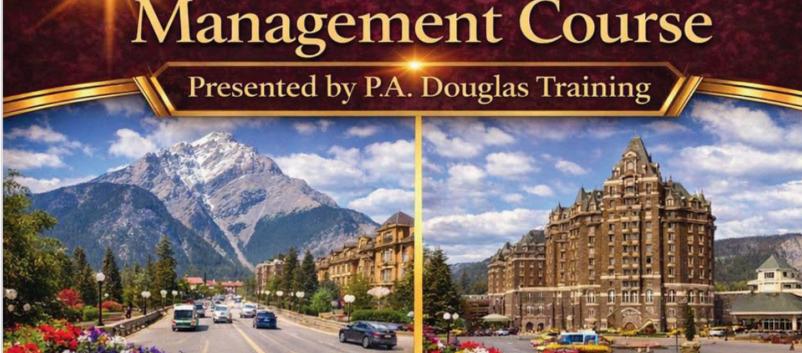


# The Banff Management Course

Presented by P.A. Douglas Training



**SPRING**

April 14<sup>th</sup> - 17<sup>th</sup>, 2026

Fairmont Banff Springs

**FALL**

November 24<sup>th</sup> - 27<sup>th</sup>, 2026

Fairmont Banff Springs

**ALL-INCLUSIVE COURSE FEE**

Includes 3-Night Premier Hotel Accommodation, Tuition, Meals Refreshments & Comprehensive Coursework Package

- ✓ Enhance Your Emotional Intelligence & Conflict Resolution Skills
- ✓ Influence senior leaders managing upward with confidence
- ✓ Communicate with confidence, clarity, and professional authority
- ✓ Win cooperation and trust, energizing your staff to excel.
- ✓ Manage multiple priorities while reducing stress and workplace overload.

Situated amongst the snowcapped peaks of the Canadian Rockies, the Fairmont Banff Springs stands as a world-renowned symbol of Canadian hospitality.



## COURSE SCHEDULE

**DAY ONE**

Seminar registration will take place in the foyer between 4:30 p.m. and 5:00 p.m. The seminar itself will begin at 5:00 p.m. with a welcome and introductory session. Course materials will be distributed at this session and participants will be assigned to self-directed work groups. This kickoff to a great course provides an opportunity to meet both the faculty as well as other participants.

**DAY TWO**

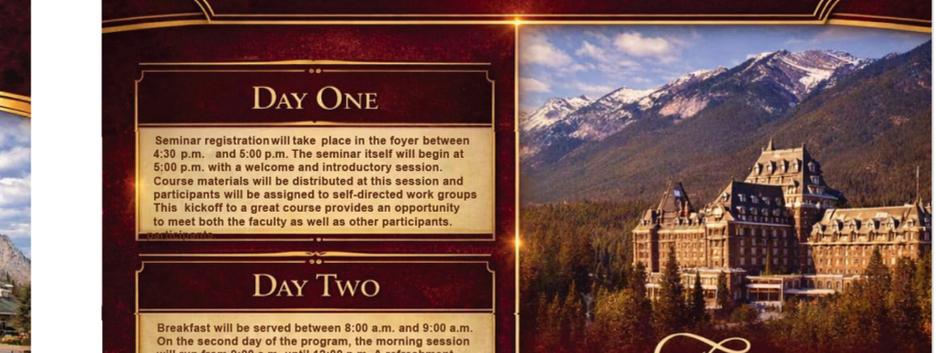
Breakfast will be served between 8:00 a.m. and 9:00 a.m. On the second day of the program, the morning session will run from 9:00 a.m. until 12:00 p.m. A refreshment break will take place at approximately 10:30 a.m. A buffet luncheon will be served between 12:00 p.m. and 1:30 p.m. The afternoon session will begin at 1:30 p.m. and conclude at 4:00 p.m. with a mid-afternoon refreshment break.

**DAY THREE**

Breakfast will be served between 8:00 a.m. and 9:00 a.m. The morning session will run from 9:00 a.m. until noon with a refreshment break mid-session. In the afternoon, participants will enjoy a recess. This free time will afford participants an opportunity to enjoy the many area attractions as well as the first class facilities at the Banff Springs during daylight hours. An evening session will take place between 6:00 p.m. and 8:45 p.m.

**DAY FOUR**

On the fourth and final day of the program, breakfast will be again served between 8:00 a.m. and 9:00 a.m. The seminar will begin at 9:00 a.m. and conclude at 11:00 a.m. after which participants will bid their farewells and check out of the hotel at their convenience.



*Fairmont*  
BANFF SPRINGS

Situated amongst the peaks of the Canadian Rockies, the Fairmont Banff Springs stands as a world-renowned symbol of legendary Canadian hospitality. It's blend of opulence and seclusion has been an emblem of mountain majesty for more than a hundred years. Perhaps Canada's finest 5-Star hotel, the "Castle in the Rockies" stands as a landmark in the picturesque town of Banff, Alberta.

**"A must for those individuals in middle and upper management, I know my management skills will change due to this course."**

— David Iwaskow, IGL Canada

## OBJECTIVES

Building on your experience and the analysis of your personal management style, this program will help you confidently make the shift from managing to leading. You will foster the skills needed to drive performance, orchestrate change and develop your team. You will learn how to manage conflict more effectively and greatly improve your ability to influence others. In short, you will learn to manage people, resources, and self!

**WHERE & WHEN**

THE BANFF MANAGEMENT COURSE

APRIL 14<sup>TH</sup> – 17<sup>TH</sup>, 2026

OCTOBER 27<sup>TH</sup> – 30<sup>TH</sup>, 2026

THE FAIRMONT BANFF SPRINGS  
BANFF, ALBERTA

**WHO SHOULD ATTEND**

The Banff management course is ideally suited to the development needs of managers, supervisors, team leaders, as well as other members of the organization who want to expand their skills to better support their staff and enhance their careers.



**REGISTER NOW:**

WWW.BANFFCOURSE.COM



## COURSE FRAMEWORK

### INFLUENCING OTHERS

*The most frustrating limitations placed upon you as a manager or supervisor have little to do with your technical abilities; rather the most trying aspects of your work often involves dealing with other people. To be truly effective today you must be skilled in conflict management and have superior emotional intelligence.*

### MANAGING SELF

*Your success and satisfaction in your present and future responsibilities is dependent on a number of self-management skills. By improving your skills at strategic execution - managing projects, priorities and deadlines more effectively, while deflecting job-related stress by learning to deal more effectively with different and sometimes difficult people as well as developing your memory and concentration, you will gain a deeper sense of accomplishment and fulfillment.*

**Program & Hotel Package \$3,195\***

\*Your course fee also includes the \$150 hotel resort fee. Hotel incidentals such as parking, room service etc are the participant's personal responsibility.

### One Inclusive Fee

No other program or event provides the high quality, all-inclusive package, as does The Banff Management Course.

Included with Your Tuition:

- Three nights accommodation at the Fairmont Banff Springs (room, taxes and resort fees)
- Four meals including breakfast each day, luncheon on day two
- Refreshments throughout
- Comprehensive courseware package

### MANAGING CHANGE vs. LEADING CHANGE

Using the ADKAR Method: A practical way to manage and lead people through change by focusing on the five building blocks individuals need to adopt a new way of working: Awareness, Desire, Knowledge, Ability, and Reinforcement. Prosci's methodology pairs the people side of change with broader organizational planning and emphasizes sponsorship, project management, and sustaining outcomes. The bridge of change challenge will simulate a real-time situation where you and your team will have to navigate a task while undergoing different scenarios of change.

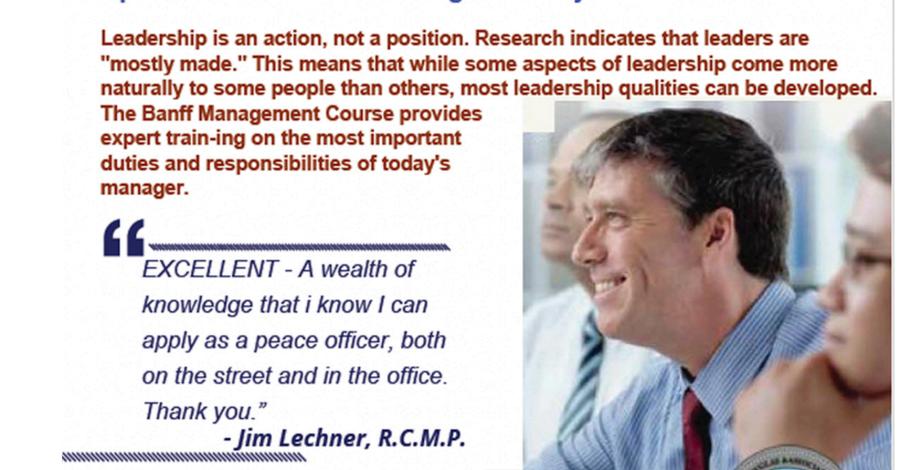
Managing change is the structure:

- Planning communication
- Identifying impacts
- Scheduling training
- Tracking adoption
- Addressing resistance

Leading change is the human side:

- Creating trust between you and your team
- Modeling calm and confidence
- Strengthening trust within the team
- Active listening
- Motivating your team
- Staying visible throughout the transition

**REGISTER NOW: WWW.PADUGLAS.COM**



## DETAILED COURSE CONTENT

### IMPROVING MANAGEMENT EFFECTIVENESS

To be a highly effective manager today, you must be a strategist, a communicator, a coach, a mediator, a diplomat and a politician! You must know how to engage, collaborate with, and lead others. In this important module you will learn how to resolve team conflicts and motivate others. You will discover how to conduct effective interviews to turn problem employees around. Specifically, you will:

- Build your repertoire of management skills and core competencies
- Develop tactics and apply executive approaches for improving team performance
- Identify appropriate intrinsic and extrinsic motivators and select approaches based on individual needs
- Acquire the 9-step coaching model for conducting more successful disciplinary interviews
- Learn how to interview when the goal is information
- Deal with peer conflicts and interpersonal problems that can threaten team cohesiveness
- What to do when employees bring their personal problems to the office
- Establish communication channels that build trust and gain greater commitment from your staff
- Conflict management techniques for dealing with the entire range of difficult personalities!
- Coping successfully with hostile and aggressive behaviours
- Acquire your "radar" for instantly detecting when people misunderstand you

### MANAGING TIME, STRESS AND NEGATIVE EMOTIONS IN THE WORKPLACE

Every day, you're judged by your capacity to manage projects, priorities and deadlines. Your ability to execute plans and projects effectively and on time is critical to your success. Without a doubt, the stress of doing more with fewer resources and tighter timelines will only intensify over the 20s decade. It is important to recognize the sources, symptoms and effects of stress and develop strategies for effectively preventing, reducing, and managing it. This essential module is about control - learning how to control your time, your projects and your reactions to events beyond your control. You will acquire the ability to adjust to shifting demands in a more professional and self-confident, stress-free manner. Specifically, you will:

- Learn how to handle the 3 types of events that constantly erode your effectiveness - the unimportant task, the unanticipated task and other people's priorities.
- Develop the best practices for effectively prioritizing your time and activities
- Adopt personal planning techniques that minimize "fire-fighting"
- Understand the role and responsibility of the project manager and plan, organize and control projects of any size
- TIMESTYLE: The key to better juggling people, paper, and priorities thereby increasing personal effectiveness
- Avoid the manipulative time-tactics of others - Nixon vs. Kennedy
- Identify five new life-enriching ways to handle interruptions effectively, preserving your "Prime Time"
- Analyze the sources and impact of workplace chaos and stress
- Role-Stress: Understanding your personal/professional dichotomy
- Develop new strategies for preventing and managing stress
- Three ways to reduce stress and its effects

### MAXIMIZING LEADERSHIP WITH EMOTIONAL INTELLIGENCE

Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions, as well as to perceive, empathize with, and effectively navigate the emotions of others. It encompasses skills such as self-awareness, self-regulation, social awareness, and relationship management. Individuals with high emotional intelligence are adept at recognizing their own emotional triggers and managing their reactions in a constructive manner. Emotional intelligence plays a vital role in personal and professional success, influencing communication, decision-making, conflict resolution, and leadership abilities. By cultivating emotional intelligence, individuals can improve their interpersonal relationships, perfectionism

- Pinpoint where you need to take action
- Develop personal planning techniques that minimize "Fire-Fighting"
- Recognize and manage your tendency toward perfectionism
- Gain new self-awareness and essential insights into your leadership and behavioural style
- Learn to better "read" other people's behaviours and display greater cognitive and behavioural flexibility in creating a more highly motivational environment
- Understand your own and others' preferred team roles and apply this new understanding to motivate your staff
- Build greater emotional intelligence so as to communicate more effectively at every level - professionally and personally!

### LEADING AND INFLUENCING OTHERS

Whether you're interacting with colleagues, subordinates or senior management; gaining respect and cultivating influence are absolutely essential to your success. You need communicate your ideas persuasively to senior management, influence your colleagues to support your proposals and convince your team to, "buy in." You must know how to analyze your audience and frame your messages in ways that make others feel connected to you. At this important leadership session you will discover the seven essential influence strategies that successful leaders understand and apply. You will:

- Leadership today - the effective use of influence rather than reliance on authority
- Achieve greater team synergy through the strategic use of your new understanding of the Commander, Dreamer, Thinker and Supporter roles
- Develop best practices for presenting your arguments to others so as to secure buy-in
- Practice your skills at getting commitment from your staff in performance management situations
- Cope with different and sometimes difficult team members by adapting your behavioural style to the person you are dealing with
- Cope successfully with complainers and those who will not communicate
- Identify the key factors contributing to employee engagement and their importance
- Conduct crisp, successful interviews

### MEMORY FOR MANAGEMENT

To master your memory is to invite success in business, in education and in your relationships. A trained memory is an absolute necessity in today's competitive work environment. At this remarkable session, you will:

- Memory Myths and Mechanisms
- Learn and apply the proven 7 step system for remembering names and faces
- Develop memory techniques that minimize "stage fright"
- Conduct better interviews by looking at the interviewee and not your notes
- Use your newly developed memory skills to make a more powerful impression at meetings and presentations
- Achieve greater focus, concentration and improved work and study performance
- Techniques for reducing the cognitive load on your brain thereby making learning and
- Enhance your image as a professional and cure absentmindedness forever!

## The Douglas Difference

With professional development budgets stretched tightly today, it is important that you obtain the best training available. For fifty years, the **Banff Management Course** has been recognized as Canada's gold standard in leadership and management development.

- 1. Canada's Most Comprehensive and Longest Running Leadership and Management Development Program**  
For five decades, we have worked closely with HR departments, managers and other stakeholders to ensure that our courses meet and exceed the rigorous needs of our participants. It is from this extensive experience that have meticulously crafted our program. The praise the Banff Management Course has received reflects the persistent research and subsequent revision which ensures that the program is at the cutting edge.
- 2. Highly Qualified Faculty**  
We use the Canadian University standard. All of our courses are taught by academically qualified faculty - not scripted presenters. Knowledgeable and entertaining speakers, our faculty are highly experienced with on average more than 15 years' providing professional management training.
- 3. Uniquely Canadian Content**  
This course recognizes the real differences that exist in our Canadian corporate culture, our public sector and our unique organizations and the roles we play within them. This course is diverse and inclusive. Our courseware, cases and faculty are proudly Canadian.
- 4. A Truly Limited Enrollment Seminar**  
We know your time is valuable, that is why this is not a conference in which you will be crammed into a ballroom with hundreds of others to listen to a bevy of motivational speakers. The Banff Management Course is a content-rich, practical educational experience in which the communication is "two-way" and real, concrete skills are taught. At this course you are a participant not an audience member. You will leave this carefully tailored program with NEW practical skills that will immediately enhance your management, organizational and interpersonal skills
- 5. First-Class Accommodation Included**  
One of the greatest benefits of attending a truly limited enrollment residential program comes from the networking and camaraderie that takes place outside of the educational sessions. It is for this reason that, unlike other courses, where participants must arrange their own accommodation, at this seminar we provide and include your hotel accommodation so that everyone is under the same roof. For more specific information including meals, etc. please visit our website for this program

**And you'll be in good company...**

Here are some of the more than twenty-thousand organizations that have sponsored participants at our public seminars:



**Our Founder - Paul A. Douglas**

Dr. Paul Douglas is the chairman of P.A. Douglas & Associates and the founder of the Banff Management Course. Having dedicated his life and career to the educational and developmental needs of managers and executives he has personally trained and shared his passion with each member of our seminar leaders. You will immediately feel at ease with each member of our faculty, they communicate with wit, warmth and enthusiasm.

To view our entire faculty, please visit our website.

