

MANAGEMENT SKILLS

Proudly Canadian 

SPRING 2008

ESSENTIAL HALF-DAY PROGRAMS:

1. Managing People for First Time Supervisors

2. Enhancing Employee Performance

3. Developing Leadership Skills

4. Employee Discipline & Discharge

5. Understanding Labour and Employment Laws

6. Dealing with Workplace Conflict



Presentation was great ...
– Deloitte & Touche

Very clear, knowledgeable ...
– Mount Sinai Hospital

An excellent, well organized presentation ...
– Cape Breton-Victoria Regional School Board

Kept me on my toes! Learned some excellent tips ...
– Suncor Energy

A very full day and a very informative one ...
– Halifax Regional Municipality

Seats are limited. Register Today!

Call: 1-888-452-6422 Visit: www.cpmsnational.com

Ottawa - April 21, 22 & 23

Halifax - May 21, 22 & 23

Toronto - April 28, 29 & 30

Moncton - May 26, 27 & 28



Canadian Professional
Management Services Inc.

Also available in: Vancouver, Victoria, Kelowna, Calgary, Edmonton, Saskatoon, Regina, Winnipeg

1. Managing People for First Time Supervisors

“Developing your Supervisory Toolbox is your key to success”



Half-Day Program

9:00am – 12:00pm

| | |
|---------|----------|
| Ottawa | April 21 |
| Toronto | April 28 |
| Halifax | May 21 |
| Moncton | May 26 |

To register or for more info:
1-888-452-6422
www.cpmsnational.com

As a supervisor, you are the link between your employees and the organization. It is your ‘supervisory’ skills that will either help your employees succeed or fail in their roles. With so much at stake, have you been properly trained?

In this program, you will learn the ‘how-to’s’ of management, learn the best practices according to successful senior executives, and learn what you need to know before you become overwhelmed by employee issues. Once you are placed in a position of authority, how you uphold policies and procedures, set and apply standards, and your ability to communicate and delegate, will all directly influence your employees’ morale, motivation, and performance. Learn how to confidently gain control.

Program Content

- ✓ What must you do as a supervisor?
- ✓ Effective Communication Strategies
- ✓ The Supervisory Toolbox – what tools can you rely on?
- ✓ Using motivation to address problematic employees
- ✓ The principles of progressive discipline
- ✓ 5 steps to coaching employees
- ✓ Setting performance goals
- ✓ Determining when to coach or discipline
- ✓ Consistent treatment is not identical treatment
- ✓ Avoiding the top 3 supervisory pitfalls

Take Our Short Quiz

1. What are your supervisory responsibilities by law?
2. What should you do when an employee refuses to follow your instructions?
3. T / F: You should treat everyone that you supervise equally.
4. When is ‘management at fault’ with regards to employee issues?
5. T / F: Participative leadership is only appropriate when your employees are willing to participate.
6. What are aggravating and mitigating factors of discipline?
7. T / F: If two employees are having a conflict, it is best to let them resolve it on their own.
8. In what situation would it be appropriate to coach an employee?
9. T / F: As a supervisor, you must alter your approach depending on the employee; even though this may make you appear inconsistent.
10. T / F: Employees should always be given an opportunity to improve their behaviour.

2. Enhancing Employee Performance

“If you can’t identify it, you can’t measure it; if you can’t measure it, you can’t improve it”



Half-Day Program

1:00pm – 4:00pm

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An organization’s viability is directly related to the performance of its employees. A well managed organization has an effective performance management system that aligns individual employee performance goals with the organization’s mission and vision. A comprehensive performance management system will link an employee’s performance to compensation, promotion opportunities, training and development, and discipline.

In this program, learn how to identify good performers from poor performers. Learn why it is important to develop standards of performance and individual performance objectives. More importantly, learn how to communicate these objectives while still creating motivation and commitment. Build a meaningful system by creating defensible performance criteria!

Program Content

- ✓ Subjective and Objective Data Collection
- ✓ Establishing Performance Criteria
- ✓ Identifying critical incidents
- ✓ Building a ‘File of Accomplishment’
- ✓ How to quantify behavioural criteria
- ✓ Building a performance plan
- ✓ How to communicate performance objectives in an empowering manner
- ✓ Linking employee goals with organizational goals
- ✓ Performance Standards – can you articulate them?
- ✓ Learn why performance management is an on-going process and not a single event

Take Our Short Quiz

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.

WHAT OUR CLIENTS SAY ABOUT US:

Engaging ... made learning easy – *Nova Scotia Health Authority*
Very informative and helpful – *Westin*
Experience and knowledge of New Brunswick cases was an asset – *Canadian Red Cross*

Very informative – *City of Fredericton*
Good content and real-life situations – *Chevron Canada*
Engaging and dynamic ... info provided was useful and cutting-edge – *MS Society of Canada*

A PARTIAL LIST OF OUR CLIENTS:

Nova Scotia Department of Justice, Sheraton Centre Toronto, Kott Lumber, Leroux Steel, Miramichi Regional Health Authority, Westford Nursing Home, High Liner Foods, The Hardman Group, Atlantic Shopping Centres, Hillman’s Transfer Ltd., Prince Edward Aqua Farms Inc., The Guardian, Borden Ladner Gervais LLP, Home Hardware, Boston Pizza, Brinks Canada, Canada Mortgage and Housing Corp., Canada Post, Canadian Mental Health Association, Canadian Diabetes Association, United Way, University of Victoria, Blue Cross, Certified Management Accountants, Westin Harbour Castle Hotel, Lee Valley Tools, Axiom Group and more ...

3. Developing Leadership Skills

“Great Leaders are the few, not the many”



What is legitimate leadership and what makes you an effective leader? Is leadership a position or an activity? There are formal and informal leaders in all organizations. What makes them stand out? Can leadership be learned? We say it can.

In this program, learn which interpersonal and social attributes make an effective leader. Once these traits are identified, you can then build strategies to practice and refine your skills. Learn that there are several types of leadership styles and that; each style is appropriate for a certain set of circumstances. Learn to quickly analyze the situation so that you can utilize the most effective style. Become an effective leader by learning these strategies so that your organization stays ahead of the competition.

Program Content

- ✓ Identifying key attributes of an effective leader
- ✓ Knowing when to use a different leadership style
- ✓ How to avoid common leadership errors
- ✓ Identifying the four critical components of leadership
- ✓ Learn strategies to develop effective leadership
- ✓ Preparing your team for situational leadership
- ✓ Learning the “leadership formula” to achieve results
- ✓ Decision Making Model – learn how leaders make effective decisions
- ✓ Understand the effect of time on your leadership style

Take Our Short Quiz

1. T/F: Leaders must be charismatic in order to motivate their employees.
2. List five key interpersonal attributes that effective leaders develop and practice.
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. What are the four critical components of leadership?
6. T/F: Leaders will sometimes need to bend the truth in order to get buy-in from their employees.
7. How does time effect leadership?
8. T/F: Leaders should try to practice participative leadership style with all employee groups.
9. T/F: Being a leader means you never apologize for a decision you make.
10. T/F: Most effective leaders are born with innate “leadership” traits.

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4. Employee Discipline & Discharge

“Do it right the first time”



Progressive discipline, if used appropriately, is an effective management tool. For most employees, a disciplinary warning and the potential consequences of further discipline will act as a deterrent, and result in immediate and improved performance and behavioural change.

For other employees who continue to challenge authority, this first warning can be used to build a history of performance. By using progressive discipline, management can respond to an employee’s repeated misconduct with a more severe form of discipline. For chronic poor performers, management now has the option to terminate employment for ‘just cause.’ Learn how progressive discipline is the TOOL to use to deter, correct or when necessary, terminate employment.

Program Content

- ✓ Principles of progressive discipline
- ✓ How to prove poor performance
- ✓ Discipline versus coaching – deciding when to use each
- ✓ Mitigating and aggravating factors
- ✓ Effective use of the disciplinary process checklist
- ✓ Identifying ‘management is at fault’ issues
- ✓ What is the culminating incident?
- ✓ Determining the harm of the infraction
- ✓ What are disciplinary themes?
- ✓ Learning how to determine the correct level of discipline

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Take Our Short Quiz

1. Why is documentation important?
2. T / F: The employee’s age ought not to be considered in disciplinary issues.
3. What are some ways that an employee’s conduct can harm the organization?
4. T / F: You need a witness in disciplinary situations.
5. T / F: Performance issues are more difficult to prove than behavioural issues.
6. List some of the negative effects of an undisciplined workforce.
7. T / F: An employee’s history of poor performance is an aggravating factor.
8. Why should employees be disciplined for the theme and not the act?
9. T / F: A culminating incident is the straw that breaks the camel’s back.
10. Under what circumstance is termination the only appropriate action?

WHAT OUR CLIENTS SAY ABOUT US:

Excellent facilitator and the program content was excellent – *YWCA*
Great program and presentation – *Canadian Coast Guard*
Excellent interaction ... we put the knowledge to work immediately – *Halifax Regional School Board*

Informative, professionally presented – *Moosehead Breweries Ltd.*
Very enjoyable; knowledgeable – *Sears Canada*
Excellent resources ... knowledgeable and easy to talk to – *Credit Union Central of Nova Scotia*

A PARTIAL LIST OF OUR CLIENTS:

Coast Paper, Toronto Grace Health Centre, Native Council of Nova Scotia, Pryor Metals Ltd., Forterm, JD Irving, Mount Allison University, Greater Edmonton Foundation of Housing, Legal Aid Alberta, Lions Society of BC, Merrick Architecture, BC Pharmacy Association, Metro Central YMCA, Millar Western Forest Products, Toromont Energy Systems, Tourism Saskatchewan, Coastal Community Credit Union, Law Society of Alberta, KPMG, Queen Elizabeth II Health Sciences Centre, Northwood Home Care, Xwave, Creation Technologies, Smurfit-MBI, Marriott Hotels, City of Bathurst, Epcor and more ...

5. Understanding Labour and Employment Laws

“What you don’t know could result in costly mistakes”



As a manager, there are several laws that govern your fundamental obligations to your employees, and by law you must know these with precision. Ignorance will not protect you from your duties or the impending fines if you are found negligent.

This program will highlight your key responsibilities under the Employment Standards Act, the Occupational Health & Safety Act, the Human Rights Code and the Labour Code/Trade Union Act. Not only will you learn about your obligations, but did you know that these laws also protect you? Gain the knowledge about these laws so that you can prevent unnecessary liabilities while expanding your management rights.

Program Content

- ✓ Understanding the Employment Standards Act and your obligations
- ✓ The Human Rights Code – do you comply?
- ✓ What are the employer’s rights and obligations in the Occupational Health and Safety Act?
- ✓ Using ‘variances’ to help you manage
- ✓ The prohibitive grounds of discrimination
- ✓ Privacy versus anonymity in a sexual harassment complaint investigation
- ✓ Managing workplace refusals
- ✓ The Labour Code/Trade Union Act – who does this apply to?
- ✓ The Employment Contract
- ✓ What function does the Employment Standards Tribunal provide?

Take Our Short Quiz

1. T / F: Employment standards only apply to non-union employees.
2. What ‘must’ you do when an employee refuses to work for safety reasons?
3. What is a bona fide job requirement?
4. What is the difference between the Employment Standards Act and the Labour Code/Trade Union Act?
5. T / F: You have to accommodate every employee with a disability.
6. What is systemic discrimination?
7. T / F: Supervisors who have harassed an employee can be temporarily demoted.
8. What must every employment contract include?
9. T / F: Employers do not generally appeal WCB claims in fear of employee retribution.
10. T / F: You can’t be accused of discrimination if there are no negative outcomes.

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6. Dealing with Workplace Conflict

“It really can be a WIN-WIN situation for everyone”



Poor morale, loss of productivity, staff turnover and possible litigation are only some of the negative outcomes associated with unmanaged workplace conflict. However, the traditional and common method of resolving disputes results in placing blame while labeling one disputant as the WINNER and the other as the LOSER. This assignment of who’s right and who’s wrong leads to a further fracture of the relationship thus causing long term negative feelings, lack of cooperation, resentment towards the other employee, and possibly even anger against the manager who took the other ‘side.’ How can you resolve a workplace conflict and still maintain your neutrality? There must be a better way!

With this program, you will learn effective techniques to settle disputes and conflict by using ‘Alternative Dispute Resolution.’ Alternative Dispute Resolution is a more sophisticated method of resolving disputes where all parties agree to a solution. Turn today’s disagreements into tomorrow’s positive working relationships.

Program Content

- ✓ Using Power and Interest to resolve disputes
- ✓ Setting up a conflict resolution process – do you really need one?
- ✓ Dealing with conflict – the 5 things you need to know
- ✓ Understanding the different types of disputes
- ✓ Interest Based Resolution – what is it?
- ✓ How to prepare your employees for this process
- ✓ Alternative Dispute Resolution in an unionized environment – does it work?
- ✓ Diagnosing the dispute and interests of the parties involved
- ✓ Determining if ADR is appropriate
- ✓ How to develop your process

Take Our Short Quiz

1. Can you discipline employees who are waging war against each other?
2. When should you involve a third party to resolve a dispute?
3. T / F: ADR is not appropriate if there were no witnesses to the event.
4. What is the difference between a mediated or arbitrated settlement?
5. What do you do when an employee refuses to talk to you?
6. T / F: ADR is most effective with long term employees in similar positions.
7. T / F: A poisoned work environment is typical of most organizational cultures.
8. What must all parties agree to in order for ADR to be effective?
9. T / F: Management should empower employees to resolve their own disputes.
10. When should you NOT use the ADR approach?

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WHAT OUR CLIENTS SAY ABOUT US:

Excellent discussions and group learning – *Scotiabank*
Great speaker. Dynamic. Influential. – *Toronto Police Service*
Very relevant and useful tools provided for a sensitive topic
– *Human Resources and Social Development Canada*

Presenter was very good ... knowledgeable
– *New Brunswick Liquor Corporation*
Very knowledgeable presenter. Well done. – *Midland Transport*
Format was easy to understand, topic was relevant – *Hilton Toronto*

A PARTIAL LIST OF OUR CLIENTS:

City of Toronto, Niagara Catholic District School Board, Humber River Regional Hospital, Daimler Chrysler, Oaklands Regional Centre, Cognis Canada Corp., Irwin Seating Company, Dalhousie University, The Fairmont Empress, Cormode & Dickson Construction, London Drugs Limited, Medical Society of NS, CUPE, Global Television Network, Lafarge, College of Physicians and Surgeons, Flexmasters Canada Ltd., Fielding Chemical Technologies., Kretschmar., Teknion Furniture Systems, Industrial Alliance, Natrel Inc., The StarPhoenix, Edmonton Petroleum Club, Markham Stouffville Hospital, Homewood Health Centre, Central Toronto Youth Services and more ...



780 - 1111 W. Hastings Street
Vancouver, BC V6E 2J3



1-888-452-6422 ENROLLMENT FORM 1-888-452-6422



| MANAGEMENT SKILLS | Ottawa | Toronto | Halifax | Moncton |
|---|----------|----------|---------|---------|
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| 6. Dealing with Workplace Conflict 1:00 pm - 4:00 pm | April 23 | April 30 | May 23 | May 28 |

Step 1. Registrants

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name of Organization _____

Mailing Address _____
 _____ Postal Code _____

Telephone _____ Fax _____

Email for Confirmation _____

Select Program

Step 2. Select Location*

- Ottawa - Marriott Hotel
100 Kent Street
(613) 238-1122
- Toronto - Marriott Downtown
525 Bay Street
(416) 597-9200
- Halifax - Westin Nova Scotian
1181 Hollis Street
(902) 421-1000
- Moncton - Ramada Crystal Palace
499 Paul Street (Dieppe)
(506) 858-8584

Step 3. Payment Information

SAVE \$120 Save \$120.00! Register for 6 or more seats at \$139.00 per seat** plus tax (GST \$145.95 / HST \$157.07)
 Save \$30.00! Register for 3 or more seats at \$149.00 per seat** plus tax (GST \$156.45 / HST \$168.37)
 \$159.00 per seat per half-day program plus tax (GST \$166.95 / HST \$179.67) GST# 874032162RT 0001

Invoice my organization Purchase order number _____

Visa MC Amex Cheque enclosed is payable to CPMS Inc.

Card Number _____ Expiry Date _____

Cardholder's Name _____

Signature _____

Why Our Clients Are Repeat Clients

- Small interactive sessions with role-playing, group activities, and case studies
- Program presenters with Canadian experience who are leaders in their field
- Tips and strategies you can use daily
- All program materials are provided
- Course Satisfaction Guaranteed!

Certificates will be presented upon completion of each program

Step 4. Register

Online: www.cpmsnational.com Email: registrations@cpmsnational.com
 Toll Free: 1-888-452-6422 By Mail: CPMS Inc.
 By Tel: (604) 688-2641 780 - 1111 W. Hastings Street
 By Fax: (604) 688-2642 Vancouver, BC V6E 2J3

* **Venue:** In the unusual event of a venue change, CPMS Inc. will notify your organization.

** **Discount** can apply to a combination of multiple registrants and/or multiple programs for the same registrant.

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.