

**NEW For  
2010/2011**

# **Leadership Development Negotiation and Conflict Resolution**



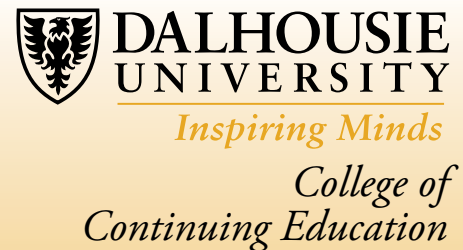
**Certificate Programs  
Seminars**



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## New for 2010 - 2011!

Dalhousie University College of Continuing Education and the Atlantic Leadership Development Institute have partnered to bring you two exciting new 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

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

#### Elective Courses (select two):

- High Impact Presentation Skills
- Effective Negotiating & Influencing Skills
- Personal Leadership
- Resolving Workplace Conflict
- Mediation: Breaking the Impasse

### 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 6.5 day ***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"*.

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

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## 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 6-7, Nov 24, 2010  
Jan 24-25, Feb 28, 2011  
Mar 1-2, Apr 18, 2011

**Course:** 5996  
**Course:** 6003  
**Course:** 6009

**Time:** 8:30 am-4:00 pm  
**Instructor:** Brad McRae  
**Cost:** \$1295 (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



#### 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 25-26, Oct 27 (am), 2010  
Feb 7-8, Feb 9 (am), 2011  
Apr 27-28, Apr 29 (am), 2011

**Course:** 5998  
**Course:** 6004  
**Course:** 6010

**Time:** 8:30 am-4:00 pm  
**Instructor:** Brad McRae  
**Cost:** \$995 (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

#### Introductory Bonus

Participants who take the two day ***Effective Negotiating and Influencing Skills Program*** will be offered an additional free morning session on the day after the two day course. This offer includes 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](http://www.continuinged.dal.ca)

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

[www.continuinged.dal.ca](http://www.continuinged.dal.ca)

## 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:** Nov 2-3, 2010  
Mar 30-31, 2011  
June 1-2, 2011

**Course:** 6002  
**Course:** 6008  
**Course:** 6014

**Time:** 8:30 am-4:00 pm  
**Instructor:** Rita Wuebbeler  
**Cost:** \$995 (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

**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 25-26, 2010  
Mar 8-9, 2011  
May 12-13, 2011

**Course:** 5999  
**Course:** 6005  
**Course:** 6011

**Time:** 8:30 am-4:00 pm  
**Instructor:** Brad McRae  
**Cost:** \$995 (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

**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 2-3, 2010  
Feb 10-11, 2011  
Apr 5-6, 2011

**Course:** 6001  
**Course:** 6007  
**Course:** 6013

**Time:** 8:30 am-4:00 pm  
**Instructor:** Brad McRae  
**Cost:** \$995 (no HST)

**Registration:** 8:15 am Day 1

### 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
- Build self-confidence and reassurance while reducing nervousness
- 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

## 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 9-10, 2010  
Apr 7-8, 2011  
June 23-24, 2011

**Course:** 6000  
**Course:** 6006  
**Course:** 6012

**Time:** 8:30 am-4:00 pm  
**Instructor:** Brad McRae  
**Cost:** \$995 (no HST)

**Registration:** 8:15 am Day 1

### 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.

### 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.

## The Future of Leadership in Atlantic Canada 1st Halifax Leadership Symposium

**Date:** September 28, 2010, 9:00 am to 4:30 pm

**Location:** Pier 21, Kenneth C. Rowe Heritage Hall, Halifax, NS

### Featured Speakers

- Cora Tsouflidou
- Françoise Morissette
- Chris Power
- Phil Fontaine
- Brad McRae

### Key Learnings

- How to succeed in attracting leaders in the upcoming battle for talent
- What you need to do to keep the talent you have
- How to train/attract the talent you will need
- How to accomplish Tipping Point Goals
- Discover the Leadership Model needed to solve today's and tomorrow's complex problems

[www.futureofleadership.dal.ca](http://www.futureofleadership.dal.ca)

### Presented by:

**Dalhousie University College of Continuing Education  
and the Atlantic Leadership Development Institute**

## Welcomes Dr. Brad McRae

Dalhousie University College of Continuing Education is very pleased to announce our partnership with the Atlantic Leadership Development Institute (ALDI) beginning in the fall of 2010.



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.

## 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](mailto:cte@dal.ca)
- Online: [www.continuinged.dal.ca](http://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

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

### 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.