010

TOP TAKEAWAY

Build a strategic network to support your advancement.

Use your strengths and abilities strategically to develop your leadership success.

This course is designed to show you how to use your strengths and abilities—your competitive edge—to move forward as a leader. Learn to master your emotions in even the most unwelcoming atmosphere, develop a network of support, take smart risks and view competition in a more positive light. Discover how to present yourself in a way that earns respect and pursue your goals with positive energy. Return to your job feeling confident and in a better position to be recognized for your capabilities.

What You Will Learn

- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust

How You Will Benefit

- Recognize the unique challenges for women as leaders
- Adopt a competitive mindset to leverage your strengths
- Take a proactive approach to competitive and challenging situations
- Recover from setbacks with more confidence and resilience
- Learn how to collaborate with people you don't like

Who Should Attend

Female business professionals in the early stages of their leadership journey looking to define their personal leadership vision, overcome limiting beliefs and build relationships to support forward movement in their careers.

Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 12

Delivery Method Classroom, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/92010

Fees

Members \$1845 CDN

Non-Members \$1995 CDN

Mid-Level Professionals

Experienced Professionals

Project Managers

Leading in a Diverse and Inclusive Culture

NEW

Course Code: 32925

TOP TAKEAWAY

Boost team performance by leveraging the power of differences.

Maximize individual, team, and organizational potential through diversity and inclusion.

Gain insights into yourself, your team, and the benefits of inclusion at all levels. Through self-assessment, case studies and activities, you will develop competencies to create an environment fueled by engagement and innovation. Take away practical tools for hearing, recognizing and appreciating your team—so productivity can soar.

What You Will Learn

- Recognize how diversity and inclusion influence day-to-day interactions and decision making
- Learn how culture shapes our behaviours, beliefs, perceptions, and responses to others
- Understand the impact of culture on the way we communicate, build relationships, and lead teams
- Develop the cross-cultural communication skills to move from commitment to action
- Develop a personal vision to that embraces diversity and supports an inclusive environment

How You Will Benefit

- Recognize the issues and value of D&I at the personal, team, and organizational levels
- Become a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- Articulate how operating from biases impacts innovation, productivity, and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration

Who Should Attend

Managers and leaders who want to promote and lead an increasingly diverse workforce and client base and promote an inclusive environment; diversity and inclusion leaders; learning and development professionals.

Recommended Next Step Course

Collaborative Leadership Skills

See Pg. 13

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32925
Fees	Members \$1995 CDN Non-Members \$2195 CDN

Mid-Level Professionals

Experienced Professionals

Project Managers

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.

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. 18

Delivery Method	Classroom, Live Online, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32133
Accreditation	18 PDU's (Leadership: 18)
Fees	Members \$2295 CDN Non-Members \$2545 CDN



New Professionals

Project Managers

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. Explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. 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

- Project a powerful, leadership presence that earns trust and followership
- Hold conversations that motivate and inspire others to take action
- Exude confidence as you take on new leadership challenges

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 and Managers **See Pg. 6**

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32536
Accreditation	12 PDUs (Leadership: 12) RIBO Credits: Management Skills 12 hours
Fees	Members \$1845 CDN Non-Members \$1995 CDN

New Professionals

Project Managers

Taking on Greater Responsibility: Skills to Maximize Your Performance

Course Code: 32132

TOP TAKEAWAY

Shift your communication style and think strategically.

Develop the skills and confidence to successfully take on new and challenging demands!

Do you have what it takes to step up to the plate to lead, work effectively in teams and juggle new assignments with your current responsibilities? Can you articulate a personal brand that paints a clear picture of your strengths and passions?

Gain insights into your personal strengths while learning skills that will increase your business acumen and help you outperform. You'll leave inspired and ready to capitalize on new opportunities.

What You Will Learn

- Understand what may be holding you back from achieving greater levels of success
- Articulate a personal brand that communicates your strengths and leaves others inspired
- Practice flexing your communication style to produce better business outcomes
- Gain tools for getting more done in less time
- Analyze workplace demands and expectations to ensure you are prepared to meet and exceed them

How You Will Benefit

- Feel confident when asked to "step up to the plate" with new projects outside your regular work activities
- Take your skills and potential to new heights with proven-in-action "get-ahead" strategies
- Understand your role in your organization and gain new skills and competencies required for success
- Map out a plan of action to enhance your efficiency and career development potential

Who Should Attend

This course is for individual contributors and front-line leaders looking to take on greater responsibility and prepare for more senior roles. It is not designed to meet the needs of senior-level business professionals.

Recommended Next Step Course

Getting Results Without Authority **See Pg. 7**

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32132
Accreditation	12 PDUs (Leadership: 12)
Fees	Members \$1845 CDN Non-Members \$1995 CDN

The Voice of Leadership

Course Code: 32130

TOP TAKEAWAY

Communicate effectively in tough situations and get buy-in, even from those who initially resist.

Use the power of communication to lead, inspire, influence and achieve results.

Take the lead with confidence and credibility through the use of untapped communication skills. This course is designed to strengthen your leadership communication skills in diverse situations. Learn and practice techniques to shape your message, develop an authentic leadership voice and engage in powerful conversations to achieve results with the confidence and support of your team.

What You Will Learn

- Describe and apply the principles of effective leadership communication
- Communicate your vision and values with passion and precision to captivate your audience
- Demonstrate how to effectively assign responsibility and delegate authority
- Influence others to change their behaviours and beliefs for the better
- Implement ways to recognize and reward people for their efforts and good work
- Evaluate the best tools to handle tough situations in ways that minimize resistance and maximize acceptance

How You Will Benefit

- Lead a team with poise, confidence and presence
- Adapt your leadership communication style for different team members
- Gain the buy-in, trust and loyalty of your team
- Create a strong, effective leadership team
- Achieve a positive, healthy workplace

Who Should Attend

Business leaders, executives, managers, executive coaches and/or mentors, and those aspiring to leadership positions.

Recommended Next Step Course

Advanced Leadership Communication Strategies **See Pg. 18**

Delivery Method Classroom, Live Online, On-Site

Duration 3 Days

For Dates, Locations and Registration: cmcoutperform.com/32130

Accreditation

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

Fees

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

Transformational Leadership: How to Inspire Extraordinary Performance

NEW

Course Code: 32021

TOP TAKEAWAY

Build a collaborative, high-performing, mission-focused team.

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

As a transformational leader, you challenge the status quo and become a conduit for sustainable success. You insist on collaboration and empower your people to become leaders themselves. Learn to build a clear roadmap that includes specific steps, techniques, and tools to make you the change agent. Get ready to assess your skills, master new strategies, and transform.

What You Will Learn

- Evaluate your organization's predominant leadership style(s)
- Explore the transformational leadership skill set: 10 essential skills
- Assess your own transformational leadership skill level
- Adjust and develop a process for enhancing your transformational leadership skills
- Monitor your progress with milestones and metrics
- Develop a process for adapting your team's culture
- Create your cultural adjustment action plan

How You Will Benefit

- Assess your strengths and step up to lead by example
- Rise to the challenges of today's "do more with less" reality
- Inject passion and a sense of purpose to spark creativity and innovation Inspire your team to reach and strive for greater performance on their own
- Cultivate a culture where followers want to become leaders
- Create and articulate your vision for the future

Who Should Attend

Leaders seeking to improve business results by inspiring extraordinary performance throughout their department, division, or organization.

Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 12

Delivery Method Classroom, Live Online, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/32021

Fees

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

Mid-Level Professionals

Experienced Professionals

Project Managers

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.

Get grounded in the essential elements of senior-level business courses in just one week.

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
- 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 five years.

Recommended Next Step Course

Advanced Leadership Communication Strategies

See Pg. 18

Delivery Method	Classroom, On-Site
Duration	5 Days
For Dates, Locations and Registration:	cmcoutperform.com/32561
Accreditation	35 PDUs (Leadership: 7, Strategic & Business Management: 28) RIBO Credits: Management Skills 35 hours
Fees	Members \$2945 CDN Non-Members \$3195 CDN

Experienced Professionals

Project Managers

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. Superior leadership communication skills and the ability to adapt them to constantly changing circumstances are essential.

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 interested in developing superior leadership communication skills to achieve even greater success at the highest levels of their organizations.

Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 12

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32134
Accreditation	18 PDUs (Leadership: 18) RIBO Credits: Management Skills 18 hours
Fees	Members \$2195 CDN Non-Members \$2395 CDN

Assertiveness Skills for Women in Business

Course Code: 32528

TOP TAKEAWAY

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

Believe in yourself and others will too!

Send the right signals and get the right responses every time. By knowing how to handle yourself in just about any situation that comes up—without seeming either shy or pushy—you'll get things done and get what you want. You'll command respect.

What You Will Learn

- Identify the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviours
- Define negotiation and its connection to assertiveness
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Incorporate techniques into everyday practices

How You Will Benefit

- Recognize your own strengths and opportunities
- Practice assertive behaviours in challenging situations
- Learn to use assertive communication techniques: verbal, non-verbal and assertive listening
- Better manage day-to-day interactions with colleagues, managers and clients
- Employees feel a stronger sense of empowerment in their role

Who Should Attend

All women professionals, managers and supervisors who want to improve and build on their communication, conflict resolution, delegation and action planning skills.

Recommended Next Step Course

Preparing for Leadership

See Pg. 16

Delivery Method	Classroom, Live Online, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32528
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2095 CDN Non-Members \$2295 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

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

Recommended Next Step Course

Preparing for Leadership

See Pg. 16

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32527
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2095 CDN Non-Members \$2295 CDN

NEW



FranklinCovey® is here!

Canadian Management Centre is the exclusive provider in Canada of the most popular FranklinCovey® public program courses!

Enroll in three of the most widely acclaimed courses from FranklinCovey®, 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*®, 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.

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- On Forbes' list of 20 most influential business books
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Thousands of people around the world have already started to achieve extraordinary productivity by attending *The 5 Choices to Extraordinary Productivity*® by FranklinCovey®. Based on the international best-seller *The 5 Choices: The Path to Extraordinary Productivity*®, 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® 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 for full details and dates near you.



The 7 Habits for Managers®: Essential Skills and Tools for Leading Teams

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
- Develop an “outcome-oriented” mindset in every activity you and your team engage in – projects, meetings, presentations, etc.

Now available across Canada exclusively from Canadian Management Centre.
Visit 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
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- 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.*

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Now available across Canada exclusively from Canadian Management Centre.
Visit cmcoutperform.com/32605 for full details and dates near you.



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 managers who want to build the communication skills that encourage dialogue throughout the organization and among different departments and levels.

Recommended Next Step Course

Getting Results Without Authority **See Pg. 7**

Delivery Method Classroom, Live Online, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/32203

Accreditation

12 PDUs (Leadership: 12)
RIBO Credits: Personal Skills 12 hours

Fees

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

Communication Techniques for Strong Work Relationships

Course Code: 32235

TOP 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 across their organizations.

Recommended Next Step Course

Getting Results Without Authority **See Pg. 7**

Delivery Method Classroom, Live Online, On-Site

Duration 3 Days

For Dates, Locations and Registration: cmcoutperform.com/32235

Accreditation

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

Fees

Members \$2095 CDN
Non-Members \$2295 CDN

Developing Your Emotional Intelligence

NEW

Course Code: 32144

TOP TAKEAWAY

Build stronger, more collaborative relationships and improve your personal awareness.

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

Without strong and effective relationships in business, our fast-paced, team-based and global work environments can't function with peak efficiency. At the heart of this efficiency are Emotional Intelligence (EI) competencies that drive strong workplace relationships and greater productivity.

What You Will Learn

- Apply emotionally intelligent communication skills to relationship building and maintenance
- Practice listening skills that build and maintain empathy
- Practice proactive stress management techniques to stay emotionally well balanced
- Define resilience and how it impacts effectiveness at work
- Demonstrate a collaborative attitude at work through the application of emotional intelligence

How You Will 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

Who Should Attend

Anyone who wants to maximize their performance, as well as personal and business success, by increasing emotion management and self-understanding through EI skills.

Recommended Next Step Course

The Voice of Leadership

See Pg. 17

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration: cmcoutperform.com/32144	
Fees	
Members \$1845 CDN	
Non-Members \$1995 CDN	

Effectively Communicating in the Moment

NEW

Course Code: 32031

TOP TAKEAWAY

Organize and frame responses using mental templates which help manage stress in impromptu interactions.

Feel empowered when called upon to “stand and deliver” in spontaneous moments.

It's happened to all of us—you're asked to give a project update unexpectedly during a meeting, stopped in the hallway with an important question or are cornered in a challenging conversation. You can't plan for these unrehearsed events, but you can take steps to always be confident and ready when they do happen by learning effective in-the-moment strategies.

What You Will Learn

- Assess your professional strengths and opportunities when communicating in the moment
- Apply preemptive mindfulness and stress management strategies to bring your best self to in-the-moment communication challenges
- Use in-the-moment mental templates to organize your thinking and frame your responses
- Integrate impactful nonverbal delivery behaviours with your in-the-moment communication

How You Will Benefit

- Manage stress in difficult impromptu interactions
- Organize and frame responses using mental templates
- Develop behaviors that convey professionalism
- Apply preemptive mindfulness to bring out your best self
- Employ listener analysis to frame messages
- Use in-the-moment strategies to organize your thinking

Who Should Attend

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

Recommended Next Step Course

Developing Your Emotional Intelligence

See Pg. 23

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration: cmcoutperform.com/32031	
Fees	
Members \$1845 CDN	
Non-Members \$1995 CDN	

New Professionals

Mid-Level Professionals

Project Managers

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 other's 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. 7

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32206
Accreditation	12 PDUs (Leadership: 12) RIBO Credits: Personal Skills 12 hours
Fees	Members \$1845 CDN Non-Members \$1995 CDN

Mid-Level Professionals

Project Managers

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 work in constant communication with others to achieve results.

Recommended Next Step Course

Leading with Emotional Intelligence

See Pg. 15

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	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 intense and difficult work environments.

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. 12

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32540
Accreditation	12 PDUs (Leadership: 12) RIBO Credits: Personal Skills 12 hours
Fees	Members \$1845 CDN Non-Members \$1995 CDN

Mastering the Art of Critical Conversations

NEW

Course Code: 32146

TOP TAKEAWAY

Apply skills to monitor and control emotions and reduce negativity in emotionally charged communication.

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

If you're like most people, you run into trouble when conversations turn from routine to crucial. Your body's natural fight-or-flight response takes over. The knee-jerk response is to run and dodge the topic, hide behind an email, or just wing it and hope for the best.

Productivity stems from face-to-face communication, and your ability to express controversial and risky opinions effectively. Practice using real-life models to conduct difficult conversations on any topic. You'll gain the skills and summon the courage to step up, speak openly and honestly, and get results that count.

What You Will Learn

- Identify and plan for situations that require critical conversations
- Determine the best conflict management strategy for a given critical conversation
- Self-monitor your reaction and keep calm during critical conversations
- Develop strategies for getting a critical conversations back on track

How You Will Benefit

- Determine your "hot buttons" and take steps to manage your emotions
- Transform relationships by addressing real issues with authenticity
- Give and receive feedback without negativity
- Self-monitor your reactions and keep calm during critical conversations
- Diagnose and address problems while having critical conversations
- Practice having critical conversations "on the fly"

Who Should Attend

Business Professionals who want to be better prepared to manage critical conversations that can have a significant impact on relationships and productivity at work.

Recommended Next Step Course

Developing Your Emotional Intelligence

See Pg. 23

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32146
Fees	Members \$1995 CDN Non-Members \$2095 CDN

New Professionals	Mid-Level Professionals	Experienced Professionals	Project Managers
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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. 7

Delivery Method	Classroom, Live Online, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32513
Accreditation	18 PDUs (Leadership: 8, Strategic & Business Management: 10) RIBO Credits: Personal Skills 18 hours
Fees	Members \$1995 CDN Non-Members \$2195 CDN
1 Day version available. See cmcoutperform.com/21008 for details	

New Professionals	Mid-Level Professionals	Experienced Professionals	Project Managers
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Responding to Conflict: Strategies for Improved Communication

Course Code: 32115

TOP TAKEAWAY

Manage conflict situations proactively and effectively to maximize positive outcomes.

Increase your success by proactively and positively managing conflict.

Conflict in business is all too familiar—particularly under increased business pressures. Still, most of us lack basic conflict management skills. Rather than react to conflict on a purely emotional level, you can learn how to manage disputes and disagreements in a positive manner, or even avoid them altogether. This course will show you how to recognize the causes of interpersonal conflict. You will learn to critically evaluate conflict situations and then choose the appropriate strategies and tools to manage and/or resolve these conflicts. You'll develop greater awareness of your emotional triggers and how to control them. In addition, you will learn how to continually action-plan around the implementation of your new skills.

What You Will Learn

- Recognize the underlying causes of conflict
- Map conflict using a five-step approach
- Identify ways to develop flexible responses to personal and professional conflicts
- Practice applying models, techniques and strategies to manage your interpersonal communication behaviours in conflict situations
- Implement strategies to improve your communication and effectively respond to conflict

How You Will Benefit

- Use conflict as an opportunity to build better relationships
- Recognize and assess conflict in order to manage it effectively
- Gain insight into your own conflict style and how to manage yourself
- Manage conflict effectively for improved teamwork and morale

Who Should Attend

Business professionals who want to expand their conflict management skills, understand their own emotions and behaviours when addressing conflict, and find productive ways to manage conflict.

Recommended Next Step Course

Interpersonal Skills for Managers

See Pg. 24

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/32115
Accreditation	12 PDUs (Leadership: 12)
Fees	Members \$1845 CDN Non-Members \$1995 CDN
1 Day version available. See cmcoutperform.com/21007 for details	

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 their writing.

Recommended Next Step Course

Grammar for Professionals

See Pg. 27

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 express their ideas with 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. 27

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
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/39002
Fees	Members \$1845 CDN Non-Members \$1995 CDN
1 Day version available. See cmcoutperform.com/32829 for details	

Delivery Method	Classroom, Live Online, On-Site
Duration	1 Day
For Dates, Locations and Registration:	cmcoutperform.com/39001
Fees	Members \$995 CDN Non-Members \$1095 CDN

Effective Executive Speaking

Course Code: 32522

TOP TAKEAWAY

Communicate clearly and concisely in any situation.

Speak, present and communicate with poise, power and persuasion.

Your effectiveness as an executive and future career hinge on your ability to step up to the podium, command attention and transform every presentation into a credible and compelling communication. Take control of the room with ease and inject every presentation with your style and energy. Connect with the minds and hearts of your audience and turn your next speech or presentation into a rewarding experience.

What You Will Learn

- Incorporate techniques for responding to change: questions, challenges and differing perceptions
- Demonstrate how to deliver credibly when caught unexpectedly
- Develop skills to face an audience or camera with confidence and control
- Apply techniques to build on your unique personal strengths and transform every presentation into a credible, compelling communication

How You Will Benefit

- Discover ways to maximize your impact on any audience
- Develop your voice as a powerful and persuasive tool
- Hone the skills to shape and organize effective and memorable speeches and presentations
- Make the most of your natural speaking style to ensure authenticity
- Gain confidence to manage day-to-day conversations
- Build a strong executive team

Who Should Attend

Senior executives and managers, including presidents, chief executive officers, vice presidents, directors and those involved in professional sales presentations.

Recommended Next Step Course

Advanced Leadership Communication Strategies

See Pg. 18

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32522
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2195 CDN Non-Members \$2395 CDN

Effective Presentation Skills

Course Code: 32519

TOP TAKEAWAY

Engage your audience by bringing vitality, interest and clarity to your presentation.

Deliver engaging, high impact presentations with confidence and style!

Learn to present your ideas with conviction, clarity and style—and without fear. Gain the specific skills and direction you need to become comfortable with your own style. Receive expert advice on how to handle challenging situations. Most important, you'll develop these skills by making live presentations and obtaining feedback in a safe and fun workshop environment.

What You Will Learn

- Learn to use voice and body language to communicate more powerfully
- Reduce presentation anxiety with proven exercises and techniques
- Apply an effective tool for structuring your messages for greater clarity and impact
- Address audience questions with professionalism and confidence
- Engage listeners by understanding their needs and adjusting your presentation accordingly
- Structure your presentation content in an easy-to-follow and engaging flow

How You Will Benefit

- Dramatically improve your presentation style and delivery
- Represent yourself, your team or your organization with professionalism and credibility
- Gain tips for audience engagement
- Practice impromptu speaking

Who Should Attend

Professionals who have minimal presentation experience and want to have more of an impact when speaking in front of groups or delivering formal presentations.

Recommended Next Step Course

Effective Executive Speaking

See Pg. 28

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32519
Accreditation	18 PDUs (Leadership: 18)
Fees	Members \$2195 CDN Non-Members \$2395 CDN
1 Day version available. See cmcoutperform.com/21002 for details	

Effective Technical Writing

NEW

Course Code: 32216

TOP TAKEAWAY

Convey ideas clearly, precisely and succinctly.

Communicate complex information into understandable language for any audience.

Technical writing must convey objectivity and reach both technical and non-technical audiences with exactness and clarity. Along with writing emails, letters and reports, the technical writer must be able to prepare definitions, physical descriptions, product specifications, policies and procedures, test and laboratory results, and many other kinds of documents. This course offers you a series of tools and techniques to help you jumpstart the writing process on any challenging technical writing activity.

What You Will Learn

- Create a full range of technical documents with effective structures
- Identify and employ the standards of technical writing
- Apply the technical writing process: getting started efficiently
- Evaluate technical data based on the writer's purpose and the readers' needs
- Learn techniques to strategically organize ideas and messages
- Structure the format to enhance presentation and display visual information
- Achieve precision, clarity and conciseness in communications

How You Will Benefit

- Use templates to quickly start the writing process
- Apply techniques to overcome writer's block
- Develop communications for both technical and non-technical audiences
- Use visuals to communicate information more effectively
- Edit language for precision, clarity and conciseness
- Summarize complex information for any audience to understand

Who Should Attend

Engineers, scientists, IT/technical professionals, those in R&D, policy development and other complex, specialized areas who need to communicate complex information in more simple language to meet the needs of their audience.

Recommended Next Step Course

Communication and Interpersonal Skills for Technical Professionals

Visit cmcoutperform.com/32576

Delivery Method	Classroom, On-Site
Duration	3 Days
For Dates, Locations and Registration: cmcoutperform.com/32216	
Fees	
Members \$2195 CDN	
Non-Members \$2395 CDN	

Storytelling Power: Secrets for Exceptional Communication

NEW

Course Code: 32102

TOP TAKEAWAY

Get the results you want by increasing your persuasiveness.

Captivate your audience. Create emotion. Influence like never before.

This course will show you how to craft engaging and motivating stories that can spark commitment and passion throughout your organization and grow your professional influence. Get ready to create your most inspiring messages and convey them with true conviction.

What You Will Learn

- Determine effective stories to tell an individual or group in any situation that will engage people's interest
- Bring abstract ideas to life in a tangible, concrete way
- Frame issues to foster understanding and agreement
- Create rapport with individuals holding a wide range of attitudes, dissolving perceived barriers
- Bring up difficult, emotionally charged issues without triggering defensiveness and resistance
- Foster receptivity in others by allowing more of their authentic self to emerge, thus making it easier for people to relate to you
- Mobilize people to action long after their direct interaction with you is over

How You Will Benefit

- Use compelling stories to appeal to listeners' emotions and drive your points home
- Relay information in an experiential manner for greater impact and understanding
- Make a more powerful impression in meetings and presentations
- Win over, influence and gain the trust of clients, customers and colleagues
- Engage listeners with stories that naturally lead them to reach the conclusions you want them to reach

Who Should Attend

Business professionals at all levels who are looking for an innovative and fresh way to stimulate and engage others, in order to get the outcomes they want.

Recommended Next Step Course

Coaching Skills for Effective Leadership

See Pg. 12

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration: cmcoutperform.com/32102	
Fees	
Members \$2195 CDN	
Non-Members \$2395 CDN	

New Professionals	Mid-Level Professionals	Experienced Professionals	Project Managers
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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

Leaders and business professionals who are required to apply critical thinking to daily and 'big picture' issues and challenges.

Recommended Next Step Course

Effective Decision Making

See Pg. 30

New Professionals	Mid-Level Professionals	Experienced Professionals	Project Managers
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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. 31

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

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration:	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

Delivery Method	Classroom, On-Site
Duration	1 Day
For Dates, Locations and Registration:	cmcoutperform.com/21004
Accreditation	6 PDUs (Leadership: 3, Strategic & Business Management: 3)
Fees	Members \$1095 CDN Non-Members \$1195 CDN

Mid-Level Professionals

Experienced Professionals

Project Managers

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. 31

Delivery Method Classroom, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/92242

Accreditation

12 PDUs (Strategic & Business Management: 12)

Fees

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

Mid-Level Professionals

Experienced Professionals

Project Managers

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. 32

Delivery Method Classroom, On-Site

Duration 2 Days

For Dates, Locations and Registration: cmcoutperform.com/92565

Accreditation

12 PDUs (Strategic & Business Management: 12)

Fees

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

Experienced Professionals

Project Managers

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. 15

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.

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
- Clearly communicate your findings and suggestions

Who Should Attend

This introductory course is designed for individuals who want to learn foundational, analytical skills that they can apply to their jobs to make more informed and successful business decisions.

* You must bring a laptop with Microsoft Office® to this course.

Recommended Next Step Course

Critical Thinking

See Pg. 30

Delivery Method	Classroom, Live Online, On-Site
Duration	1 Day
For Dates, Locations and Registration: cmcoutperform.com/91050	
Accreditation 6 PDUs (Strategic & Business Management: 6)	
Fees Members \$1095 CDN Non-Members \$1195 CDN	

Delivery Method	Classroom, Live Online, On-Site
Duration	2 Days
For Dates, Locations and Registration: cmcoutperform.com/92162	
Accreditation 12 PDUs (Strategic & Business Management: 12)	
Fees Members \$1845 CDN Non-Members \$1995 CDN	

Communication Excellence for Front-Line Staff

Course Code: 34204

TOP TAKEAWAY

Improve relationships with your customers and build brand loyalty.

Wow your customers with grace and finesse!

Defuse difficult situations while strengthening positive interactions with customers. The results are quality service to customers and a more enjoyable work atmosphere.

What You Will Learn

- Identify different communication styles
- Deal effectively with different customer personalities
- Identify strategies for managing difficult interactions
- Develop your communication skills – in person, on the phone, using voicemail or email
- Apply skills to deepen your understanding of how verbal and nonverbal communication impact outcome
- Apply the six key steps to rebounding and recovering from customer complaints
- Manage stress in the moment and proactively

How You Will Benefit

- Greater job satisfaction
- Master proven strategies for handling difficult people
- Reduce stress from difficult situations
- Enhance your reputation for quality service
- Increase customer satisfaction
- Build customer loyalty

Who Should Attend

Employees, managers and supervisors who are a touch point to the customer, either directly or indirectly, who want to improve their working relationship with customers. This seminar would be of interest to those in customer service, finance, technical support, documentation, credit and collections, human resources, information technology, help desk, administration and sales support.

Recommended Next Step Course

Effectively Communicating in the Moment

See Pg. 23

Delivery Method	Classroom, On-Site
Duration	2 Days
For Dates, Locations and Registration:	cmcoutperform.com/34204
Accreditation	RIBO Credits: Management Skills 12 hours
Fees	Members \$1745 CDN Non-Members \$1895 CDN

Fundamentals of Finance and Accounting for Non-Financial Managers

Course Code: 32218

TOP TAKEAWAY

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

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

- 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

- 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

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

Time Management

Visit cmcoutperform.com/32233

Delivery Method	Classroom, Live Online, On-Site
Duration	3 Days
For Dates, Locations and Registration:	cmcoutperform.com/32218
Accreditation	18 PDUs (Strategic & Business Management: 18) RIBO Credits: Management Skills 18 hours
Fees	Members \$2195 CDN Non-Members \$2395 CDN

NEW



Your one source for complete project management training

We are thrilled to announce we have teamed up with *World Class Productivity (WCP)* to offer Project Managers and their organizations one source for complete Project Management training in all three domains of the PMI® Talent Triangle™.

While CMC provides 70+ leadership, strategic and business-management courses all aligned to the PMI® Talent Triangle™, partnering with WCP enables us to provide you with more robust technical and project management training. WCP has a proven track record for equipping new or established Project Managers with the critical technical skills they need to succeed in today's complex and ever-changing 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 more information about our strategic partners, see cmcoutperform.com/partners

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

# of Days	Total PDUs	Leadership PDUs	Technical PDUs	Strategic & Business Management PDUs
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Project Management Essentials: Part 1 - The Fundamentals For course info and dates, see cmcoutperform.com/96006	3	21	2	17	2
Project Management Essentials: Part 2 - Advanced Project Monitoring and Control For course info and dates, see cmcoutperform.com/96007	3	21	1	18	2
Project Management Essentials: Part 3 - Effective Communication & Stakeholder Management For course info and dates, see cmcoutperform.com/96008	3	21	12	0	9
PMP® Exam Prep: The Velociteach System For course info and dates, see cmcoutperform.com/96005	4	28	1	26.5	0.5
Agile Project Management Hands On For course info and dates, see cmcoutperform.com/96002	3	21	2	10	9
For Project Team Members Only! For course info and dates, see cmcoutperform.com/96009	1	7	1	6	0
Hands-on Microsoft Project For course info and dates, see cmcoutperform.com/96004	2	14	1	5	8
Juggling Multiple Projects For course info and dates, see cmcoutperform.com/96011	2	14	2	4	8
Managing Complex Projects For course info and dates, see cmcoutperform.com/96012	2	14	6	0	8
Applying Agile to Non-Technology Projects For course info and dates, see cmcoutperform.com/96003	1	7	1	5	1
Change Management for Project Success For course info and dates, see cmcoutperform.com/96013	1	7	4	0	3
Managing Stakeholder Expectations For course info and dates, see cmcoutperform.com/96010	1	7	0	0	7
Project Contracting and Procurement Management For course info and dates, see cmcoutperform.com/96014	2	14	1	5	8

Project Management

Equip yourself for tomorrow's success with these **NEW** courses

CMC Expect to Outperform®

Canadian Management Centre

Collaborative Leadership Skills	P. 13	Expanding Your Influence: Understanding the Psychology of Persuasion	P. 13
Leading in a Diverse and Inclusive Culture	P. 15	Transformational Leadership: How to Inspire Extraordinary Performance	P. 17
How To Be A Successful Manager As An Introvert	P. 7	Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure	P. 9
Effectively Communicating in the Moment	P. 23	Mastering the Art of Critical Conversations	P. 25
Effective Technical Writing	P. 29	Storytelling Power: Secrets for Exceptional Communication	P. 29

See page 5 for a more complete list of courses



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