

2011/2012

Leadership Development

Negotiation and Conflict Resolution



Certificate Programs
Seminars

College of Continuing Education

Your **ONE PLACE**

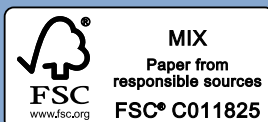
for professional development.



Inspiring Minds

*College of
Continuing Education*

www.continuinged.dal.ca





Dalhousie University College of Continuing Education and the Atlantic Leadership Development Institute continue to partner to bring you two exciting certificate programs comprised of six seminars on the topics of Leadership, and Negotiation and Conflict Resolution. The lead facilitator/instructor for these programs is Dr. Brad McRae, one of Canada's leading experts in the fields of Leadership and Negotiation and Conflict Resolution.

Certificate in Leadership Development

One of the most important elements of any organization's success is the quality of its leadership. In previous decades, an organization could rely on a small number of leaders to insure its success. Today, all organizations – public, private and non-profit – live in a much more complex and competitive environment. To be successful in today's environment, an organization must develop leadership at all levels. This program has been designed to help meet that need.

Today's leading organizations from both the private and public sectors require competent emerging leaders who will be able to step up to the challenges that will be faced over the next decade and beyond. The next generation of leaders need to develop mastery over essential leadership strategies combined with the right higher-order skills such as higher-order intentions, decision-making, risk-assessment, execution, commitment and follow-through for each specific leadership challenge.

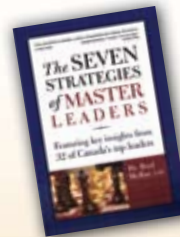
The program is focused on providing participants with the knowledge and skills they need to excel as leaders today and in the future.

Required Course:

- The Leadership Development Workshop

Elective Courses (select two):

- High Impact Presentation Skills
- Effective Negotiating & Influencing Skills
- Personal Leadership



Participants will receive a copy of Dr. McRae's book, *"The Seven Strategies of Master Leaders"*.

- Resolving Workplace Conflict
- Mediation: Breaking the Impasse

Certificate Fee \$3295

SAVE \$200 - \$400. Register and pay for certificate courses in advance at the same time.

Certificate in Negotiation and Conflict Resolution

Negotiation and conflict management are crucial skills both inside and outside of work. They are vital for everything from negotiating agreements, negotiating commitment to carrying out agreements and changing agreements that are no longer optimal. In addition, leaders, managers, and supervisors spend significant amounts of their day resolving conflicts, mediating disputes and negotiating with others. Our **Certificate in Negotiation and Conflict Resolution** will help you to more effectively deal with complex situations while improving relationships and working toward optimal rather than sub-optimal solutions.

Required Courses:

- Effective Negotiating & Influencing Skills
- Resolving Workplace Conflict
- Mediation: Breaking the Impasse



Participants will receive a copy of Dr. McRae's book, *"The Seven Strategies of Master Negotiators"*.

Certificate Fee \$3100

SAVE \$200. Register and pay for three certificate courses in advance at the same time.

The Leadership Development Workshop

3 DAYS: The workshop is focused on providing participants with the knowledge and skills they need to excel as leaders today and in the future.

Date: Oct 31-Nov 1 and Nov 30, 2011
Jan 23-24 and Mar 5, 2012
Apr 16-17 and May 28, 2012

Course: 6207
Course: 6208
Course: 6209

Time: 8:30 am-4:00 pm
Instructor: Brad McRae
Cost: \$1395 (no HST)

Registration: 8:15 am Day 1

Day One: Leadership Assessment, Development and Style

- The Higher Order Leadership Model
- Assessing Your Leadership Style
- How Master Leaders Develop

Day Two: Leadership Strategy, Execution and Higher-Order Results

- Master Leaders are Master Decision Makers
- Stepping Up to the Plate
- How Master Leaders Get Results
- Master Leaders are Master Learners

Day Three: Leadership Review

- How Master Leaders Create, Develop and Enhance Organizational Culture and Leave a Lasting Legacy
- Developing Your One and Only One Five-Year Strategic Objective
- Harvard Case Study
- Course Summary/Evaluation

"Highly recommend the course"

Ardith Haley, AAs Education Consultant, Department of Education



Instructor

Brad McRae is the Director of the Atlantic Leadership Development Institute in Halifax, Nova Scotia. Brad has a doctoral degree in Counseling Psychology from the University of British Columbia and a baccalaureate and master's degree from California State University. He was trained in negotiating skills at the Project on Negotiation at Harvard University and in leadership at Harvard Business School's Leadership Best Practices Program. He has taught at the British Columbia Institute of Technology in Vancouver, at Carleton University in Ottawa, and at Dalhousie University in Halifax. Brad is a best-selling published author of *The Seven Strategies of Master Negotiators*, *The Seven Strategies of Master Presenters* and *The Seven Strategies of Master Leaders*.

Effective Negotiating and Influencing Skills

2.5 DAYS: In this seminar, managers, supervisors and professionals will learn how to more effectively motivate employees, to resolve conflicts, and to make sure that the messages they want to get across are the messages received. Workshop participants will be able to observe every aspect of the negotiation process, from initial contact to closing, and then improve on them.

Date: Oct 3, 4 and 5 (am only), 2011
Feb 13-14 and 15 (am), 2012
May 2-3 and 4 (am), 2012

Course: 6204
Course: 6205
Course: 6206

Time: 8:30 am-4:00 pm
Instructor: Brad McRae
Cost: \$1250 (no HST)

Registration: 8:15 am Day 1

By the end of this seminar you will:

- Have identified your preferred negotiating style and have more confidence in when to use it and when not to use it
- Have developed greater flexibility in choosing the best negotiating style for each particular negotiation
- Know how to gain a better understanding of the other person's needs
- Know when to confront conflict and when to ignore it
- Know how to change a lose-lose situation into a win-win relationship
- Know how to get genuine commitment by setting mutually beneficial goals

All course participants will receive a copy of *The Master Negotiator's Digital Coach* and the *Become a Master Negotiator Workbook*. A description of the *Master Negotiator's Digital Coach* and the *Become a Master Negotiator Workbook* can be found on the website at www.continuinged.dal.ca

Very engaging, knowledgeable, a real pleasure to be in this class – Well Done!

Tim MacKay, Personnel Selection Officer, DND

NOTE: All courses in this series include lunches, refreshment breaks, seminar materials, and a certificate of completion.

Personal Leadership: Leading the Self Before Leading Others

2 DAYS: This two-day integrative program offers participants a chance to assess how they respond to ambiguous situations, decision points and conflict. Instead of going on “auto pilot”, Personal Leadership (PL) offers a step-by-step process for taking charge of your own reactions and becoming aware of your own judgments, emotions and physical sensations resulting in greater clarity and resolve in determining the best options – especially in situations of conflict and change.

Consisting of a framework of two principles and six practices and augmented by a process technology called the Critical Moment Dialogue, Personal Leadership is based on ideas and theories from the fields of Leadership Development, Whole-Person-Self-Development, Emotional Intelligence and Positive Psychology and has served as the organizing framework for numerous team-building and community-building initiatives around the world.

Date: Dec 5-6, 2011
June 11-12, 2012

Course: 6345
Course: 6346

Time: 8:30 am-4:00 pm
Instructor: Rita Wuebbeler
Cost: \$1050 (no HST)

Registration: 8:15 am Day 1

Program Objectives:

- To understand the development and theoretical foundations of Personal Leadership
- To analyze the potential effects of practicing Personal Leadership in personal, interpersonal and organizational contexts
- To explore and apply the two Principles and six Practices of Personal Leadership
- To develop a Personal Vision Statement as an Effective Leader – of the Self and Others
- To understand and apply Personal Leadership's central process technology, i.e., the Critical Moment Dialogue

“Instructor was great – well versed in subject and application”
Jennifer Hall, Shaw Group Inc.



Instructor

Rita Wuebbeler is an international business consultant with over 20 years of experience in Europe, North and South America and Asia and a Senior Associate with the Atlantic Leadership Development Institute. She is a recognized facilitator of Personal Leadership Seminars and teaches Personal Leadership to a wide range of organizations in the for-profit and non-profit sectors. Rita also teaches Cultural Competence programs to individuals and groups, and conducts Team Optimization workshops for intact teams. Rita regularly gives presentations at international professional conferences and plays an active role in her professional association, the Society of Intercultural Education, Training and Research (SIETAR) as an advisory board member and mentor.

Resolving Workplace Conflict

2 DAYS: Unresolved conflict is extremely costly for the individuals involved in the conflict, for their teams and/or departments, and for their organization as a whole. In this workshop, the participants will learn how to better diagnose the root causes of conflicts and better determine the correct strategies to effectively resolve them. Lectures, demonstrations, film, role-plays, simulations and real-life case studies are used to help master this essential skill set. Past participants have found the real-life case studies contributed to making this one of the “best” modules they have taken.

Date: Nov 28-29, 2011
Mar 8-9, 2012
May 29-30, 2012

Course: 6213
Course: 6214
Course: 6215

Time: 8:30 am-4:00 pm
Instructor: Brad McRae
Cost: \$1050 (no HST)

Registration: 8:15 am Day 1

Program Content

- Accurately Diagnosing the Source of Conflict
- Deciding on the Most Appropriate Conflict Resolution Strategy
- Selecting the Most Appropriate Time and Place to Intervene
- Enhancing Our Conflict Resolutions Skills
- Getting Past No: Negotiating Your Way from Confrontation to Cooperation
- Effectively Resolving Interdepartmental Conflict

“Course was Five Star!”
Ross Bruce, Regional Manager, Halifax Regional School Board

NOTE: All courses in this series include lunches, refreshment breaks, seminar materials, and a certificate of completion.

High Impact Presentation Skills

2 DAYS: Almost all of us find ourselves making presentations, whether brief, informal or longer and more complex. You may be called upon to give a presentation to a client, boss, or colleague, to a small group meeting or to an audience of 1,000 or more. **High Impact Presentation Skills** provides insights into the presentation secrets of the world's top presenters. Through this program you will learn how to apply these skills and strategies in your own presentations.

Date: Dec 1-2, 2011 **Course:** 6210
Feb 20-21, 2012 **Course:** 6211
Apr 30 and May 1, 2012 **Course:** 6212

Time: 8:30 am-4:00 pm **Registration:** 8:15 am Day 1
Instructor: Brad McRae
Cost: \$1050 (no HST)

Learning Objectives:

This workshop examines the factors that differentiate great presentations from their less memorable counterparts:

- Help you prepare a presentation that is twice as good in half the time with half the stress
- Ensure your presentations are focused, cohesive, organized and on target
- Help you engage your audience by giving the "Wow" before the "How"
- Make any type of presentation more interesting, engaging and interactive
- Improve delivery and flow by 50% to 99%

- Make your presentations memorable and maximize transfer of learning
- Prepare you for difficult questions and challenging participants



Participants will receive a copy of Dr. McRae's book, "*The Seven Strategies of Master Presenters*".

"Engaging, excellent presenter, made the group feel at ease." Joanne DeLong, South Shore Community Service Association

Mediation: Breaking the Impasse

Using the MIT/Harvard Dispute Resolution Process in Two Party And Multi-Party Negotiations

2 DAYS: In *Mediation: Breaking the Impasse* the skills, techniques and strategies from the *Effective Negotiating and Influencing Skills* will be expanded upon and enhanced by developing an understanding of the process of assisted negotiation in both two party and multiple party negotiations. The participants will learn how to apply the *MIT/Harvard Method* to resolving seemingly impossible disputes and be able to practice all of the skills necessary to develop optimal solutions.

Date: Dec 13-14, 2011 **Course:** 6216
Mar 26-27, 2012 **Course:** 6217
June 4-5, 2012 **Course:** 6218

Time: 8:30 am-4:00 pm **Registration:** 8:15 am Day 1
Instructor: Brad McRae
Cost: \$1050 (no HST)

Who Should Attend:

- This workshop is designed for individuals who have taken Effective Negotiating and Influencing Skills or who have some experience with the "Getting to Yes" model of conflict resolution.

"Dr. McRae has an excellent way of presenting information and uses video, role play, group work very effectively"
Donna Fraser, Springhill NS

By the end of this seminar you will:

- Learn the difference between negotiation, assisted negotiation, mediation, and facilitation
- Learn the three stages from the MIT/Harvard dispute resolution model and apply the necessary skills to in-depth case studies and simulations
- Receive focused peer and instructor feedback
- Compare your results with some of the world's best negotiators
- Learn the art of creating multiple solutions to seemingly impossible problems

NOTE: All courses in this series include lunches, refreshment breaks, seminar materials, and a certificate of completion.

Dalhousie University College of Continuing Education is very pleased to continue offering programs in partnership with the Atlantic Leadership Development Institute (ALDI) during the coming year.



Dr. Brad McRae, ALDI's Director, is recognized as one of Canada's leading experts in the fields of Leadership and Negotiation and Conflict Resolution. Please join Brad in one or more of his outstanding seminars over the coming year.

YOUR PLACE OR OURS? Customized Training

"Probably the best course I've taken as an adult both because of content and because of the facilitator"
Sarah Cheney, Area Officer Resource Management, Fisheries & Oceans



Dalhousie University College of Continuing Education has been helping organizations achieve success through customized, in-house training for over 30 years. Whether the topic is Leadership, Negotiation, IT, Engineering, or Project Management, we have the expertise to help your organization adapt, compete and succeed.

REGISTRATION INFORMATION

To Register or for More Information

- Tel: 1.800.565.1179 or 902.494.6079 (8:00 am-4:30 pm AST)
- Fax: 902.423.9859
- Email: cte@dal.ca
- Online: www.continuinged.dal.ca

Location

- Dalhousie University, College of Continuing Education, 1459 LeMarchant St. Suite 2201, Halifax, NS B3H 3P8

Parking

Parking passes (\$11.00 per day) should be purchased in advance from our Registration Office (902.494.6079 or 1.800.565.1179) a minimum of 10 business days prior to your course start date. Passes will be mailed out with your registration confirmation. Parking fees are non-refundable.

Please note that parking is very limited on the Dalhousie campus. As parking spaces are not reserved we recommend that you arrive on campus by 8:00 am to obtain a parking spot. We suggest that you park at either the Sir James Dunn or Hancock Hall parking lots. A Dalhousie parking lot map will be sent with parking passes.

Accommodations

- Lord Nelson Hotel: 1.800.565.2020
- Atlantica Halifax Hotel: 1.888.810.7288

Continuing Education Units

Continuing Education Units (CEUs) will be awarded for participation in these courses. One CEU is equivalent to 10 classroom hours or 10 professional development hours (PDHs). The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Cancellation Policy

If a withdrawal is made up to 10 business days prior to the start of the course the full fee will be refunded. If a refund is requested after that date, a 20% administration charge will be deducted. You may substitute another to attend at no additional cost. If the course is cancelled for any reason, we will contact the registrants and provide a full refund. The university's liability is limited to the return of the registration fee. If a speaker is not available due to unforeseen circumstances, another speaker of equal ability and expertise will be substituted.

Participants withdrawing from a certificate program course should notify College of Continuing Education, in person or in writing, indicating the reason for withdrawal. Participants may be allowed to apply part of the fee paid to another course offered by College of Continuing Education.