

2016/2017

# Developing High-Potential Leaders



## Certificate Programs

Leadership Development

Negotiation and Conflict Resolution

## Seminars

The Leadership Development Workshop

Effective Negotiating and Influencing Skills

The Decision Making Master Class

Personal Leadership:  
Leading Self Before Leading Others

The Seven Strategies of Master Presenters

Resolving Workplace Conflict

Mediation: Breaking the Impasse

Your **PLACE**  
for professional development.

**ALDI**  
*Atlantic Leadership  
Development Institute*



**DALHOUSIE  
UNIVERSITY**

College of  
Continuing Education

[dal.ca/cce](http://dal.ca/cce)



## Certificate in Leadership Development

Dalhousie University College of Continuing Education, in partnership with the Atlantic Leadership Development Institute, bring you the very best training and development in specially designed programs. ALDI's programs are designed to build competencies and guarantee transfer of training (learning) to real life challenges.

We provide pro-active action, complete with feedback tools for continuous learning and skill development. Leadership training and development -- like all meaningful growth experiences, is a process that occurs over time. The **Certificate in Leadership Development** is based on evidence and leading edge research.

One of the most important elements of any organization's success is the quality of its leadership. To be successful in today's environment, organizations must develop leadership at all levels. This program has been designed to help meet that need. Leaders and high-potential leaders need to develop mastery over essential leadership strategies combined with the right higher-order skills such as decision-making, negotiation, mediation, conflict resolution and presentation skills.

The program is focused on providing participants with the knowledge and skills they need to excel as leaders today and in the future. The Harvard trained lead facilitator of the certificate program is **Dr. Brad McRae**, one of Canada's foremost experts in the field of Leadership Development.

### Certificate Requirements

To fulfill the requirements of the **Certificate in Leadership Development**, participants must complete the required Leadership Development Workshop and two elective courses. In addition to the completion of three courses, certificate participants are required to interview a leader of their choice or summarize what they learned from one of the interviews in *The Seven Strategies of Master Leaders*, illustrated with 34 interviews of Canada's top male and female leaders. Participants must complete a Leadership Development Project between the first two days and a follow up day just over a month later, in order to maximize their investment and implement what they learned. Participants then submit a two page written report on what they learned and how they will apply what they learned to their own leadership development.

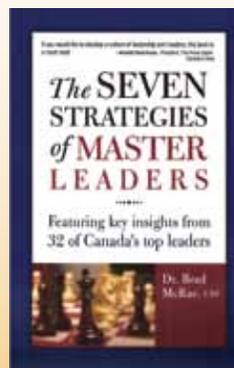
### Required Course

- **The Leadership Development Workshop** \$1395

### Elective Courses (choose two)

- **The Seven Strategies of Master Presenters** \$995
- **The Decision Making Master Class** \$995
- **Personal Leadership: Leading Self Before Leading Others** \$995

**SAVE \$200!** Register and pay \$3185 for all three courses in advance at the same time.



All participants will receive: ***The Seven Strategies of Master Leaders***. Featuring Key Insights from 32 of Canada's Top Leaders by Dr. Brad McRae. Also included is a select listing of books, newsletters and TED Talks on Leadership best practices.

**"The information provided really helped me to think through my leadership challenges differently. Excellent course! I look forward to the next one!"**

— Angie McAuley, Senior Director, Communications & Health Promotion  
Canadian Breast Cancer Foundation

**"The Leadership Workshop has had a profound impact on who I am. I know that the majority of my learning will happen in the years to come, but this workshop has changed the trajectory of my journey."**

— Kaelan Keys  
Efficiency Nova Scotia



## Certificate in Negotiation and Conflict Resolution

Dalhousie University College of Continuing Education and the Atlantic Leadership Development Institute have partnered to bring you the **Certificate in Negotiation and Conflict Resolution**. The lead facilitator for this program is **Dr. Brad McRae**, one of Canada's leading experts 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 carry 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.

### Who should attend?

Anyone who wants to develop more effective and applied negotiation and conflict resolution skills would benefit from this program.

- Managers and Supervisors
- Team Leaders and Team Members
- HR Professionals
- Project Managers
- Those who work with internal and/or external clients

### Certificate requirements

To fulfill the requirements of the **Certificate in Negotiation and Conflict Resolution**, participants must complete the three courses listed below with additional pre and post program assignments. Certificate participants are required to demonstrate an understanding of the certificate key areas of knowledge and the application of that knowledge to increase transfer to the workplace. The requirements for the certificate will include additional reading and the writing of a brief paper on how the participants will apply what they have read and learned.

### Required Courses:

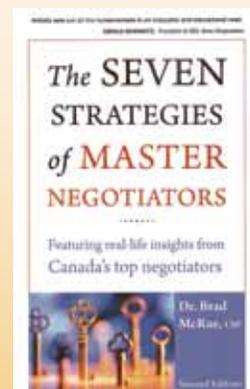
- **Effective Negotiating and Influencing Skills** 2.5 days - \$1250
- **Resolving Workplace Conflict** 2 days - \$995
- **Mediation: Breaking the Impasse** 2 days - \$995

**SAVE \$145! Register and pay \$3095 for all three courses in advance at the same time.**

The following books are included with your registration fee:

***The Seven Strategies of Master Negotiators***: Featuring real-life insights from Canada's top negotiators by Dr. Brad McRae.

***Difficult Conversations***: How to Discuss What Matters Most by Douglas Stone, Bruce Patton, Sheila Heen and Roger Fisher.



**“Brad McRae was dynamic, energetic, funny, inclusive, had real life examples of negotiation and made learning negotiation fun while at the same time articulating the importance of negotiating successfully.”**

— Caryn Small Legs-Nagge, Program Manager, Health Canada

# The Leadership Development Workshop

**3 DAYS:** 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 ensure its success. Today, all organizations — public, private and non-profit — live in a much more complex and competitive environment. To be successful, organizations must develop leadership throughout the organization. This program has been designed to help meet that need.

Over the course of the **Leadership Development Workshop**, participants will apply selected concepts from the literature to assess their own leadership style. Areas of strength will be identified as well as areas for improvement.

Participants work on a leadership project between days two and three designed to further build their leadership competency. Day three consists of a review and reports from the participants' Leadership Projects. Each participant will receive valuable feedback from fellow course participants and the course instructor. Each participant's Action Learning Projects can then be added to each participant's Learning Portfolio which is an important step in career advancement.

**Date:** Oct 6-7 and Nov 7, 2016  
Feb 1-2 and Mar 10, 2017  
May 4-5 and June 9, 2017

**Course:** 8456  
**Course:** 8780  
**Course:** 8781

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

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

## Day One: Leadership Assessment, Development and Style

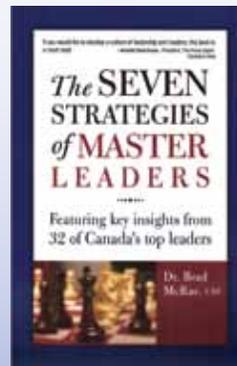
- What Differentiates the Top 10% of Leaders from their Less Effective Counterparts
- Assessing Leadership Style
- How Master Leaders Develop
- Tipping Point Leadership

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

- The Leadership/Management Dilemma
- How Master Leaders Get Results
- Master Leaders are Master Learners
- Test Results to Identify your Leadership Path

## Day Three: Leadership Review

- How Master Leaders Create, Develop and Enhance Organizational Culture and Leave a Lasting Legacy
- Developing Your One to Three-Year Leadership Development Plan
- Participant Leadership Challenges with Class Feedback



All participants will receive a copy of Dr. Brad McRae's book: ***The Seven Strategies of Master Leaders***. Featuring Key Insights from 32 of Canada's Top Leaders.

**"I have had the good fortune of improving my leadership skills through the carefully driven enthusiasm and guidance of Dr. Brad McRae. His expertise shines through his eloquence and humour, as he leads his audience to self awareness, reflective expression and confidence building. His style is unthreatening and his creation of a relaxed, collegial learning environment provides an opportunity for an engaging exchange among participants who share his passion for inspiring life long learners."**

— Lisa Mosher, Eastern Shores School Board, Province of Quebec

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

# Effective Negotiating and Influencing Skills

“ You can’t solve a problem with the same kind of thinking that created it.” – Albert Einstein

**2.5 DAYS:** It is this same innovative approach that is at the heart of all successful negotiations. Why is this so important - studies show that today's professionals spend up to twenty-five percent of their time negotiating and resolving conflicts. Therefore, the success of these professionals and their organizations rest heavily on developing effective negotiating and influencing skills.

In this program, you will learn how to come to the table incredibly well prepared in order to negotiate more effectively with the people you work with both inside and outside your organization. You will learn how to resolve conflicts creatively, and to make sure that the message you want to get across is the message received.

**Date:** Oct 12-13 and 14 (am only), 2016 **Course:** 8457  
Feb 13-14 and 15 (am only), 2017 **Course:** 8782  
May 15-16 and 17 (am only), 2017 **Course:** 8783

**Time:** 8:30 am-4:00 pm **Registration:** 8:15 am Day 1  
**Facilitator:** Brad McRae  
**Cost:** \$1250 (no HST)

### By the end of this program you will:

- Have identified your preferred negotiating style and have more confidence in when to use it and when not to
- Know how to gain a better understanding of your own and the other party's goals and interests
- Learn when to strategically make concessions and when not to
- Learn when to confront conflict and when to ignore it
- Know when not to negotiate is your optimal strategy

- Learn how to change a lose-lose situation into a win-win relationship
- Receive resources for ongoing learning

### Transfer of Learning

Resources are provided to increase the transfer of learning beyond the course including a copy of the best selling book, *The Seven Strategies of Master Negotiators*, the Master Negotiator's Workbook, the Master Negotiator's Preparation Form, 18 Negotiation Newsletters and an Annotated Bibliography of over 100 negotiation references to continue the learning.

“Since the program, I have utilized the classroom learnings in many scenarios and can often reflect back on the classroom material without looking at books or notes. I would recommend this course for anyone who is thinking about career development to strongly consider the Negotiating Program or any other course that Brad is instructing. I have had the tremendous pleasure to witness his delivery, ethics, and professionalism and will pursue further educational opportunities where he is involved.”  
— Tim Bishop, HSSE Manager, East Coast Operations, Shell Canada Ltd

## The Decision Making Master Class

One of the dominant themes from our research, is that breakthrough results come about by a series of good decisions, diligently executed and accumulated one on top of another. — Jim Collins

**2 DAYS:** Everyone makes important decisions and it is essential to make effective decisions in a timely manner, especially in today's fast-paced, ever changing environment. Therefore, we have designed a highly interactive and intensive two-day program based on the Leadership Decision Making Program at Harvard's Kennedy School. All attendees will learn the Advanced Leadership Decision Making Model and the specific decision making skills and techniques that are guaranteed to help you become a more effective, thorough, and competent decision maker. In class, participants will work on decision-making challenges in small groups and then further diagnose the decision challenge and offer potential solutions and action steps.

**Date:** Oct 31 - Nov 1, 2016 **Course:** 8463  
Feb 23-24, 2017 **Course:** 8789  
May 25-26, 2017 **Course:** 8790

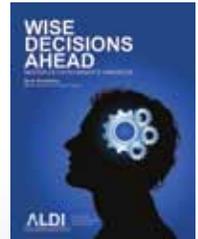
**Time:** 8:30 am-4:00 pm **Registration:** 8:15 am Day 1  
**Facilitator:** Brad McRae  
**Cost:** \$995 (no HST)

### Key Learnings:

- Learn how to use seven systematic approaches to effective decision-making
- Develop new techniques methodologies to make progress
- Learn where your internal decision making rules work for you and work against you on a daily basis

### Transfer of Learning:

All participants will receive copies of *Wise Decisions Ahead: The Master Decision-Makers Handbook*.



### The Decision Making Master Class is designed for leaders who:

- Face important decisions
- Want to build their own, their teams and their organizations' decision making capacity
- Seek a greater impact and satisfaction at work, in their personal life, and in their community

“Exceptionally powerful. A unique opportunity to do an in-depth analysis on my decision-making style.”

— Brad Anguish, Director, HRM

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

## Personal Leadership: Leading 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.

**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:** Oct 26-27, 2016  
Jun 5-6, 2017

**Course:** 8461  
**Course:** 8804

**Time:** 8:30 am-4:00 pm

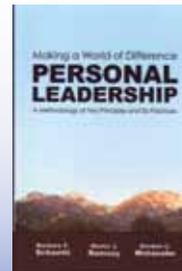
**Facilitator:** Rita Wuebbeler

**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 benefits 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



All participants will receive a copy of ***Making a World of Difference: Personal Leadership – A Methodology of Two Principles and Six Practices*** by Barbara F. Schaetti, Sheila Ramsey & Gordon Watanabe.

**Rita is the best! Her style and passion are infectious.** — Colleen Farrell, Project Manager, Environment and Climate Change Canada

## The Seven Strategies of Master Presenters

The sign of a great speech is one that has the Intellectual Power to deliver the message and the Emotional Force to move the audience to new ways of thinking and behaving.

**2 DAYS:** **The Seven Strategies of Master Presenters** is a highly interactive workshop that is based on the book of the same name. Brad and his co-author interviewed over 30 of the best presenters in North America in order to discover how they became Master Presenters. In this hands-on workshop, you will learn how to use the seven strategies that differentiate masterful presentations from their less effective counterparts.

**Date:** Dec 5-6, 2016  
May 29-30, 2017

**Course:** 8459  
**Course:** 8787

**Time:** 8:30 am-4:00 pm

**Facilitator:** Brad McRae

**Cost:** \$995 (no HST)

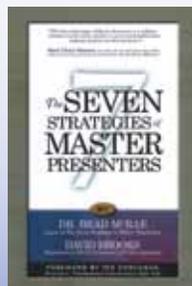
**Registration:** 8:15 am Day 1

### By the end of this presentation you will:

- Hook your audience's attention in the first seven seconds
- Establish your believability and credibility in the first five minutes
- Significantly increase your effectiveness with powerful beginnings and memorable endings
- Develop a key theme to make your presentation cohesive from start to finish
- Develop Defining Moments so your audience “gets it and gets that they get it”
- Make your presentation memorable and transferable
- Engage your audience by using multi-media and other audience participation methodologies

### Transfer of Learning

Participants will receive a copy of Dr. Brad McRae's book ***The Seven Strategies of Master Presenters***, The Master Presenter's Workbook and The Master Presenter's Presentation Form. Past participants have stated that they have improved their ability to present from 50 to 99% and have had fun doing it.



**“Dr. Brad McRae worked with our team on Becoming a Master Presenter. During the training, he worked with the whole group as well as creating breakout sessions so we could apply what we learned to real workplace presentations. Our experience was informative, provocative and enjoyable. If you would like superb training with real life transfer of learning, I wholeheartedly recommend Brad.”**

— Michael Scott, Chairman, Precision BioLogic

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

## 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 15-16, 2016  
Mar 6-7, 2017  
Jun 5-6, 2017

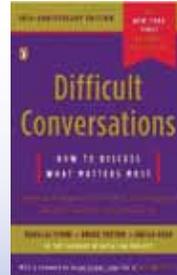
**Course:** 8458  
**Course:** 8784  
**Course:** 8785

**Time:** 8:30 am-4:00 pm  
**Facilitator:** 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 strategies
- Selecting the most appropriate time and place to intervene
- Getting Past No: Negotiating your way from confrontation to cooperation



All participants will receive a copy of the book *Difficult Conversations: How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, Sheila Heen & Roger Fisher.

**“Course was Five Star!”**

— Ross Bruce, Regional Manager, Halifax Regional School Board

**“Super. Good sense of humour. Knowledge and experience outstanding. Very patient!”**

— Carole Theriault, City of Dieppe

## Mediation: Breaking the Impasse

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

**2 DAYS:** When disputes arise between individuals or groups, they can be costly, long lasting and very destructive. Strategic choices need to be made as to how and when to intervene. It is important to determine when and if the parties are able to resolve the dispute themselves, when they need assistance, and select the best option(s).

In **Mediation: Breaking the Impasse** the skills, techniques and strategies from 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 Model of resolving seemingly impossible disputes and be able to practice all of the skills necessary to develop optimal solutions.

**Date:** Nov 28-29, 2016  
Jun 12-13, 2017

**Course:** 8460  
**Course:** 8788

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

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

### Who Should Attend:

This workshop is designed for those who have completed Effective Negotiating and Influencing Skills and want to develop their mediation and facilitation skills which are a necessity for success in our personal and professional lives.

### 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

**“The Mediation: Breaking the Impasse course was exactly the course I hoped it would be. It captured mediation at the macro-level while also highlighting micro “nuances”.**

— Joseph Fraser, Appeal Commissioner / Registrar, Workers’ Compensation Appeals Tribunal

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

# CUSTOMIZED TRAINING

## YOUR PLACE OR OURS?

### To Register or for More Information

- Tel: 1.800.565.1179 or 902.494.6079 (8:00 am-4:30 pm AST)
- Email: [continuinged@dal.ca](mailto:continuinged@dal.ca)
- Online: [dal.ca/cce](http://dal.ca/cce)

### Location

- Dalhousie University  
College of Continuing Education  
1459 LeMarchant St. Suite 2201  
Halifax, NS B3H 4R2

### 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.



College of  
Continuing Education



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. We can modify existing courses or develop and deliver new ones based on your business, government, or non-profit organization's specific requirement. We customize our programs by talking to the people who hired us and through in person and telephone interviews to help us determine your organizations specific needs. All of our training facilitators have had years of experience developing In-House Customized Training programs to best fulfill the training needs and maximize transfer of learning of **hundreds of individuals and organizations**.

**“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

Advantages of in-house training include:

- **Cost savings** with more effective group training.
- Training times crafted around **your schedule**.
- The ability to address **specific** organizational and employee training **needs**.
- **Group learning** ensures group retention.

## Facilitators



**Dr. Brad McRae** is the Director, Atlantic Leadership Development Institute, the mission of which is to help develop leaders where Leadership, Presentation, Negotiation and Decision Making competencies converge in a way that is absolutely seamless. There are many people who have mastered one of these competencies, a small number who have mastered two, while very few exceptional leaders have mastered all four. Brad studied leadership at the Harvard Kennedy School and where he was on faculty. Brad has presented 30 years across Canada and the United States; and in Australia, England, Mexico, Africa and the Caribbean. He is the author of 10 books, including the trilogies of: *The Seven Strategies of Master Negotiators*, *Master Presenters* and *Master Leaders*. He is currently writing *Adaptive Decision-Making: Leadership and Decision-Making are Inseparable*.

**“I appreciate Brad’s engaging manner, his tremendous wealth of knowledge on the subject matter and his ability to validate and positively provide feedback to each participant.”**

— Kate Grey-Mews, Social Worker/Policy Advisor, Health Canada – First Nations & Inuit Health



**Rita Wuebbeler** is an international business consultant with over 25 years of experience in Europe, North and South America and Asia. She is a Senior Associate with the Atlantic Leadership Development Institute and is a recognized facilitator of Personal Leadership Seminars. Rita also teaches Cultural Competence programs and regularly gives presentations at international professional conferences and plays an active role in professional associations such as the Society of Intercultural Education Training and Research (SIETAR) and the International Coach Federation (ICF).

**“The direction for supporting leadership starting with self was excellent. Working with two principles and six practices is very effective. Rita is very engaging.”**

— Thom Williams, Consultant, Atlantic Central, Halifax, NS