



October 2 - 3, 2017

May 7 - 8, 2018

OPEN ENROLMENT • Management & Leadership

Facilitative Leadership

*Using self-managed communication
and engaging behaviours to effectively lead
individuals and business teams.*

What Participants Say:

*“The course is very
valuable and relevant to
both managers and leaders
– where work environments
tend to be more complex
and when resilience is
needed to be
in the workforce.”*

R. Regala,
Senior Divisional
Strategic Planner,
Ministry of the Environment
& Climate Change

*“I believe that the most
important take away
was to manage myself.
I will practice utilizing
the practical tools provided
in the course.”*

V. Hawsworth,
Chief Nursing Officer,
County of Lambton

*“This course was refreshing.
The content is driven by
real life concerns and
real life solutions. With
the range of students it
becomes comforting to
know we were able to
create solutions together,
from different fields and
backgrounds. It allowed
me to realize managerial
concerns are universal.”*

M. Witzl,
Vice President,
Elizabeth Grant Skin Care

Study key leadership techniques to
guide yourself and lead others to
outstanding business results.

Today’s managers must **network, coach, partner and
inspire individuals** to work toward intangibles like
learning, continuous improvement, and excellence.

To be effective in organizations, **managers need to become
facilitative leaders** – people who **make it easier for others**
to communicate, accept responsibility and problem
solve. This workshop gives you a complete foundation
in approaches that help employees invest their energy
towards the goals and success of your organization.

The Best Part:

The techniques can be used in any management
situation. Learn what to say to get desired results, **plus,
how to “lead from within” and to manage thoughts and
emotions before speaking.**



Enrol today to earn
your certificate.

See back for three
ways to register.



Receive 14 PDUs towards
your PMI® Continuing
Certification Requirements

Facilitative Leadership

What You Will Learn

1. Apply **facilitative leadership techniques to enhance individual and work group performance**
2. Learn **self-managed communication skills**
3. Help your staff overcome their biggest challenges to self-management
4. **Act effectively in all work groups** and individual management situations
5. Be a more effective leader of organizational change
6. Strengthen your management style
7. Master the **three fundamentals to facilitative communication success**
8. How to **recognize and remove barriers** to your communication success
9. How to **listen with intention and speak with integrity**
10. How to calm yourself in conflict situations
11. How to create and facilitate highly effective teams
12. How to **facilitate high IQ business teams** to achieve team goals
13. **Facilitating conflict situations** to eliminate problems

Who Should Attend

This outstanding program is for managers who want to explore the power of self-managed communication:

- Team leaders and project managers who want to maximize group unity, innovation and team performance
- Human resource directors and trainers who require a firm grounding in the process of facilitation
- Directors of corporate planning or organizational development responsible for change initiatives
- General managers and directors who want to lead by example

Easy-to-apply techniques that can be used in any management situation



Ideal for managers who want to learn the communication skills of the facilitative leader.

Program Content

Management and Leadership

- Four critical differences
- The manager's role as facilitative leader
- Leadership focus in management
 - Setting direction
 - Securing alignment
 - Supporting people
- Three core values that guide facilitative leaders
- Five ways facilitative leaders serve their staff
- Creating a climate for cooperation

Facilitative Leadership and Self-Management

- Working from the inside out: Emotional Intelligence (EI)
- The key factor in EI: self-management
- Managing reflexive emotions
- Developing non-judgmental understanding

Facilitative Communication and Motivation: The Principles

- What is facilitative communication?
- Six fundamental acceptances
- Communication:
 - Is inevitable, ambiguous
 - Involves mixed messages
 - Never exactly reveals another's experiences
- Motivation:
 - Begins with the need to be right
 - Is not about "pushing someone's buttons"
 - Requires context, not control

Self-Managed Communication: Practice for Facilitative Leadership

- Seeking to understand
 - The quiet power of questions
 - Listening to what they mean, not just what they say
- Non-verbals matter
 - Adult voice: the sound of the self-management
 - Emotional "positioning" for influence

- Seeking to be understood
 - Straight talk: high integrity speech
 - Acknowledgement: building bridges
- Appreciation: showing genuine support

Facilitative Leadership and Influence

- Up-management
- Cross-management
- Empowerment
- Improvement

Facilitative Leadership in Challenging Situations

- Four steps to "instant calm"
- Focused dialogue for dealing with challenging situations
- Three phases in dealing with challenges
 - Scope the challenge
 - Develop a communication strategy
 - Take action
- Four steps to discuss difficult issues
- Developing workable agreements

A Complete Learning Approach

- An applied learning model that will make an immediate business impact
- Focus on a company-specific challenge or opportunity from within your own organization

Instructor Profile

Mark Norman

Mark is a professional leadership consultant and trainer with extensive experience facilitating teams and relating to the psychology of human dynamics in the workplace. He has led major organizational change initiatives for diverse clients including GM, Sears, General Mills, CN, Domtar, North York Hospital and Concordia University. Mark has facilitated with thousands of people from assembly lines to boardrooms. He currently devotes his efforts to helping leaders and teams rise above the issues that impede creativity and growth.

In-Company Training

This and all SEEC programs can be delivered on-site or customized for your group's needs. For all custom program enquiries please e-mail customseecprograms@schulich.yorku.ca or telephone 416.360.8850.

Facilitative Leadership

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Executive Learning Centre

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Nadal Management Centre

Ways to Register

Online

seec.schulich.yorku.ca

Fax

Download a registration form at seec.schulich.yorku.ca and fax to 416.736.5689

Mail

Download a registration form at seec.schulich.yorku.ca and mail to the address under Payment Options at right

Course Tuition & Registration Details

Program Tuition: \$2,450 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. York's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. HST# R119306736.

Program Locations

Your course will take place at the following SEEC facilities from 9:00 a.m. to 4:30 p.m. each day:

October 2 - 3, 2017

Schulich Executive Learning Centre, York University, 4700 Keele Street, Toronto, Ontario M3J 1P3
Tel: 416.736.5079

May 7 - 8, 2018

The Miles S. Nadal Management Centre, 222 Bay St., 5th Floor, Ernst & Young Tower, Toronto, Ontario M5K 1K2
Tel: 416.360.8850

Payment Options

SEEC accepts Visa, MasterCard, American Express and cheques.

If paying by mail, registration forms can be sent to:

Schulich Executive Education Centre, The Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Please make cheques payable to: York University – Schulich Executive Education Centre

Optional Accommodations

For sessions at the Schulich Executive Learning Centre, join us at **The Schulich Executive Residence.** Participants attending this program receive a **special discounted price of \$89/night with the promotion code SEEC17.** Call 416.650.8300 for information and reservations, or book at elc.schulich.yorku.ca.

For sessions held at The Miles S. Nadal Management Centre, please consider staying at the **Fairmont Royal York Hotel.** Call 416.368.2511 and ask for the "York University CAUBO" special corporate rate.

Contact Us

Call us at 416.736.5079 (1.800.667.9380 toll free), or email exceedinfo@schulich.yorku.ca.

Experience The Schulich Executive Learning Difference...



World class faculty and instructors



State-of-the-art learning facilities



Comprehensive take-home materials



Includes a handsomely framed Certificate of Course Completion. This and all SEEC open enrolment programs allow you to:

- Rapidly update your education to an executive level in areas key to your success
- Link theory to practice with a hands-on, action-based learning curriculum
- Enjoy immediate ROI through application of your learning right away
- Share experiences and knowledge with other professionals in limited-size classes
- Leverage the expertise and insight of industry savvy, real-world instructors
- Network among graduating colleagues to develop lasting business friendships

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