



COLLEGE
OF THE
NORTH
ATLANTIC

**Certificate Program
in
Leadership Development**

*Offered in partnership with
American Management Association (AMA)*

Certificate Program in Leadership Development

This certificate program is made available through an exclusive partnership between College of the North Atlantic and the American Management Association.

Fine tune your current leadership skills and learn new skills with a learning plan that fits your budget and professional goals.

Program Courses

Introductory/Fundamental Courses

1. First-level Leadership – Supervising in the New Organization
2. Presentation Success – How to Plan, Prepare and Deliver
3. How to Manage Your Priorities
4. Planning and Leading Successful Meetings
5. How to Be an Effective Facilitator

Intermediate Courses

6. A Manager's Guide to Human Behaviour
7. Interpersonal Negotiations – Breaking Down Barriers
8. How to Manage Conflict in the Organization

Course Descriptions

First Level Leadership: Supervising in the New Organization

In today's organization, building and sustaining a competitive advantage requires leadership at all levels, not just at the top. And it is at the first management level - where the "big picture" vision is transformed into day-to-day meaning - that the most critical leadership needs must be met.

For the supervisor or manager who is suddenly expected to initiate action and guide employees, this course is the ideal resource. With easy-to-learn techniques and procedures, it shows you how to manage the new workforce, influence others, build strong teams, and manage change. You'll quickly develop and implement the attitudes, skills, and behaviors you need to lead and prosper in your organization.

Learn how to:

- Make a successful transition from first-line supervisor to first-level leader
- Be an effective coach, mentor, and team leader

- Inspire others to achieve better quality, responsiveness, and commitment
- Generate high quality, innovative ideas and select the best ones
- Resolve conflict and manage change
- Establish key performance criteria and performance measures

Course Objective: Develop skills to initiate action and lead employees at the first management level. Learn to coach, build teams, and manage change for competitive advantage.

DURATION: 2 Days (2 CEU Credits)

LEVEL: FUNDAMENTALS

How to Be an Effective Facilitator

By definition, a facilitator is a person who makes things easy. But if you sometimes find the role to be tough—mainly because you're a manager, not a professional facilitator—this targeted course will certainly help. It teaches you the skills needed to keep a person, group, or team on track, and it shows you how to work well with diverse personalities. Designed for general managers whose time is at a premium, the course presents a six-step process and tools that you can apply in any situation—whether you're facilitating a short-term problem-solving session or a multi-year strategic planning project.

Learn how to:

- Build commitment and foster a "we" approach
- Develop effective, time-saving agendas
- Deal with equipment and logistics, such as room setup and flip chart techniques
- Understand different types of questioning techniques
- Become an active listener
- Give better feedback
- Use tools such as brainstorming and storyboarding
- Avoid groupthink

Course Objective: Teach managers to understand the role of the facilitator in group, team, and individual settings and develop skills to facilitate short- and long-term projects. DURATION: 1 Day (1 CEU Credit)

LEVEL: FUNDAMENTALS

Presentation Success: How to Plan, Prepare, Deliver Effective Presentations

No more boring presentations! *Presentation Success* gives you what it takes to succeed — spectacularly — when you stand up to impress an audience. Packed with easy-to-use worksheets, strategies, and tips, this course delivers success. It helps you overcome "presentation fear" and makes it easy to plan, prepare, and deliver the kind of presentations that make people sit up and take notice. You'll discover the best ways to prepare your opening, write smooth transitions, plan your Q&A session, and troubleshoot potential problem areas. You'll learn how to use body language, communicate clearly, gain and hold attention, listen effectively, and elicit valuable feedback. Eye-opening self-evaluation exercises enable you to pull the pieces together and practice the skills you need to be a resounding success. You can use the handy resource section to access timely books, websites, and media tools to continue your learning.

Learn how to:

- Evaluate what your audience already knows, needs to know, and wants to know
- Organize information so points are followed and understood as they are presented
- Avoid "overloading" the audience
- Carefully prepare and use visual and other aids
- Reduce and control your anxiety and nervousness

Course Objective: Employ a step-by-step approach to preparing presentations and master techniques to overcome obstacles in delivering successful presentations.

DURATION: 1 Day (1 CEU Credit)

LEVEL: FUNDAMENTALS

Planning and Leading Productive Meetings

Poor meetings cause bad decision-making, lack of employee buy-in, and conflict. Avoid the pitfalls poor meetings can cause with *Planning and Leading Productive Meetings*.

Planning and Leading Productive Meetings focuses on the organizational and interpersonal skills you will need to lead highly productive meetings. You will see how these skills apply to routine staff meetings, cross-functional or problem-solving meetings, impromptu get-togethers, and more formal information sharing.

Despite new ways of working and virtual ways of communicating, the traditional meeting continues to dominate the workplace. *Planning and Leading Productive Meetings* addresses the meeting challenges of this new work environment, and offers both leaders and participants an abundance of tools and techniques to transform their meetings into valuable and productive work.

You'll learn how to assess the quality of meetings in your organization so you can understand their true cost. The benefits of successful meetings are better decision-making, broader buy-in, and clear conflict and problem resolution. In short, more effective meetings make your organization more productive!

This course gives substantial attention to the key role of the meeting leader, offering practical guidance on how to develop the proper mindset, manage the process, and use the best decision-making tools and facilitation skills. It also covers in full detail the dynamic issues of planning, conducting, follow-up, and meeting evaluation, with special attention paid to group dynamics and the effective use of media tools.

Topics Covered:

- What Meetings Can Accomplish
- Staff Meetings, Project Teams, Cross-Departmental Meetings, Problem-Solving Meetings, Information Sharing, Combination Meetings, and Impromptu Meetings
- Meeting Challenges for the 21st Century
- What Is the Quality of Meetings in Your Organization?
- The True Cost of Meetings
- An Expensive Resource

- How to Decide if a Meeting is Necessary
- Preparing to Be the Meeting Leader
- Preparing for a Meeting
- Conducting the Meeting
- Effective Decision-Making in Meetings
- Guidelines for Gaining Consensus
- Facilitation Skills Every Meeting Leader Must Have
- How to Handle a Challenging Group
- Meeting Follow-Up and Action Planning
- Effective Uses of Media

Course Objective: To learn the organizational and interpersonal skills needed to lead all types of meetings productively.

DURATION: 2 Days (2 CEU Credits)

LEVEL: INTERMEDIATE

How to Manage Your Priorities

Gain the skills to:

- Use practical strategies and techniques to manage your priorities more successfully
- Overcome common obstacles that interfere with your priority management
- Distinguish between what must be done, what should be done, and what would be nice to do
- Reevaluate your workload when taking on new projects with new deadlines

This course demonstrates how to take back control of your workload. You'll see what the common roadblocks are to completing tasks successfully and learn how to overcome them. Most importantly, learning to manage your workload is bound to improve your working relationships, lead to higher productivity, improve the quality of your work, and reduce stress.

Learn how to:

- Accomplish more-in less time, with fewer resources
- Set up a task or project so outcomes meet expectations and objectives
- Collaborate with other to make sure deadlines are necessary and reasonable
- Develop detailed action plans and schedules for complicated tasks

DURATION: 1 Day (1 CEU Credit)

LEVEL: FUNDAMENTALS

A Manager's Guide to Human Behavior

Learn how to:

- Discover what makes people "tick"
- Manage change in a positive, productive way
- Coach individuals to achieve their potential

A Manager's Guide to Human Behavior shows you how to inspire employees to higher performance...maximize your positive impact on others...develop more productive working relationships...establish rapport and mutual trust...give and receive performance feedback...and really understand people's needs.

Gain the skills to:

- Interact successfully with others
- Motivate your employees and co-workers to excel
- Communicate in sensitive, non-threatening ways
- Conduct performance reviews that help you identify problem areas, resolve conflicts, and promote improvement

Course Objective: Develop skills to interact successfully with others and motivate employees and coworkers.

DURATION: 2 Days (2 CEU Credits)

LEVEL: INTERMEDIATE

Interpersonal Negotiations: Breaking Down the Barriers

Gain the skills to:

- Ensure a safe, fair, and effective negotiation process
- Direct the negotiation process to create mutual understanding and acceptance
- Make it easy for others to understand your needs
- Be creative and persistent to address and resolve blocks to successful negotiation

This course takes the "win/win" concept a step further to make negotiating a more gratifying experience—even if you don't get exactly what you want. **Interpersonal Negotiations: Breaking Down the Barriers** builds on mutual understanding and respect for each other's needs and provides a proven framework for fulfilling them. You'll discover the secrets that can help turn an adversary into an advocate.

Learn how to:

- Recognize and understand your own needs and those of the other person
- Assess the other person's behavioral and emotional responses
- Encourage mutual understanding and acceptance so both sides walk away satisfied
- Acknowledge your own and the other person's perceptions and beliefs
- Avoid getting mired in the process

Course Objective: Employ a negotiation framework that encourages a positive outcome for both parties.

DURATION: 1 Day (1 CEU Credit)

LEVEL: INTERMEDIATE

How to Manage Conflict in the Organization

Gain the skills to:

- Transform conflict into a positive, productive force
- Respond to on-the-job conflicts quickly and effectively

- Resolve conflicts positively using proven principled negotiation techniques.

How to Manage Conflict in the Organization equips you with the strategies, tactics and insights you need to gain control of tough conflict situations. You'll discover how to spot potential interpersonal conflicts—and defuse them before they flare up. You'll understand how, when, where and why to apply the five favored conflict-resolution approaches, and you'll develop the insight and intuition you need to make them work.

Learn how to:

- Understand the differences between structural (organizational) and interpersonal conflict
- Separate people from issues and focus on interests, not positions
- Get beyond immediate tensions and disagreements to the root causes of any interpersonal conflict
- Apply five surefire conflict-resolution approaches: avoiding, accommodating, compromising, forcing, and collaborating

Course Objective: Learn to identify potential conflicts and apply five conflict resolution strategies to defuse them.

DURATION: 2 Days (2 CEU Credits)

LEVEL: INTERMEDIATE

PROGRAM COST

Registration is accepted on a per course basis.

Tuition for 1-Day Courses = \$285 (NO HST) – includes tuition, textbook, refreshments, and lunch

Tuition for 2-Day Courses = \$465 (NO HST) – includes tuition, textbook, refreshments and lunch.