

1. How to Become an Effective Leader

“Develop critical leadership skills”

Learn how to use your interpersonal leadership influence to develop commitment and achieve results!



2. Successful Supervision

“Develop your supervisory toolbox”

Learn how to use various management strategies to gain confidence!

3. Improving Your Employees' Performance

“If you can't identify it, you can't measure it; if you can't measure it, then you can't improve it!”

Learn how to align individual performance to organizational objectives.

WHAT LEADING ORGANIZATIONS HAVE SAID ABOUT US:

“Excellent content”
University of British Columbia

“Real-life examples ... experience and knowledge of law was an asset”
Canadian Red Cross

“Excellent facilitator – engaging presentation”
City of Calgary

“Very good content”
Tourism Saskatchewan

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CALGARY – MAR 26-28
EDMONTON – APR 2-4
REGINA – APR 9-11

SASKATOON – APR 14-16
KELOWNA – APR 14-16
VANCOUVER – APR 21-23

OTTAWA – APR 21-23
TORONTO – APR 28-30
WINNIPEG – MAY 12-14

HALIFAX – MAY 21-23
MONCTON – MAY 26-28
VICTORIA – JUN 9-11
NANAIMO – JUN 16-18

1 How to Become an Effective Leader

“Develop critical leadership skills”

What is effective leadership? Why do some managers easily gain compliance whereas others have to rule by rank? Can you learn how to become an effective leader or are you simply born with innate abilities?

Most of us have worked with or know of certain individuals that personify leadership. In each effective leader, whether they are the senior executive, the floor manager or even the employee who has gained authority from their peers, they all use their interpersonal and social influence to achieve goals and outcomes. Leaders have learned that long term commitment, motivation, loyalty and performance are directly related to their power of influence and not necessarily their title.

What is the difference between leadership and management? Leadership is about knowing when to use certain leadership styles, when and how to communicate difficult messages, how to influence change and build culture, and how to prepare for the unknown through strategic thinking and planning. Management, by contrast, is about implementing policies, meeting budgets, and problem solving. In every successful organization, there are individuals who assume one or both of these roles.

In this program, you will learn what it takes to become an effective leader and to gain respect. You will learn that it all starts by developing certain interpersonal traits, then learning when to use them. Also, learn about strategic thinking and how to use it to lead your organization or department into the future.

Program Content

1. CRITICAL LEADERSHIP SKILLS

- Identifying key attributes of an effective leader
- The 3 components of leadership
- Knowing when to use a different leadership style
- How to avoid 4 common leadership errors
- What is the effect of time on your leadership style
- Aligning your leadership style to meet your specific objectives

2. EFFECTIVE COMMUNICATIONS

- Critical communication skills that every effective leader must master
- Identifying communication barriers
- What you don't say may speak louder than what you say
- Interpersonal behaviour traits that leaders practice
- Effective communication strategies
- The “Art of Persuasion” determines your effectiveness as a leader

3. LEADERSHIP & ORGANIZATIONAL CULTURE

- What is organizational culture
- Understanding how organizational culture develops
- Strategies leaders use to change culture
- Can leaders unknowingly contribute to a negative environment
- Why reinforcement is critical for sustained change
- Understanding why some employees will never accept change
- How to reenergize and refocus your team

4. STRATEGIC THINKING: WHAT EVERY LEADER NEEDS TO KNOW

- 7 steps to strategic thinking
- Building an environment for success
- How to develop buy-in, commitment and employee loyalty
- Helping employees link their performance to overall organizational objectives
- How to build shared vision

Test Your Knowledge

1. T/F: Leaders must be charismatic in order to motivate their employees.
2. Name the 6 components of organizational culture.
3. T/F: Leaders lacking in process cease to be leaders over time.
4. T/F: Effective leaders practice situational leadership based on known variables.
5. How do your employees influence your strategic thinking process?
6. T/F: In every organization, there will be a group of employees that will never accept change.
7. T/F: Short, frequent messages are more effective than a single company wide announcement.
8. List five key interpersonal attributes that effective leaders develop and practice.
9. T/F: Most effective leaders are born with innate “leadership” traits.
10. What are the critical components of strategic thinking?

Dates and Locations

Calgary	Mar 26	Toronto	Apr 28
Edmonton	Apr 2	Winnipeg	May 12
Regina	Apr 9	Halifax	May 21
Saskatoon	Apr 14	Moncton	May 26
Kelowna	Apr 14	Victoria	June 9
Vancouver	Apr 21	Nanaimo	June 16
Ottawa	Apr 21		

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20 YEARS OF GOOD ADVICE

Canadian Professional Management Services Inc. is a management consulting firm that focuses on “People and Leadership.” For over 20 years, our consultants have been providing advice on labour relations, strategic planning, leadership, professional development and board governance.

Our facilitators are practitioners who offer their services to owner/operators, boards and associations, and organizations in both the public and private sectors. We combine our Canadian experience and education background with a flair for presenting to provide a learning experience that is second to none. Our areas of expertise include:

Strategic Management

- Facilitation/process consultation
- Management audits
- Strategic vision formulation
- Competitive benchmarking
- Amalgamations and Restructuring

Labour Relations

- Labour-management consensus building
- Grievance management
- Arbitration presentation
- Collective agreement administration
- Labour contract negotiations

Human Resources Management

- Performance management
- Supervisory/leadership training
- Personnel recruitment
- HR information systems
- WCB/disability management

Board Governance

- Identifying roles
- Communication strategies
- Media Involvement

Executive Development for Police Leaders

- Organizational development
- Ethics and ethical conduct
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- Developing intelligent organizations
- Int'l police leadership conferences

Please call us at 1-888-452-6422 to learn how we can assist you.



“Facilitator was very informative ... Great Course !”

Prairie Mines & Royalty Ltd.

“Kept me on my toes! Learned some excellent tips ...”

Suncor Energy

2 Successful Supervision



“Develop your supervisory toolbox”

Can you afford not to do it right the first time? An employer survey conducted by a national consulting firm found that the majority of new supervisors and managers have no formal education or training in managing people. Based on good performance, they were promoted; then, without guidance, they were left to manage by trial and error or by reacting to a ‘gut’ feeling. Even more problematic, some supervisors will avoid their management responsibilities altogether as they are unsure of their legal and management rights.

Successful supervisors and managers have been trained on best practice management skills. They have been taught how to communicate effectively and have been given the guidelines and knowledge on how to approach employee issues. Successful supervisors and managers understand and know that they can become effective through learning and practicing proven management approaches and methods.

In this program, you will learn what your fiduciary responsibilities and obligations are as a supervisor. Learn that as a manager of people, your first and foremost responsibility is to lead your team. Learn how to achieve this by developing your supervisory toolbox. Effective supervisors know when it is appropriate to use a different tool – to discipline, to coach and to motivate, or to mentor an employee – depending on the situation. Learn and apply these skills consistently and you too will gain the confidence and respect as an effective ‘Manager of People.’

Program Content

1. SUCCESSFUL SUPERVISION & EFFECTIVE COMMUNICATION

- Understanding your primary supervisory role
- Management’s “Residual Rights” – what it is
- How supervision influences employee loyalty
- What are effective communication strategies
- How to develop advanced communication skills
- How you unknowingly contribute to failed communications

2. IDENTIFYING ROOT CAUSES OF PERFORMANCE DIFFICULTIES

- What are objective vs. subjective performance standards
- The 3 biggest reasons why employees don’t perform up to standard
- Why managers fail to recognize poor performance
- How to develop employees to become peer supporters
- How to gauge when a poor performer has improved
- How to foster 2 way communication

3. USING DISCIPLINE AS A MANAGEMENT TOOL

- The “dirty dozen” – 12 key considerations of discipline
- Does consistent treatment mean identical treatment
- How to develop discipline guidelines
- What are the 3 principles of progressive discipline
- What are mitigating and aggravating factors
- How to properly document issues in order to rely on them in the future

4. LEARN TO BUILD A SELF MOTIVATED TEAM

- How to foster a sense of belonging in employees
- How to deal with employee issues in a positive way
- How to utilize each employee’s strengths to complement the team
- What extrinsic and intrinsic factors motivate employees
- How to quickly assess your employees so that you can maximize their potential

Test Your Knowledge

1. What is the highest form of communication that you must master?
2. How do you differentiate among poor, average and good employees?
3. How does your communication style affect your employees’ ability to understand and to follow your instructions?
4. What is progressive discipline?
5. T/F: Supervisors should motivate all employees in the same way so that they are seen as being fair and consistent.
6. Employees who have had less previous work experience should be given more time to improve their performance.
7. What must you consider when determining if a situation warrants a disciplinary action or if coaching is more appropriate?
8. T/F: Discipline is often mitigated by ‘management at fault’ issues.
9. What are your legal obligations as a supervisor?
10. Since top performing employees are already performing, they require less attention and supervision compared to other employees.

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Kelowna	Apr 15	Victoria	June 10
Vancouver	Apr 22	Nanaimo	June 17
Ottawa	Apr 22		

What Our Clients Say About Us:

Great speaker. Dynamic. Influential.
– Toronto Police Service

Very interesting. Good involvement of participants and thought provoking ...
– Legal Services Society

Great course. Very knowledgeable and informative ...
– Canadian Tire

Excellent presentation skills. Kept the class interested and involved. Promoted class participation in a very friendly fashion.
– Royal Canadian Mounted Police

Great case studies ...
– United Way

A great learning experience ...
– Canadian Coast Guard

Very good – practical information that can be used.
– Ministry of Education

Very informative program – good content and real-life situations.
– Chevron Canada

Engaging and dynamic. Info provided was useful and cutting-edge.
– MS Society of Canada

Very interactive, well presented ...
– Purolator Courier

Easy to understand, nice format ...
– Saskatchewan Institute of Technology

Fabulous course! I learned a great deal that I will be able to put into immediate practice.
– Fairmont Hotels

Great communicator. It was good to have a mixed group.
– City of Regina

Very informative ...
– Epcor

Very kind, knowledgeable, patient ...
– Colliers International

Good value, jam-packed, not a moment wasted ...

– Victoria Airport Authority

3 Improving Your Employees' Performance



"If you can't identify it, you can't measure it; if you can't measure it, then you can't improve it!"

Do you know how to objectively evaluate your employees' performance? Like many managers, we struggle with this responsibility as we have no objective or known standard method of evaluation.

In fact, many managers will postpone or avoid discussions regarding performance. This process is further hindered as often the performance indicators on appraisal forms are no longer applicable, too subjective or non-defensible. This very important tool then simply becomes a paper exercise for the manager that neither motivates nor helps the employee. Why bother?

In this program, you will learn about performance management. You will understand why linking individual performance to organizational objectives is a powerful and effective tool. Gain insight into how you can improve your current system, and why frequent ongoing discussions about performance are more effective than an annual review. Learn how to develop objective standards, and how to measure individual performance against these standards. Lastly, you will learn how to plan for a performance appraisal discussion that will motivate your employees.

Appraise with confidence and turn stress filled performance discussions into a productive and meaningful experience for both you and your employees.

Program Content

1. PERFORMANCE MANAGEMENT, WHAT IT IS AND HOW TO USE IT

- Identify the different models of performance management
- Understanding the principles and benefits
- Setting the performance plan
- Linking performance to organizational objectives
- Understanding organizational obstacles to performance management
- Changing the performance appraisal from a one time event to an ongoing process

2. MEASURING PERFORMANCE

- Collecting both objective and subjective appraisal data
- Identifying critical incidents
- Learning what to include in your performance appraisal writing checklist
- Making behavioural observations
- Identifying evaluation errors
- Learning the steps to writing a performance review
- Making defensible decisions
- Why you shouldn't use an overall score

3. OPTIMIZING YOUR EMPLOYEES' PERFORMANCE

- Using the coaching sessions
- Setting goals the easy way
- Using the power of a "file of accomplishments"
- Building a performance culture
- Determining a performance plan and creating buy-in
- Understanding which tools to use to motivate your employees

4. CONDUCTING THE PERFORMANCE APPRAISAL REVIEW

- Creating the script for your performance meeting
- Determining the outcome of the review before you begin
- Solving discussion difficulties
- Understanding employee needs
- Delivering the tough message
- Planning for future performance and the next steps

Test Your Knowledge

1. T/F: All performance criteria can be measured.
2. List all the ways that management can link employee performance to organizational goals.
3. T/F: The sandwich approach is an effective approach to provide feedback.
4. How can you motivate an employee who is already a star?
5. Why can performance appraisals be easily challenged and difficult to defend?
6. How many topics should be discussed during a single performance meeting?
7. T/F: You should meet poor performers more often than good performers.
8. Why should you keep your employees thinking about performance?
9. What can you do if your employee does not participate in a performance meeting?
10. T/F: Good performers do not require performance appraisals.

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Kelowna	Apr 16	Victoria	June 11
Vancouver	Apr 23	Nanaimo	June 18
Ottawa	Apr 23		

A Partial List of Organizations That Have Previously Attended:

Halifax Herald Ltd., BC Pharmacy Association, Province of Manitoba, Alcan Inc., Mount Allison University, Heart and Stroke Foundation of Alberta, The Calgary Airport Authority, MS Society of Canada, Musqueam Band, Vancouver Coastal Health, Halifax Regional School Board, United Oil and Gas Consulting Ltd., Vantage Food, Avis Rent-A-Car, BC Cancer Agency, Victoria Fire Department, VTech Engineering Canada Ltd., Registered Nurses Association of BC, Edmonton Examiner, Vancouver School Board, Bank of Nova Scotia, McCain Foods, Bison Transport, Grant MacEwan College, BC Public School Employers Association, ATCO Gas, Athabasca University, Vancouver Island Regional Library, Alberta Securities Commission, Wawanesa Insurance, Sheraton Centre Hotel, Westin, Wilkinson Steel & Metal, Saputo Milk Division, London Drugs Limited, The Bay, Architectural Institute of BC, Wild West Organic Harvest, Minister of Public Safety & Solicitor General, BC Teachers' Federation, Greater Victoria Savings Credit Union, Saskatoon Police Service, Serca Foods Service, City of Brandon, and more ...

Why Our Clients Are Repeat Clients

- Small interactive hands-on sessions
- Role-playing and simulation of real workplace situations
- Group activities, open discussions and case studies
- Program presenters with Canadian experience who are leaders in their field
- Practical content and information that you can use in your everyday work environment
- You will not be pressured to purchase books or videos as all seminar materials are provided at no additional cost to you
- Course Satisfaction Guaranteed !



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STEP 1. SELECT LOCATION

PROGRAMS				
CITY	1. How to Become an Effective Leader	2. Successful Supervision	3. Improving Your Employees' Performance	Select Location*
CALGARY	March 26	March 27	March 28	<input type="checkbox"/> Telus Convention Centre – 120 9th Avenue SE
EDMONTON	April 2	April 3	April 4	<input type="checkbox"/> The Westin – 10135 100th Street
REGINA	April 9	April 10	April 11	<input type="checkbox"/> Radisson Hotel Saskatchewan – 2125 Victoria Avenue
SASKATOON	April 14	April 15	April 16	<input type="checkbox"/> Sheraton Cavalier – 612 Spadina Crescent East
KELOWNA	April 14	April 15	April 16	<input type="checkbox"/> Coast Capri – 1171 Harvey Avenue
VANCOUVER	April 21	April 22	April 23	<input type="checkbox"/> Vancouver Convention Ctr. – 999 Canada Place
OTTAWA	April 21	April 22	April 23	<input type="checkbox"/> Marriott Hotel – 100 Kent Street
TORONTO	April 28	April 29	April 30	<input type="checkbox"/> Metro Toronto Convention Ctr. – 255 Front Street West
WINNIPEG	May 12	May 13	May 14	<input type="checkbox"/> Radisson Hotel Skyview – 288 Portage Avenue
HALIFAX	May 21	May 22	May 23	<input type="checkbox"/> The Westin Nova Scotian – 1181 Hollis Street
MONCTON	May 26	May 27	May 28	<input type="checkbox"/> Ramada Crystal Palace – 499 Paul Street (Dieppe)
VICTORIA	June 9	June 10	June 11	<input type="checkbox"/> Coast Harbourside – 146 Kingston Street
NANAIMO	June 16	June 17	June 18	<input type="checkbox"/> Coast Bastion Inn – 11 Bastion Street

STEP 2. REGISTRANTS

Name _____ Title _____ All 1 2 3

Name _____ Title _____ All 1 2 3

Name _____ Title _____ All 1 2 3

Name _____ Title _____ All 1 2 3

Name _____ Title _____ All 1 2 3

Name of Organization _____

Mailing Address _____

Postal Code _____

Telephone _____ Fax _____

Email for Confirmation _____

PROGRAM(S)

Program Information

- Program registration begins at 8:30 am
 - Continental breakfast included at 8:30 am
 - Program begins at 9:00 am, and adjourns at 4:00 pm
 - Lunch is on your own between 12:00 pm to 1:00 pm
- Certificates will be presented upon completion of each program

STEP 3. PAYMENT INFORMATION

SAVE \$100 Save \$100.00! Register for 5 or more seats at \$259.00 per seat** plus GST (Total \$271.95)
Save \$30.00! Register for 3 or more seats at \$269.00 per seat** plus GST (Total \$282.45)
\$279.00 per seat per full day program plus GST (Total \$292.95)

Invoice my organization Purchase order number _____

Visa MC Amex Cheque enclosed is payable to CPMS Inc.

Card Number _____ Expiry Date _____

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Signature _____

STEP 4. REGISTER

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Fax: (604) 688-2642
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Mail: CPMS Inc.
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Vancouver, BC
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** Discount can apply to a combination of multiple registrants and/or multiple programs for the same registrant.
* Venue: In the event of a venue change, CPMS Inc. will notify your organization.
Cancellation Policy: Payment will be reimbursed if cancellation is received within a minimum of 10 working days prior to the program. A credit note will be issued for all other cancellations. Substitutions can be made at any time.