



## **Exemplary Team-Leadership & Management-Skills Workshop**

### **Mastering the Competencies and Applying Harvard University Global System™ Tools for Managers, Technical Leaders and Senior Professionals Aspiring to Management**

#### **I. LEARNING OBJECTIVES**

The leadership role has never been an easy one and today it seems more difficult than ever, especially for team leaders who must deliver a high performance with limited authority. The leader's job is to get work done through others. Those "others", then, in a very real sense, affect their leader's effectiveness. It becomes critical, in terms of each leader's career, to ascertain that the team members, peers and other stakeholders are working together at peak effectiveness. The focus of this workshop is how to motivate and deliver such peak performance while preserving the dignity and self-esteem of all involved.

This workshop is for managers, team leaders and other professionals aspiring to management and who wish to gain practical skills and cutting-edge knowledge in leadership, team-building and managerial decision-making. As a participant, you will learn to mobilize, inspire and nurture talent; build allies and high-performing teams and set a gold standard for exemplary conduct through a resilient culture of quality excellence, innovation, on-going improvement, accountability, integrity, compassion, selfless courage and genuine self-leadership.

#### **II. WORKSHOP OUTLINE (2.5 DAYS - 2 CEU)**

##### **1. Neglected Issues in Managing and Leading Teams**

- Fundamental drivers of excellent decisions and policies
- How to validate goals and prevent errors
- Practical team exercise and interactive feedback
- Setting priority and urgency: Theory and best practices to tackle pervasive challenges
- How to apply collaborative and soft power and other constructive instruments of influence and control
- Why evidence, logic and reason should, as a first choice, always prevail over power and even authority to enforce decisions. The role of authority as a deterrent.
- Illustrations from participant's contexts and class discussion

##### **2. Profession Team Builder: Key Success Factors**

- Leadership knowledge (not necessarily diplomas), skills and much more
- Guided teamwork exemplarity within our reach
- How to forge exemplary team leadership in context
- Essential team-building and management skills

##### **3. Prepare Your Team to Succeed Beyond Measure**

- Team and leader roles: 6 keys to compatibility

- How to concurrently improve interpersonal relations and team performance
  - FIRO-B exercise
- How to assign clear roles and prevent serious conflicts
- Teamwork: Harvard® Responsibility & Accountability Chart
- How to reduce usual delays in getting approvals

#### **4. How to Motivate, Delegate and Empower Teams**

- From theories to best practices: From Schein and Katz to Gander
- Motivating former peers, newcomers and old hands
- How to delegate, empower, control and get results
- Practical lessons from high-achieving team leaders

#### **5. Management of Change for Top Performance**

- Richard Beckhard's psychology of resistance to change
  - Underlying causes matter including normalization of deviance
  - What should change and in what sequence
  - Changing attitudes and behavior: Do's and don'ts
- Turning resistance into a force for good
- How to orchestrate positive and irreversible change

#### **6. Conflict Prevention, Diagnosis and Resolution**

- How to discuss complaints with your team and others
- Conflict diagnosis and resolution road map

#### **7. Managing Difficult Situations and Hostile People**

- Teamwork on passive, resistant or openly hostile people
- How to nurture the misguided to take the high road
- How to firmly discipline without adverse effects

#### **8. Managing Time and Organizing Your Team**

- How to set priorities and schedule your week and day
- How to get and stay organized: Practical tools & tips
- Managing interruptions: Demonstration and practice
- 25 tips to effective e-mails and higher productivity

#### **9. How to Conduct 360° Performance Reviews**

- Two exercises: Sensitive performance reviews
- Practical tips for successful review meetings
- How to praise, reward, and share negative feedback
- Managing nine staff reactions: Current best practices

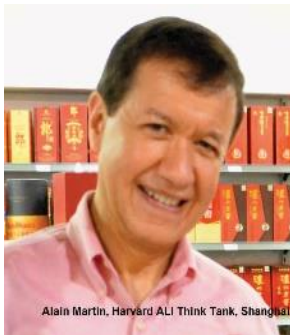
#### **10. Inspiring Models of Exemplary Team Leaders**

### III. COURSE MATERIALS

Following is a list of the course materials that are invaluable in accelerating the learning process and the acquisition of lasting skills.

1. The pre-readings from Alain Martin's papers on soft power, the fundamental drivers of excellent decisions, goal validity and responsibility charting.
2. The main workbook covers the agenda and provides supplementary references
3. Alain Paul Martin's Bringing Time to Life and Flawless Time Management
4. FIRO-B Psychometric tool
5. Exercises and case studies
6. Harvard University Global System™ road maps and work-improvement templates (retailed at \$39 each but included in the course tuition fees)
  - Harvard® Complete Framework: Vision, Strategy, Policy and Project Management featuring both ongoing and sequential tasks that no manager can ignore
  - Harvard® Responsibility-Chart to clarify everyone's role and prevent role conflict
  - Harvard® Time Management Road Map to plan your year, month, week and day
  - Harvard® Meeting-Management Template
  - Harvard® Time Log to Validate and Improve Personal Productivity

### IV. WORKSHOP LEADER: Alain Paul MARTIN



Alain Martin has the breadth and depth of education and leadership experience to deliver this unique workshop. A Harvard Fellow (Advanced Leadership) educated in the science and practice of strategy, negotiation and team leadership (Harvard Business and Law Schools, Concordia, MIT), Alain Martin is a board member in the USA, Canada, Europe and Japan. He works mostly behind the scene to improve innovation quality, capacity and velocity by coaching executives, team leaders, scientists, negotiators, marketers, lawyers, intelligence analysts and executive assistants. An inventor who held patents (USA, Canada, Japan), Alain is the Chief Architect of Harvard University Global System™, the innovative framework and toolkit applied in strategy formulation, principled negotiation, project management and products/service incubation, design, prototyping, development, production, value extraction and client retention.

Alain has advised two prime ministers of Canada (4 years), the UNESCO's Director General, the CEOs of biotechnology firms (BiokPlus), financial institutions (Desjardins community bank and casualty-insurance subsidiary for 10 years) and progressive unions (APOC-AOPC). He held risk- and IT-management positions at Du Pont, Bombardier, Domtar and CBC-SRC. He was twice a faculty member at the University of Quebec where he taught negotiation and change management in the M.Sc. and MGP Project-Management programs and Led assignments where sensitive multipartite negotiations were of paramount importance, including: (a) the incubation of the Canadian Food Inspection Agency with Dr. Brian Morrissey; (b) a brainstorming retreat with Health-Canada's executives and medical professionals to prepare a risk-management strategy nine months before Mad Cow was diagnosed in Canada (c) a proposal to the Prime Minister on defusing the growing tensions between Canada and its Asian trade partners, particularly Japan, following the discovery of mad-cow disease in Alberta in 2003, (d) the merger of five agencies mandated to protect investors, maintain the integrity of securities markets, and regulate financial institutions in Quebec, (e) the creation of a trilateral cooperation network to mobilize Canadian talent and

know-how with petrodollar financing (Kuwait, Abu Dhabi) for the benefit of the poorest nations in Asia and Africa; (f) the coaching of leaders of the First Nations in British Columbia and those of the Sakha (Yakutia) Republic to apply principled negotiation in working with their respective federal governments.

Alain has worked with Boeing, Bombardier, Cap-Gemini, E.ON (world leader, wind energy), GE (USA, Canada, Europe), France Loisirs, Textron's Bell Helicopters, Desjardins (Banking, Insurance), Foro de Excelencia (Spain), IEEE, governments and Sweden's Skanska and Boliden. He led seminars for IEEE, PMI, operations-research societies (INFORMS, CORS), the Ivy-League's Leadership Summit at Harvard, and Japan's Engineering Advancement Association, METI, APEO, the last two [International Forums of Excellence in Spain](#) and the UN University in Tokyo. Early in his career, Alain led international capital projects ranging from inter-city microwave links to roads and bridges, funded by CIDA and the World Bank.

In mining, oil and gas, Alain advises the government on large-scale risks in Canada's North and Arctic since 2014. The year 2016 marks the 20th anniversary of his strategic and project-management cooperation with the senior management and scientists of Teck Metals' Applied Research and Technology Group.

Alain was selected as a 2012 Harvard Fellow in Advanced Leadership (ALI) with peers committed to address important issues including the environment, health, education and governance. During his fellowship, Alain honed his expertise in large-scale risks, mentored and delivered leadership seminars to Harvard University's and other Ivy-League's students and led the incubation of a complexity-reduction lab.

Alain graduated in Commerce (Quantitative Methods) from Concordia University and is a Harvard Business School's alumnus in entrepreneurship (OPM, 1997-1999). He fine-tuned his skills in management of change and social psychology at MIT and the Gestalt Institute of Cleveland. He is also certified to teach negotiation in the corporation by Harvard Law School where he was privileged to learn from Robert Mnookin, Lawrence Suskind, Bill Ury, Bruce Patten and the late Roger Fisher.

Recognized by the Project Management Institute (PMI) for "his outstanding contribution to the state-of-the-art of project management", Alain was also honored by the Presidents of Harvard University and Harvard Alumni Association for his "Leadership, Vision and Service" to Harvard community. He is the author of the book titled "[Harnessing the Power of Intelligence](#)" which was recommended by [leading scholars, corporate executives and the competitive-intelligence community in Fortune 100 companies, the Chief of the Defence Staff of the Canadian Forces and the Office of the Chairman of the Joint Chiefs of Staff of the US Department of Defense](#). Building exemplary teams and leaders is the subject of Alain's upcoming book.

Alain's pro-bono work focuses on funding and providing advice to advance health, education and poverty reduction. He is a founding sponsor of Roger Fisher House, a conflict-resolution catalyst that is now part of Mercy Corps. He is an Advisory Board Member of both Social Hearts (Japan) and New York's Build Academy (formerly Open Online Academy) for global education in architecture, engineering and construction. Inspired by Drs. Jim Kim and Paul Farmer, Alain led the creation of Partners in Health Canada by mobilizing resources to (a) incorporate PIH as a charitable organization; (b) link PIH to strategic allies and philanthropies; (c) host funding events and (d) manufacture and deliver a fuel truck for PIH clinics in Haiti. He led funding projects for the victims of Haiti's earthquake, Japan's Tohoku earthquake and tsunami and Hurricane Sandy (with the support of French Embassy in Washington). He also orchestrated initiatives for CHEO Children's Hospital, Food Banks, Canada Without Poverty and led three times Harvard's Global Month of Service.

## V. WORKSHOP LEADER'S ENDORSEMENT

"Alain Paul Martin has a long and valued association with Teck Metals Ltd... We believe that Alain's teachings go far beyond the typical project management focus on scope, schedule, cost, and, sometimes, quality. Alain delves into topics that project managers working with complex topics or program managers dealing with multiple complex and often inter-related projects need to know about and must become skilled at to be successful. These teachings are supported by tools that we and our teams use on a regular basis to move ideas and concepts into well-defined projects that can be managed with conventional project-management tools."

**Rob Stephens, PhD, Director and  
John F. Higginson, Manager Technical Support (ret'd)  
Applied Research & Technology  
Teck Metals Ltd.**

"Mr. Martin tirelessly invests his energy to leverage his successes and networks into solutions that have a direct, positive impact on the poor... Mr. Martin's management background and extensive experience in advising global leaders, alongside his motivation to eradicate poverty and its ill effects, qualify him to make a uniquely valuable contribution to addressing inequity on a societal level. With demonstrated skills in entrepreneurship, negotiation, and issue analysis, he is precisely the sort of thoughtful, versatile leader we need to advocate on behalf of the poor and underserved."

**Prof. Paul E. Farmer, MD, PhD  
Chair, Global Health & Social Medicine  
Harvard Medical School  
Chief, Global Health Equity,  
Brigham & Women's Hospital  
Co-founder, Partners In Health**

## VI. PARTICIPANT'S FEEDBACK

"Excellent workshop leader who concisely addressed concerns illustrating with real-world examples! Although I have been a manager for 18 years, I still found the seminar and course material useful."

**Frank Tarbox  
President, CTH Systems Inc.**

"This is one of the best training courses I ever took. The practical cases, examples and skills of this program will help me improve the performance of my team and mine."

**Alberto Hernandez  
Engineering Manager, Avery Dennison**

"World-class seminar covering a broad range of topics in a coherent, organized presentation of value to anyone working in/or considering a career in management. Bravo!"

**David Easton  
Budget Manager, H.R. Sector, R.C.M.P.**

"This course was extremely helpful filled with useful and practical information which I will use on a daily basis with each member of my team and my own manager."

**Louise Rousseau  
Manager, Corporate communications  
PWGSC**

"Alain's Leadership-Development Workshop clearly demonstrated his deep understanding across a wide spectrum of disciplines relevant to the challenges today's leaders face globally. He has developed leadership and management tools which he openly shared with his workshop participants. These concepts and techniques relevant for all levels leadership can be implemented immediately. His course material was thought provoking, delivered in an energetic, warm and caring manner. Thoroughly enjoyable and highly recommended."

**Naomi Peters  
Executive Assistant to the President and  
CEO, K+S Potash**

"Alain Martin has a vast experience and a great capacity to transfer learning to participants. Bravo!"

**Danny Coveney, Specialist  
Training Simulation, Technical Operations  
Nav Canada**

"Excellent speaker and workshop. I will recommend the program."

**Jennifer Farrell  
Business Development Specialist  
Veritaag Technology**

"An excellent course. Alain Martin was very dynamic and kept our attention every day."

**André Martin, Section Head  
General Chemistry and Organic Division  
Patent Branch, Canadian Intellectual  
Property Organization**

"In just three days of training, I am leaving with a full spectrum of new ideas, a complete toolset and course materials that will serve me for years!"

**Marie-Joëlle Dulude  
Liaison Leader, University of Ottawa**

"I would highly recommend this course to any new manager or leader! The acquired skills will help immensely in improving your effectiveness."

**Michael Breen  
Project Leader, Manufacturing Industries  
Industry Canada**

"PDI Seminars and Mr. Martin's expertise combine to provide aspiring and accomplished executives with valuable information, strategies and instruments for managerial excellence. The Professional Development Institute is a priceless catalyst for personal and career advancement."

**Ozzie Logozzo  
Director, Real Estate College  
Ontario Real Estate Association (OREA)**

"A very competent instructor; delivered an outstanding workshop... I plan to take further seminars with Mr. Alain Martin."

**J. Kassis  
Web Technical Specialist  
Information Technology Services (ITS)**

"Great class involvement! The skills and tools acquired during this seminar should help us use our limited resources more effectively and efficiently."

**John Stonier  
Accident Investigator, Air Operations  
Transportation Safety Board**

"I have been on many seminars over the last 13 years. I have never met anyone (until Alain) that was able to relate his training to real-life examples. Great job!"

**Philip Rizcallah  
Research Coordinator, Fire Safety  
Institute for Research in Construction,  
Engineering, National Research Council**

"With a very experienced and captivating workshop leader, this course should be mandatory for all DND project managers and directors. It is grounded in the real practical world. It teaches you to keep the blinders off; and promotes thinking out of our sometimes self-centered box"

**Sergeant T. Ernie-Parolin  
Department of National Defense**

"This workshop provided me with the fundamental tools to improve my skills ranging from leadership to time management."

**Capt. Adele Boivin  
Manager, Base Construction Engineering  
Department of National Defense**

"This seminar was very insightful. I'm looking forward to applying the practical knowledge learned. Great "real life" business examples!"

**Caroline Paris  
Director, Network Promotion, TV Ontario**

"Exceptional course - well worth the time and money. I will recommend it to my peers and training coordinator."

**Dave Green  
Finance Resource Management, CRA**

"This course takes complex scenarios and provides concrete strategies for achieving success."

**Mary Ann Kane  
Project Manager  
Correctional Services**

## VII. FEEDBACK FROM PARTICIPANTS IN OTHER EVENTS

"I was privileged to work with Alain Paul Martin at Harvard University, attend his lectures and provide technical support for his research on complexity reduction.

Alain cares deeply about the students he mentors, Harvard staff and his Advanced Leadership colleagues. He is passionate about social justice. His compassion for the less privileged is genuine. Candid to share his mistakes, he welcomes critical scrutiny of his work, listens, validates and acts on suggestions.

A model leader and educator with a touch of humility and captivating public speaker!"

**Cochise Pearson, M.Ed.**

**President Ivy Scholars Success**

"I have worked with Alain in many occasions to improve business strategy and execution, and coach my management team. I also attended his leadership and negotiation training program. A remarkable strategist with typical rigor and discipline of a professional engineer, he has helped me reframe et solidify positioning to deliver key business outcomes. Extremely generous, committed to help and make a difference, he has part of the cream of the cream as business partner, collaborator and 'catalyst'. Great coach, I owe him a lot."

**Gilles Morin**

**Vice-President**

**Export Development Canada**

"Alain Paul Martin is a true authority on the subject of risk, complexity reduction and the transfer of universal skills. At some of the "darkest hours" in leading complex projects and managing global risks, I turn to Alain's methodologies clearly laid out in his seminal book *Harnessing the Power of Intelligence, Counter-Intelligence & Surprise Events*. It is like the *Physician's Desk Reference* for strategists and practitioners alike. Alain is a masterful public speaker and he captivated an audience of fellow HBS alumni and guests when I hosted him at the French Embassy. Alain receives my highest praise."

**Dante A. Disparte**

**Founder and CEO at Risk Cooperative**

**Co-Author *Global Risk Agility and Decision Making***

## **VIII. TERMS AND CONDITIONS**

The tuition fee for attending this workshop at our premises is \$1,395 per person.

The flat fee for delivering this workshop at the client's designed location are \$20,400 plus expenses. Our per diem billing is US\$6,800 plus one-day compensation for air travel exceeding 4 hours. If required to support your request, we would provide supporting evidence for our services to governments and companies.

The course materials are billed at \$180 per participant (market value \$225).

The client is responsible for the conference room, audio-visual materials including 2 flip charts, an 8x8 feet projection screen, a digital projector for PowerPoint presentations and a laptop computer (as a back-up machine). We also recommend round tables, each seating five participants, in a crescent arrangement, to face the workshop leader.