

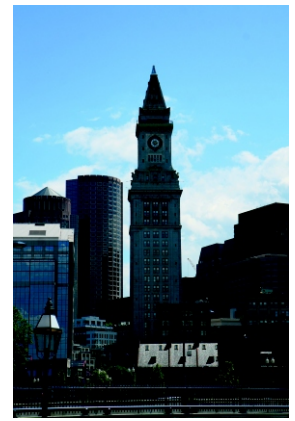


# The Professional Development Institute

Skills and Practical Tools Helping Achievers Forge Excellent Careers  
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Applying  
Harvard  
University  
Global  
System™  
Tools



## Welcome to PDI workshops held in Canada and the USA!

At The Professional Development Institute (PDI), we focus on one mission: empowering you with the universal competencies and practical tools that are critical to your success in making a lasting positive difference, wherever you chose to serve. We want you to perform to the best of your potential in Team Leadership, Negotiation, Project and Risk Management, Brainstorming, Finance and Communication (Presentation and Writing Skills).

Our unparalleled reputation for quality and excellence was built over 40 years of service. We are the only organization licensed by Harvard University to create and deliver Harvard University Global System™, the best toolkit for guided brainstorming, planning and controlling projects, negotiating principled deals, crafting a strategic policy and managing your time. Whether you are a scientist, an MBA, an engineer, a CPA, a PMP, an economist or a lawyer, you will acquire practical tools and cutting-edge skills to fast-track and refine your journey to excellence.

Our participants include senior executives, managers, team leaders, executive assistants and administrative professionals. They work in R&D, finance, IT, HR, policy, communications, engineering, procurement, production, QA, evaluation, business development, marketing, sales, health and corporate services.

Our U.S. sessions are held in Boston-Cambridge and in Manhattan (NY). Our Canadian campus is specially designed for interactive learning and creativity. It is located near the scenic Gatineau Park, a 15-minute drive from downtown Ottawa and about an hour direct flight from New York's LaGuardia Airport. We work with partners in Latin America, Europe, Japan and China.

## Six Universal-Skills Workshops in Boston, New York and Ottawa Guaranteed to Enhance Your Performance

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## Negotiation-Excellence Skills: Hands-on Workshop Applying Harvard University Global System™ Proven Tools

For Executives, Team Leaders, Lawyers, Buyers, Sellers & Executive Assistants



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

### PARTICIPANTS' FEEDBACK

“Trade negotiations and multilateral-cooperation deals are complex. With first-hand experience and Harvard-University education, Alain Martin understands the fleeting-coalitions dynamics and the subtleties of context, wording and tone. He helped financial institutions get the best of the NAFTA, played a role in crafting cooperation between several countries and forged strategic-partnership agreements in the business world.”

**Danièle Testelin, Diplomat & Senior Advisor, CIDA**



### WORKSHOP OBJECTIVES

This workshop is for anyone who must influence and secure high commitment without authority. It focuses on proven ways to enlarge the pie and create a superior value to what can be gained by compromise, coercion, arbitration, court and other means of dispute resolution.

### OUR GUARANTEE

You will hone your skills to forge durable agreements, build allies, buy or sell property, settle disputes, seek a raise or a promotion, retain talent, finance projects, chart a clear responsibility or gracefully exit if appropriate. You will be skilled to juggle with last-minute demands, pricing intricacies, concessions and other conditions used by shrewd negotiators. You will refine your ability to build lasting relationships and a reputation for being dependable, caring and competent.

Through case studies, you will practice negotiations of increasing complexity to build partnerships, craft offers and counter-offers, manage objections, deadlocks and biases, disarm your opponents ethically and make it difficult for them to withdraw from a reasonable deal.

### WHO SHOULD ATTEND?

Executives, team leaders, buyers, sellers, lawyers, senior assistants and professionals who must influence without authority. Participants come from business, trade associations, foundations and governments.

“For several years, our teams have applied Harvard University Global System™ tools learned during this workshop. The method was successfully used to orchestrate the turnaround of North-America's fastest growing casualty-insurance company. For example, I always use the Factional Analysis Grid to assess each party's interests in high-stake negotiations.”

**John Harbour, Former President, Desjardins Group**

### PROGRAM LEADER: Alain Paul MARTIN

A Harvard and MIT trained expert in leadership, negotiation and project management and an author on intelligence, Alain Martin leads bar-certified seminars for lawyers and has conducted negotiations on trade (NAFTA), capital projects (IBRD), energy (PEMEX, EON), M&A (insurance, biotech), dispute resolution (Japan-Canada), procurement (defense, banks), wrongful dismissals and executive compensation. He currently works on the policies and negotiations to address large-scale risks in oil, gas and mining.

Alain is a 2012 Harvard Fellow (Advanced Leadership), an alumnus of Concordia and Harvard Business School, certified by Harvard Law School to teach negotiation in the corporation. He fine-tuned his skills in management of change and social psychology at MIT and the Gestalt Institute of Cleveland. He leads leadership, negotiation and project/risk management workshops worldwide.

Alain is Chief Architect of Harvard University Global System™. His clients include Fortune 500 companies, governments and NGOs. Recognized by the Project Management Institute for “his outstanding contribution to the state-of-the-art of project management”, Alain was honored by the Presidents of Harvard University and Harvard Alumni Association for his “Leadership, Vision and Service” to Harvard community (2011).

### UNIQUE COMPLETION CERTIFICATE



# Negotiation-Excellence Skills: Hands-on Workshop Applying Harvard University Global System™ Proven Tools For Executives, Team Leaders, Lawyers, Buyers, Sellers & Executive Assistants

**ALAIN PAUL MARTIN'S WORKSHOP OUTLINE (2.5 DAYS - 2 CEU)**

## 1. Practices and Pathways to Negotiation Excellence

- Think twice; reality defies perceptions: Fisher workout.
- Treat everyone with warmth, respect and empathy.
- Have a mission-driven roadmap. Hitchhike on events.
- Listen. Prepare. Validate claims. Use proven tools and ethical-intelligence sources to understand each party's context (interest, goal, values, issues, culture), behavior (position, emotions, tactics: gambits, ploys, hostility).
- Invent options with Harvard® Brainstorming Grid.
- Maximize legitimacy. Use verifiable benchmarks.
- Prepare for a graceful exit with the most viable Plan B.
- Plan closure. Set best milestones for high commitment.
- Execute: quality in time & sustainable benefit/cost ratio
- Learn from masters: Fisher (Getting to Yes), Mnookin (Bargaining w. the Devil), Susskind (Dealing w. Anger) Ury (Getting Past No), Lempereur (First Move), etc.

## 2. Preparation: Know Your Stakeholders and Issues

- Tools to understand the stakeholders and validate their interests: Factional Scale, psychographics, power asymmetry, open-source intelligence (OSINT)
  - OSINT demo: Supplier-claim and CV irregularities
- How to anticipate and track issues during incubation.

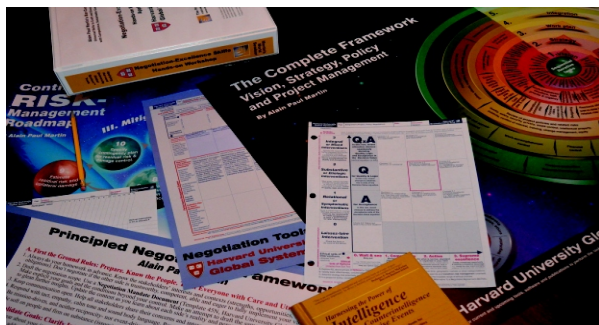
## 3. Skills for Charting a Clear Negotiation Mandate

- Interest-based deals: How to validate the negotiation goals, scope, conditions beyond each party's control, risks and mitigation scenarios, milestones and progress
  - Harvard® Negotiation Mandates: Teamwork to draft one for each negotiation party including yours.
- Prevent role conflict: Harvard® Responsibility Chart.

## 4. Skills and Tools to Invent Options for Mutual Gain

- Caution about using popular brainstorming techniques
- Critical success factors to invent mutual-gain options
- From issue-linkage to options, strategy and deliverables
- Harvard® Brainstorming Grid (HBG): Real-life cases
- HBG Exercise: Creativity and negotiation role-play

## BEST COURSE MATERIALS



## 5. People Skills to Ensure Sustainable Commitment

- How to negotiate with limited authority without exaggeration, confrontation, coercion or manipulation
  - Effectiveness of authority and power in negotiations
  - Authority and the law of diminishing returns
  - How to increase its effectiveness as a deterrent
  - The power spectrum: from Joseph Nye to Churchill
  - Real-life cases: How did GDAG leapfrog all banks? How Céline Dion's power saved a Pope's visit? Mad-Cow dispute w. Japan; wrongful dismissals in business and governments; negotiating a promotion
  - Negotiation intermediaries: Global-trademark license
- How to ethically deal with harsh negotiators who resort to systematic hostility and obstruction

## 6. Prudent Balance between Opportunity and Risks

- Crafting interest-based deals: Critical success factors
- Opportunity, risk-tolerance & risk-identification tools
- Best Alternative to a Negotiated Agreement (BATNA)
- Exercise in risk mitigation and residual-risk resolution

## 7. Terms & Conditions: Negotiation-Dance Exercises

- Pricing, bidding, auctioning, concessions, counter-offers, last-minute demands and advanced pricing tips
- Framing, escalation, soft money and other tactics

## 8. Practice: More Hands-on Principled Negotiations

- How to negotiate with same suppliers, clients, etc.
- Harborco role-play: Multi-issue and group simulation
- Issue of fleeting coalitions and illusion of validity
- High-visibility negotiations: Real-life video learning
  - The billionaires' and world-leaders' negotiator who turns fence sitters and dissenters into allies
- Face-to-face, phone, e-mail & virtual-negotiation tips

## 9. How to Close Deals & Forge Lasting Agreements

- Steps to build trust, avoid deadlocks and inadequate closure. Foundation for long-term relationships

## 10. Universal Tools for Negotiators and Professionals

- Practical road maps and templates for daily referral

**For a detailed outline and the latest feedback from participants, visit [www.eharvard.org/negotiation](http://www.eharvard.org/negotiation).**

**Tuition:** 2.5 days: Regular fees: \$1395; Government: \$1345; Group fees for 3 or more participants: \$1295 per person.

5-day Option: Regular fees: \$2495; Government: \$2445 Group of 3 or more participants: \$2395 per person.

This option includes the workshop titled "Breakthroughs in Project Scheduling, Resource Allocation, Budgeting, Earned Value & Progress Control" on page 5.

Terms and conditions and registration form on page 8. Register online at [www.eharvard.org](http://www.eharvard.org) or call us (9 AM - 5 PM EDT)

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## 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



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

#### WORKSHOP OBJECTIVES

This workshop is for achievers with a track record of either as managers or professionals who wish to gain skills and cutting-edge knowledge in leadership. As a participant, you will learn to inspire and nurture talent; build high-performing teams and set a gold standard for exemplary conduct through a resilient culture of excellence, accountability, integrity, compassion, selfless courage and genuine self-leadership.

#### WORKSHOP LEADER: Alain Paul MARTIN

Alain Martin has the breadth and depth of education and leadership experience (business, government, NGO) to deliver this unique workshop.

He held managerial positions (Du Pont, Domtar, CBC, CIDA, Agriculture) and was elected President of two Harvard University clubs. He conducted a wide-range of negotiations and has served as a non-partisan Executive Member of the Prime Minister's Committee on Government Reform. He advised several presidents (Biok, Desjardins) and the Director General of the UNESCO. Alain was twice a faculty member at the University of Quebec where he taught negotiation and management of change in the M.Sc. Project Management.

Alain graduated in Commerce from Concordia and is a Harvard Business School's alumnus in entrepreneurship (1997-1999). He 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. At Harvard, he mentored students, acquired cutting-edge knowledge about large-scale risks, delivered leadership seminars and led the incubation of a complexity-reduction lab.

#### PARTICIPANTS' FEEDBACK

"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."

**A. 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."

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

#### DETAILED OUTLINE (2.5 DAYS - 2 CEU)

##### 1. Profession Team Builder: Exemplary Conduct

- Courageous self-leadership: Astronaut Mullane's tips
- Knowledge, skills, behaviors incl. zero-tolerance issues
- How to concurrently improve interpersonal relations and team performance: FIRO-B exercise
- How to assign clear roles and prevent serious conflicts
- Teamwork: Charting responsibility & accountability

##### 2. Neglected Issues in Managing and Leading Teams

- Fundamental drivers of good decisions and policies
- Exercise: 7 tests to validate goals and prevent errors
- Priority-setting exercise: Most pervasive challenges
- How to lead without the benefit of authority
- How to get and harness soft power, when necessary
- How to stop normalization of deviance: Diane Vaughan

##### 3. How to Motivate, Delegate and Empower Teams

- The best practices and theories: Ed Schein, Katz et al
- Motivating former peers, newcomers and old hands
- How to delegate: Counterintuitive ways to get results
- How to empower team members, peers and bosses

##### 4. Management of Sustainable and Ethical Change

- How to orchestrate positive and irreversible change

##### 5. Conflict Prevention, Diagnosis and Resolution

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

##### 6. Managing Difficult and Hostile People

- Film and teamwork: Dealing with constantly difficult people who are passive, resistant or openly hostile

##### 7. 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

##### 8. Exemplary Leaders: Inspiring Women and Men

##### 9. Exercises, Teamwork, Synthesis and Conclusion

"Alain's Workshop on Leadership Development 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 and continuously. 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 & CEO, K+S Potash**

**Tuition:** 2.5 days: Regular fees: \$1395; Government: \$1345; Group fees for 3 or more participants: \$1295 per person.  
4.5-day Option: Regular fees: \$2395; Government: \$2345; Group of 3 or more participants: \$2295 per person.

This option includes the workshop titled "Exemplary-Team Leadership & Management Skills Workshop, Part II", p. 8.

Terms & conditions and registration form on page 8. Register online at [www.eharvard.org](http://www.eharvard.org) or call us (9 AM - 5 PM EDT)

# Hands-on Project-Management Skills and Best Practices: Scheduling, Resource Allocation, Budgeting, Earned Value & Progress Control Applying Harvard University Global System™ Tools: For Project Leaders and Their Team Members



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

## PARTICIPANTS' FEEDBACK

“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 issues 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.”

**Dr. Robert L. Stephens, Coal and Energy, Teck Metals**  
**John F. Higginson, Manager Technical Support (Retired)**  
**Applied Research and Technology, Teck Metals**

“Alain delivered “Advanced Project and Risk Management” Workshops to OPG Nuclear Project Managers and Executives over a 4-year period... These sessions covered the complete project management cycle from project and risk incubation to stakeholder analysis and strategy formulation to operational planning including estimating, resource allocation, budgeting, earned-value planning and progress control. Including myself, the sessions were taken by approximately 200 OPG Project Managers, Sr. Engineers and Executives. Feedback from all sessions were excellent. Course materials and instruction exceeded all of the requirements established by OPG.”

**Mark Arnone, VP Nuclear Refurbishment, OPG**

## WORKSHOP OBJECTIVES

The objectives of this intensive workshop are provide you with the best practices and skills to set realistic goals, estimate time and cost, allocate resources, craft a budget with commitment and cash flow plans; select review milestones based on context rather than a chronological control frequency; firmly manage change and progress; recognize early warning signs of delays and cost over-runs and deliver excellent results (scope, quality, time, cost, value) or gracefully exit, when it is in the client's interest.

## WHY IS THIS WORKSHOP UNIQUE?

1. Martin's seminars have gained the recognition of clients in finance, aerospace, IT, mining, power generation and government (education, health, defense, national security).

2. You will apply the Harvard University Global System™, a practical framework comprising proven instruments to manage large and small projects with scarce resources, constant changes in deliverables, tight budgets and inelastic deadlines. Leading companies (Teck, Desjardins, Ontario Power, Skanska) and defense agencies have applied the tools in projects varying from millions to over a billion in range to schedule and visually allocate resources and track progress with more visibility and accuracy than ever.

3. You will receive the best available course materials and a unique certificate of completion specifying your proficiency in project management applying Harvard University Global System™ tools.

## WORKSHOP LEADER: Alain Paul MARTIN

Recognized by PMI for his “outstanding contribution to the state-of-the-art of project management”, Alain is a 2012 Harvard Fellow in Advanced Leadership, a Concordia graduate in Commerce with extensive training in principled negotiation and mediation from Harvard Law School and Management of Change from MIT Sloan School. Alain is a Harvard Business School alumnus in entrepreneurship (1997-99). More on p. 2, 4 and [www.eharvard.org/martin](http://www.eharvard.org/martin).

## OUTLINE (2.5 DAYS - 2 CEU)

### 1. Pre-Readings Review: Upstream Planning Tools

- Start with a clear mandate: Harvard® Project Scope.
- Prevent role conflicts; build early warnings for delays and cost overruns with Harvard® Responsibility Chart
- Brainstorm the best work breakdown structure (WBS) and deliverables with Harvard® Brainstorming Grid.
- Define risk and mitigation strategy with the risk protocol embedded in each of the above instruments.

### 2. Scheduling, Budgeting and Resource Allocation

- Select from 18 criteria for estimating and scheduling
- Estimating: from PERT and CPM to Global (HUGS)
- Baseline scheduling: Least-cost scenario; teamwork
- How to allocate resource: Single & multiple projects
- How to streamline and, if necessary, fast-track work
  - Risks of fast-tracking brain-intensive tasks: Boeing
- How to manage projects with inelastic deadlines
- Exercise in budgeting, commitment and cash flow
- Best earned-value milestones for progress control

### 3. Implementation: 360° Tools and Best Practices

- How to anticipate and control change and downtime.
- How to assess progress and risks at each milestone.
- New schedule and cost projections: 12 validity tests
- Progress-control exercises and teamwork



**Tuition:** 2.5 days: Regular fees: \$1395; Government: \$1345; Group fees for 3 or more participants: \$1295 per person.  
5-day Option: Regular fees: \$2495; Government: \$2445; Group of 3 or more participants: \$2395 per person.

This option includes the hands-on workshop titled “Negotiation-Excellence Skills” on pages 2 and 3.

Terms & conditions and registration form on page 8. Register online at [www.eharvard.org](http://www.eharvard.org) or call us (9 AM - 5 PM EDT).

## Workshop for Executive Assistants & Administrative Professionals

Best Practices and Skills for Partnering with Your Team and Management and Moving Forward  
Applying Proven Personal-Organization Methods and Harvard University Global System™ Tools



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

### WORKSHOP OBJECTIVES

This 2.5-day workshop has been designed for management assistants who are struggling with an increasing workload and resource constraints. The focus is on the skills and tools to improve productivity, build a winning team with bosses and peers, and maximize value to your organization. This unique experience will help you:

- Set and negotiate goals, priorities and urgency in partnership with your manager(s);
- Organize your day and manage time (deadlines, meetings), drop-in visitors and time-wasters;
- Manage conflicts, difficult people, crises and awkward situations assertively;
- Make your manager(s) more effective; improve your working relationship; assume more leadership and managerial responsibility without the benefit of authority; build empowerment-inducing habits;
- Clarify your role and excel in working with peers, multiple managers and demanding clients;
- Practice in a friendly atmosphere and seek guidance from the seminar leader;
- Make your job more meaningful, build trust, and take charge of your growth and career plans.

### PREWORK

Much of your time during this workshop will be invested to deal with back-home problems and barriers to building a winning team. We believe learning occurs most readily when quickly applied to real-life situations you care about. Therefore, we want you to do some thinking before the workshop about:

1. Activities that make up your job and percentage of time spent on each per week.
2. Two interpersonal situations you have a difficulty with on the job, e.g. negotiating priorities with one or more bosses, cutting off conversations, keeping people from disturbing your manager(s), delegating work to others, enforcing deadlines. Who is involved? When does it occur? How do you usually handle the situation?

### PARTICIPANTS' FEEDBACK

"Filled with real-life examples, this seminar will help me set priorities, deal with difficult people and manage my time."  
**Vanessa Pereira, Exec. Assistant, Renaissance Reinsurance**

"The course is packed full of vital information. Goes into depth in certain areas. Very fast paced. Will definitely be able to apply it to my job."  
**Jill Lindeman, Executive Assistant  
Premier Manufacturing, Cincinatti (OH)**

### DETAILED OUTLINE (2.5 DAYS - 2 CEU)

#### 1. Taking Charge without the Benefit of Authority

- Understanding the importance of your position
- The art of building and using constructive power  
– Demonstration and practice
- Insights into interpersonal compatibility: FIRO-B
- Profession executive assistant: A model of success
- Managing your boss: How to build a winning team

#### 2. How to Set Goals and Priorities

- Personal and business goals: Practical validity tests
- How to set and validate your goals: Team exercise
- How to assess priorities and deadlines
- In-basket exercise on priority and urgency

#### 3. Managing Conflicts and Difficult People

- Diagnosing conflicts affecting administrative staff
- Understanding our behavior; preparing for the worst
- Managing difficult bosses, co-workers and others  
– Dealing with aggressive and passive hostility
- Video case study, team exercise and guided learning

#### 4. Preventing Role and Responsibility Conflicts

- How to clarify your role with your boss and peers
- How to prevent unfair evaluations
- Practical exercise in role and responsibility charting

#### 5. Personal Organization - Scheduling Your Day

- Practical teamwork on selecting the best filing system
- How to set reasonable deadlines; securing agreement
- How to control your day & focus on high-return tasks
- The quiet hour: How to make it happen
- Working smarter: Eight drivers to control your day
- Smart search and e-mails: Tips to get the best results
- How to reduce your workload with the invisible Web

#### 6. How to Control Interruptions and Time-Wasters

- How to control drop-in visitors and interruptions
- Practical tips to deal with major time-wasters

#### 7. How to Prepare Shorter and Productive Meetings

- How to run effective meetings: Hyman Rickover tips
- Video-learning exercise: Meetings Bloody Meetings

#### 8. Building the Foundation for Career Excellence

- How to develop courageous self-leadership (Mullane)
- Practical tips for building an excellent career and a proactive life based on Dr. Herbert Shepard's research

"Best training I've taken up to now! Excellent course! I will recommend it to my unit."

**Maxine Lambert, Executive Assistant, Industry Canada**

"Alain Martin has an extraordinary ability to empower his listeners to think critically about their job."

**Michelle Lynch, Assistant to the Dean  
Business and Creative Arts, George Brown College**

**Tuition:** 2.5 days: Regular fees: \$1395; Government: \$1345; Group fees for 3 or more participants: \$1295 per person.

4.5-day Option: Regular fees: \$2395; Government: \$2345; Group of 3 or more participants: \$2295 per person.

This option includes "Advanced Executive Assistants & Admin. Professionals Workshop, Part II", on page 7.

Terms & conditions and registration form on page 8. Register online at [www.eharvard.org](http://www.eharvard.org) or call us (9 AM - 5 PM EDT)

## Advanced Workshop for Executive Assistants & Admin. Professionals

Hands-on Workshop Exclusively Available to the Participants Who Have Completed Part I (p. 6)  
Applying Advanced Effectiveness Methods and Harvard University Global System™ Tools



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

### THE GROWING DEMANDS

Important responsibilities, once reserved for managers, are now gradually assigned to competent assistants who learn fast and are focused and tactful. There is a growing demand for these professionals who possess the skills to:

- Plan work, organize and lessen the bosses' workload;
- Anticipate the details that count for multiple bosses;
- Cooperate and negotiate with a variety of people;
- Deliver solid results with people and projects.

### WORKSHOP OBJECTIVES

Through practical exercises and real-life illustrations, this intensive workshop builds on the first seminar to equip you with tangible qualifications and tools to play a growing role in your team and excel. At the end of the complete program, you will be thoroughly prepared to:

- Play a key productive role in your organization;
- Plan and coordinate projects with effective tools;
- Skillfully negotiate sensitive issues with your team and better deals and conditions with suppliers and clients;
- Deploy your strengths better to orient, coach and supervise your staff (if any);
- Remove the main barriers to sound career growth and turn your dream and vision into reality.

### WORKSHOP LEADER: Alain Paul MARTIN

At the request of several CEOs, Alain Martin teamed up with executive assistants to develop this practical world seminar permitting participants to take full advantage of Harvard-University Global System™ tools in productivity improvement, meeting and time management.

### PARTICIPANTS' FEEDBACK

"This course was very interesting and I feel I have gained a lot from it. I would highly recommend this course to other assistants!"

**Carol Ann Young, Executive Assistant  
Atlantic Canada Opportunities Agency**

"PDI is a fantastic institute. Seminars are presented brilliantly. Alain is a positive instructor. Extremely intelligent and a true role model."

**Sarah MacTavish, Administrative Assistant  
London Life**

"This is the second time I attend a course at PDI and the teaching is top quality. The food, service and staff are number #1. It is a pleasure to come and learn at this institution. Thank you!"

**Louise Couture, Divisional Assistant, Health Canada**

### DETAILED OUTLINE (2 DAYS - 1.5 CEU)

#### 1. Professionalism for Administrative Professionals

- Strength-deployment (SDI) exercise to identify and learn to deploy your strengths at work and at home
- Practical success and failure lessons from participants
- How to improve your decision quality and acceptance

#### 2. Project-Management Skills to Take Charge

- Uncomplicated tools to make plan and progress clear to everyone regardless of educational background
  - How to draft and validate your project scope
  - How to identify and manage risks; practical exercise
  - Estimating time, resources and cost: Best practices

#### 3. Rapid Progress Tracking Tools and Skills

- Work progress control: How to assess project status
- Early warnings to prevent delays and cost overruns

#### 4. Negotiation Skills Critical to Your Success

- How to prepare for any type of negotiation with bosses, peers, clients, suppliers and subordinates
  - Common errors and tips to avoid rigid positions
- Subtle elements that can make or break deals
- Practice exercises: Dealing with objections, power, ploys, hostility, lack of commitment and concessions
- How to express disagreement and avoid deadlocks
- How to reach good deals or exit amiably, if required

#### 5. Putting It All Together

- Preparing cautiously for managerial responsibility: Vital knowledge, skills and attitudes to move forward.



Tuition Fees	Regular	Govt.	Groups of 3
Seminar I (2.5 days, Page 6)	\$1395	<b>\$1345</b>	\$1295 each
Adv. Seminar (2 days)	\$1095	<b>\$1045</b>	\$995 each
Complete 4.5-day program	\$2395	<b>\$2345</b>	\$2295 each

Registration instructions on Page 8

## Advanced Workshop: Exemplary Team-Leadership Skills - Part II

Focus on Advanced Leadership Skills to Coach and Mentor High Achievers,  
Take Full Control of Your Career and Life, and Make a Lasting Positive Difference



For Boston, New York and Ottawa dates, see [www.eharvard.org](http://www.eharvard.org). Call 1-800-HARVARD. +1 819-772-7777

### WORKSHOP OBJECTIVES

Led by Alain Martin, 2012 Harvard Fellow in Advanced Leadership and crafted by working with and observing exceptional leaders, this intensive 2-day workshop provides cutting-edge leadership skills, solid techniques and practical tools to make sound decisions, unleash your potential and accelerate your progress toward a greater impact. The goal is to realize your full potential, excel as a competent leader for individual and team success. By applying the acquired skills, you will prepare for the unexpected, gain more professional freedom, improve your performance and make a lasting difference.

The complete intensive 4.5-day program and the preparatory course work provide the practical skills that would require years of trial-and-error experience on the job.

### PARTICIPANTS' FEEDBACK

"This is very worthwhile course. Tangible and concrete examples we can use in any setting. The tools are excellent."

**Michelle Ryan, Team Leader, Heritage Canada**

"Excellent seminar, very valuable information, highly recommended!"

**Jennifer Farrell, Specialist  
Business Development, Veritaaq Technology**

### DETAILED OUTLINE (2 DAYS - 1.5 CEU)

#### 1. Personal and Team Strength Deployment

- What are your strengths in normal and crisis situations?
- Psychometric exercise on strength deployment

#### 2. How to Conduct 360° Performance Reviews

- Two exercises: Sensitive performance reviews
- How to praise, reward, and share negative feedback
- Managing nine staff reactions: Current best practices

#### 3. Coaching and Mentoring Matrixed Teams

- Matrixing employees to get results: Four prerequisites
- Exercise: Leading staff reporting to multiple bosses

#### 4. Building on Experience since the First Seminar

- Participants will share experience: Team achievement, coaching, motivation, delegation, time effectiveness and managing conflict, risk and difficult issues/people

#### 5. Selfless Exemplary Leaders: Practical Lessons

- Daring-leader's insights: Paul Farmer, Elizabeth Holmes, Wallis Kendal, Monique Leroux, Alan Mulally et al
- Proven success factors: Integrity, competence, resilience, commitment, caring, selfless courage, context, compatibility, collaboration for the common good (incl. foes)

#### 6. Road Map to Take Control of Your Career & Life

- Crafting a balanced life to make a lasting difference

Tuition Fees	Regular	Govt.	Groups of 3
Seminar I (2.5 days, Page 5)	\$1395	<b>\$1345</b>	\$1295 each
Adv. Seminar (2 days)	\$1095	<b>\$1045</b>	\$995 each
Complete 4.5-day program	\$2395	<b>\$2345</b>	\$2295 each

### Seminar Registration Form

Seminar \_\_\_\_\_ Date \_\_\_\_\_ Location: \_\_\_\_\_  
 Surname \_\_\_\_\_ First Name \_\_\_\_\_ Title \_\_\_\_\_  
 Organization \_\_\_\_\_ Division \_\_\_\_\_ Room \_\_\_\_\_ Floor \_\_\_\_\_  
 Address \_\_\_\_\_ City \_\_\_\_\_  
 State/Prov. \_\_\_\_\_ ZIP/P. Code \_\_\_\_\_ Phone: Office \_\_\_\_\_ Mobile \_\_\_\_\_  
 Fax \_\_\_\_\_ E-mail \_\_\_\_\_ Approved by \_\_\_\_\_

**How to Register:** Register online, by phone or fax. Use a credit card or a cheque payable to *The Professional Development Institute PDI Inc.* Fees exclude meals and hotel. Cancellations made at least 14 days prior to the course are accepted subject to a \$150 service charge per person. Full fees are payable by anyone who fails to attend or cancels less than 14 days prior to a course. One substitution or transfer to a later course of the same duration is accepted. Clients registering as a group must send substitutes in lieu of cancelling. Please call us (9 AM - 5 PM EDT) or visit [www.eharvard.org](http://www.eharvard.org) for current dates.

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