



**The Professional Development Institute PDI Inc.**

Architects of Harvard University Global System™  
Cambridge MA, Ottawa ON, and Gatineau QC  
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[www.executive.org](http://www.executive.org)

**Hands-on Seminar Applying Harvard University Global System™ Tools**  
***Leadership & Management Skills Workshop***  
**for Managers, Team Leaders and Supervisors**

**I. Workshop Objectives**

This intensive workshop provides the proven knowledge and competencies to permit current and aspiring managers and team leaders to excel in their profession. The participants will take home the skills, know-how and tools to get the very best of every employee, and make a real difference in the effectiveness and productivity of their teams. They will learn to set and accomplish objectives, coach, delegate and motivate, review performance, communicate and give feedback including unpleasant news without impairing self-esteem ... and much more.

**II. Workshop Benefits**

At the end of this hands-on workshop, the participants will acquire the proven skills to attract, empower, reward and retain talent, get commitment to a shared vision, delegate, bring out the best in others, and lead their team to success. They will learn to recognize true priorities; assume responsibility and accountability; manage risks; resolve problems and conflicts; respect diversity; build a culture based on trust and mutual respect; inspire; mentor and serve as a role model for others. And they will take home new ideas, including the Harvard University Global System™ framework with proven tools and sound timesaving skills, most of which are unavailable elsewhere.

The focus is on practical skills, tools and techniques to improve productivity, build winning teams with management and peers, and maximize collective gains and value to your organization. The specific objectives of this workshop are to help the participants:

- Set and negotiate goals and priorities in partnership with their manager(s);
- Organize their day and manage time including deadlines, e-mail, voice mail, meetings, drop-in visitors and time-wasters;
- Validate where their time actually goes (based on facts, not perceptions);
- Understand the fundamental principles and levers of compatibility in order to build high-performing teams, improve communications, trust, and interpersonal relationships;
- Learn to take calculated risks to exploit untapped opportunities and adopt the cautionary principle based on the premise that one ounce of prevention is worth one pound of cure.
- Prevent crises, manage conflicts, difficult people and awkward situations assertively using Roger Fisher's framework;
- Make their managers, peers and teammates more effective; improve working relationships; assume more leadership and managerial responsibility without the benefit of authority;
- Clarify their role, prevent role conflict and excel in working with peers, multiple managers and demanding clients;

- Harness the untapped opportunities brought about by the power of new technologies;
- Practice in a friendly atmosphere and seek guidance from the seminar leader;
- Make their job more meaningful, build trust, and take charge of their growth and career plans.

### **III. Workshop Outline**

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

- Fundamental drivers of good decisions and policies
- How to validate goals and prevent errors
- Practical team exercise and interactive feedback
- How to set priority & urgency: Theory and best practices
- How to lead without the benefit of authority
- How to get and apply collaborative power and other instruments of influence and control

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

- Beyond situational leadership: Acting with a conscience, competence and commitment
- Leadership knowledge (not necessarily diplomas)
- Key interpersonal skills; behavior of strong leaders
- Essential team-management skills

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

- 5-stage journey to a high-performing team
- Team and leader roles: Nine keys to compatibility
- Exercise: Charting responsibility and accountability
- How to assign clear roles and prevent serious conflicts
- How to reduce usual delays in getting approvals

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

- The best practices and theories: Schein, Katz et al
- Motivating former peers and newcomers
- How to delegate, empower and get results
- Practical lessons from high-achieving team leaders

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

- What should change and in what sequence
- Changing attitudes and behavior

#### **6. How to Conduct Effective Reviews**

- Sensitive performance review
  - Exercise and group discussion
- Practical tips for successful review meetings
- How to praise, reward and discipline
- Managing nine staff reactions
  - Current best practices

#### **7. Managing Conflict**

- How to discuss complaints with employees
- Conflict diagnosis and resolution road map

- Conflict Management: Valid options from an array of choices

#### **8. Managing Difficult and Hostile People**

- Film: Dealing with constantly difficult people who are passive, resistant or openly hostile
- How to nurture the misguided to take the high road even when it is difficult
- How to firmly discipline without adverse effects
- How to terminate without liabilities and grave risks

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

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

#### **10. Learning from Exemplary Leaders Who Consistently Exceed Expectations**

- Wallis Kendall: Turning hopeless performers into outstanding achievers and team players
- Alan Mulally: Revealing and harnessing untapped exceptional qualities in individuals and teams

#### **11. Exercises, Teamwork**

#### **12. Synthesis & Conclusion**

### **IV. Recent Feedback from Participants**

"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.*

"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, Manager of Budget, H.R. Sector, R.C.M.P.*

"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*

"Great course. Each day went more quickly than I expected. Dry – No Way!"

*Rick Rayner, Program Officer, Assessment & Collections, CRA*

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

*Jennifer Farrell, Business Development Specialist, Veritaag Technology House*

"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*

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

***Dave Green, Finance Resource Management, CRA***

"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)***

"Excellent workshop. I recommend it to every manager."

***Francine Charette, Manager, Sports Canada***

"The workshop leader kept my undivided attention throughout the three days."

***Carole Durepos-Tremblay, Senior Assessment Officer  
Finance & Procurement, National Capital Commission***

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

***Mary Ann Kane, Project Manager, Correctional Services***

"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***

"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***

"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***

"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***

"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."

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

## **V. Workshop Leader: Alain Paul Martin**

Alain Paul Martin currently teaches advanced risk management to nuclear-power executives and project managers. He also coaches team leaders and executives, and teaches strategy, principled negotiation, interest-based consultations, project management and leadership. Prior to presiding over PDI, he held managerial positions in operations research and systems development at Du Pont (petrochemicals), Domtar (construction and pulp & paper) and Bombardier Aerospace. He has also managed a variety of international projects including telecommunications, airport security, R&D, mergers & acquisitions, CBC news-coverage evaluation, and the strategic turnaround of a large North American financial institution.

Alain is also a Faculty Member of the Graduate Business School of the University of Quebec where he teaches management (strategy, conflict, negotiation) in the Project Management Master's Degree Program. He has advised the Director General of UNESCO on restructuring and renewal, and has served as executive member of the non-partisan Committee of the Prime Minister of Canada on Government Reform (strategic risk and labor issues).

Between 2003 and 2005, he developed and delivered a series of advanced risk management workshops for executives, team leaders and senior engineers assigned to nuclear-power projects (Atomic Energy of Canada, Babcock and Wilcox, Bruce Nuclear, and OPG's Darlington and Pickering nuclear-power plants). He has also served as senior labor-negotiation and strategic-alliance advisor to an executive task force integrating into a single organization five agencies mandated to protect investors, maintain the integrity of the securities markets, and regulate financial institutions.

Mr. Martin's clients include Boeing, Boliden, Bombardier, EDC, GE, Cap-Gemini, GM, Hilton, MetLife, Procter & Gamble, Skanska Cement of Sweden, Ontario Power Generation, The Association for Science and Technology in China (CAST), the Swedish Employers Council, The Engineering Advancement Association of Japan, telecom companies, governments and NGOs.

Mr. Martin is an alumnus of the Harvard Business School where he studied entrepreneurship. He also holds a Bachelor's degree in Commerce from Concordia University. His training background includes eBusiness and management of change at MIT, team building and people skills at the Gestalt Institute of Cleveland, and principle-based negotiation and mediation at the Harvard Law School.

Alain has invented the Harvard Business Planner<sup>®</sup> and developed Harvard University Global System<sup>™</sup> – a practical framework comprising management tools and road maps on human intelligence, issue analysis, strategy, risk and project management. He has coached trainers in advanced time management. The Project Management Institute (PMI) has recognized him for “his outstanding contribution to the state-of-the-art of project management”. He is currently the President of Harvard Business School Club in Canada's National Capital area.

See Next Page for a detailed professional vitae of the workshop leader.

## **About Alain Paul Martin**

### **Experience**

- **President:** The Professional Development Institute PDI Inc., 1985 to present
- **Faculty Member:** Graduate Management Program, University of Quebec, 1997-2006
- **Leader - Advanced Risk Management:** Nuclear Power, AECL, B& W, Ontario Power, 2003-2005
- **M&A Advisor:** Task force mandated to protect investors and regulate financial institutions, 2003
- **Strategy Advisor:** eBusiness and Government on Line, Export Development Canada, 2001-2002
- **Executive Member:** Non-partisan, Prime Minister Committee on Government Reform, 1994-97
- **Consultant:** Leadership, Strategy, Risk, Principled Negotiation & Project Management, 1979 to present: Alcan, Boeing, Desjardins, GE, Hilton, MetLife, Procter & Gamble, Textron-Bell Helicopter, UNESCO
- **Consultant** to the Director General of UNESCO: Led UNESCO Re-engineering & Best Practices (1997)
- **Consultant:** Corporate Strategy for the Presidents of Desjardins Group & Confederation (1985-97)
- **Investigator:** Risk & Safety Engineering on C5A, F111, CL250, NB50 (GD-Nuclear Boat): Bombardier
- **Project Manager:** Risk Analysis, Systems and Operations Research: Du Pont
- **Manager:** Systems Development: Domtar Construction Materials and Domtar Inc.
- **Manager:** Risk Prediction & Monitoring of Election Issues: CBC News Bureau
- **Manager:** Detailed engineering 1,500-mile microwave link
- **Patent Holder:** U.S.A., Canada, Japan
- **Featured Speaker:** Nortel Global Conference (Harvard Faculty Club), Bell President Club, Procter & Gamble (New York & Chicago), IEEE, ORSA & AFIPS National Conferences
- **Seminar Leader** in the USA, Canada, Europe, Japan and China: Strategy, Risk, Negotiation & Leadership (14 years); Project Management (20 years); Intelligence Production & Analysis (5 years)
- **Co-op Student:** Sender Freies Berlin (Germany), Peugeot (France), Herzmansky of Vienna in Austria
- **Summer Jobs:** Faculty of Engineering (Carleton University), Dept. of Nuclear Physics (U. of Ottawa)

### **Education & Executive Development**

- Concordia University, Montreal, QC: B. Com. Quantitative Methods & Operations Research, 1968-1973
- Harvard Business School, Boston, MA: OPM (27th Alumni Class), 1997-1999
- Harvard Business School, Boston, MA: Strategy (Building and Sustaining Competitive Advantage)
- Harvard Law School, Cambridge, MA: Teaching Negotiation in the Organization
- Harvard Law School, Cambridge, MA: Negotiation for Senior Executives
- Harvard Law School, Cambridge, MA: Advanced Negotiation for Sr. Executives with Bill Ury
- Harvard Law School, Cambridge, MA: Negotiation for Lawyers with Emeritus Prof. Roger Fisher
- Harvard Law School, Cambridge, MA: Advanced Negotiation for Lawyers with Prof. Bruce Patton
- Harvard Law School, Cambridge, MA: Mediation with Prof. Robert Mnookin
- MIT Sloan School of Management, Cambridge, MA: Managing Complex Product Development Projects
- MIT Sloan School of Management, Cambridge, MA: Management of Change
- MIT Sloan School of Management, Cambridge, MA: Evaluation of Government Programs
- MIT Sloan School of Management, Cambridge, MA: Developing an Internet Business Strategy
- Gestalt Institute, Cleveland, Ohio: Gestalt Psychology & Intimate Systems
- Cognitive Behavior Modification Conference, B.F. Skinner & D. Meichenbaum, Los Angeles, CA
- Harvard Business School Alumni Conferences: Berlin, Cleveland, Shanghai and Washington
- Risk Management, Options and Real Options with Dr. Michael Rees (Oxford, UK), New York, NY
- Advanced Project Management: Arthur D. Little, Boston, MA
- Electronic Commerce: Dr. John Sviokla, Diamond Cluster, Chicago, IL

**Author:** Harnessing The Power of Intelligence (2002), Harvard University Global System™ Road Maps (2002); Overhauling UNESCO & Strengthening its Essence (1997); Bringing Time to Life (1994); Think Proactive (1983); Shifting Gears to Matrix, J. Meredith's Project Management (Wiley, 1985)

**President:** Harvard Business School Club, National Capital Chapter (2005-Present)

**Memberships:** Harvard Faculty Club, Harvard University Alumni Assoc., Mathematics Society of France

**Founding Sponsor:** Roger Fisher House: fosters peace, lessens racial tension & youth violence worldwide

**Other interests:** Ecology, Amnesty Int'l, windsurfing, long-distance running (several marathons), hiking