A high-angle photograph of three business professionals in a meeting. A man in a suit and tie stands on the left, a woman in a dark suit stands on the right, and another woman in a dark suit stands with her back to the camera on the left. They are all looking towards the center. The background is a light blue floor with a large, dark blue arrow pointing upwards and to the right.

*A comprehensive one-day workshop that delivers the supervisory fundamentals you need to know to achieve management success ...*


# Excelling *as a* Manager *or* Supervisor

We're  
coming  
to your  
area ...

Gain the essential skills and knowledge you need to become a great manager or supervisor—delegating, communicating, hiring, conflict resolution, working with difficult people and more!

*See pages 4 & 5 for a complete outline of the day!*

To enrol, call toll free **1-800-873-7545**

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# Get what **YOU** need to succeed as a **manager** or **supervisor**

## *A full day of supervisory solutions ...*

You already have the knowledge and skills to perform in your area of expertise. That's probably what got you promoted in the first place. But being a manager or supervisor demands a new type of skill. You're in charge of coordinating people and tasks—your continued success depends directly on your ability to get things done through others.

Here's the good news: As a supervisor, you don't have to learn everything by doing.

That's exactly why we designed *Excelling as a Manager or Supervisor*: To provide you with the practical tips, techniques and solutions you need for supervisory success without incurring the hard knocks that come with on-the-job learning.

This intensive day of training focuses on the unique challenges you face every day as a manager or supervisor and offers solutions to help you fully achieve your potential—not just as a manager or supervisor but as a true leader who commands the respect, commitment and credibility that moves people to action.

*Here are just some of the skills you'll learn for carrying out your management responsibilities confidently and credibly*

### ■ *How to make the adjustment from team player to take-charge manager and leader*

Take a candid inventory of your supervisory strengths and weaknesses ... how to adapt your natural supervisory style to constantly changing work situations ... find out what differentiates a good leader who turns people on from a boss who turns people off ... and how to develop the confidence and good judgment for deciding what to do in any situation

### ■ *How to deliver crystal-clear communication*

How to deliver instructions that aren't misunderstood—or ignored ... how to sidestep the most common supervisor-employee communication pitfalls ... why taking the time to listen now saves time and headaches later ... the pros and cons of electronic communication devices—are there sometimes better methods for getting your message across?

### ■ *How to get workers tuned in and turned on*

How to tap workers' inborn motivation ... how to deliver praise so it doesn't come off as lip service ... easy, everyday techniques for boosting worker enthusiasm and commitment ... a step-by-step approach to formally counseling workers ... understanding when not to counsel employees or colleagues ... and how to offer criticism and discipline workers through rough spots without stripping them of their self-confidence

### ■ *How to organize constantly shifting projects, priorities and resources*

Gain specific techniques for increasing team productivity ... how to establish project procedures and keep control of the work flow ... a 5-point plan for dealing positively and productively with change ... 9 steps for defining and planning any project from concept to completion ... and how to "find" scarce resources

### ■ *How to carry out essential supervisory roles and functions*

How to better understand and predict worker behavior ... build teamwork and cooperation ... turn around problem workers and unsatisfactory performance ... techniques for planning what needs to be done and estimating the resources needed to do it ... how to set SMART goals ... why employee evaluations don't have to be an annual drudgery ... how to select the right people to get the right jobs done ... understanding EEO rules and regulations ... budgeting and accounting essentials ... plus can't-overlook considerations for supervising union employees

To enrol, call toll free **1-800-873-7545**, on-line at [www.skillpath.ca](http://www.skillpath.ca)  
or fax us your registration at **1-913-362-4241**.



## a special memorandum

**TO:** Managers and Supervisors

**FROM:** Robb Garr, SkillPath President

Successful companies don't just have great employees. They have *great* managers and supervisors too. Managers and supervisors who know how to motivate employees to perform at their peak to get things done. Managers and supervisors who know how to get employee commitment. Managers and supervisors who know how to lead workers through times of change.

That's the singular focus of this powerful one-day workshop: To provide you with practical, real-world training that delivers proven skills for achieving results day in and day out. Results with people and projects. Results even when you're faced with time, budget and resource constraints.

The essential, "must-have" management skills you'll take away from this workshop have proven themselves time and again with successful organizations across North America:

- How to build a solid foundation for approaching the challenges of your management role confidently, creatively and successfully
- How to establish credibility and authority—not only with workers but with other managers and supervisors up the ladder
- How to walk the fine line between coach and counselor—and how to switch roles as the situation changes
- How to get workers to buy into the organization's goals and feel a sense of ownership in their jobs
- How to deal with employees who don't perform up to expectations
- How to motivate employees to work more productively
- How to work through employee conflict and difficult behavior

Why spend valuable time learning these essential management skills by trial and error? Get the solutions that have proven to work for other managers and supervisors as they approached supervisory challenges.

Just one day—that's all it takes to build the foundation for a career full of managerial achievements.

*See you at the seminar!*

### ■ *How to handle conflict and crises*

How to get the job done on deadline ... techniques for reducing absenteeism, tardiness and turnover ... how to deal with conflict, anger and emotions—your own too ... how to redirect problem employees ... and how to deal with the most common supervisory nightmares involving employees, other managers and the work environment

### ■ *How to keep yourself in balance and under control*

How to realign negative thoughts and feelings to achieve positive results ... tips for preventing stress and burnout ... how to get a handle on daily time wasters ... and tips for shouldering the emotional burdens that come with supervising others

*And much more—take a look  
at the complete workshop  
outline on pages 4 and 5.*



## Our past attendees say it best ...

*"No need for poor supervisors with a course like this!"*

— William Stone  
Senior Regional Hydrologist  
Newhart Gold Company

*"Excellent speaker! I will begin to use my new managing skills tomorrow!"*

— Adriana Koufis  
Administrator  
University of Toronto

*"It was the most positive, information-packed seminar I have been to."*

— Irene Helsler  
Department Manager  
Impact Printhead Services

*"A down-to-earth approach to a day-to-day adventure."*

— Angela McConkey  
Sales Manager  
Market High Advertising Ltd.

# Workshop Agenda

## *New or not, making the leap from worker to supervisor*

- What it takes to be a manager: An overview of your day-to-day responsibilities
- Why it's important to "take charge" and put your best foot forward from the beginning—and a half-dozen tips for doing just that
- A dozen actions you can take that will immediately establish your authority, boost your credibility and earn respect
- The subtle do's and don'ts in the relationship boundaries between you and your boss
- Drawing the line on social relationships with those you manage
- 10 common management missteps you'll want to avoid

## *Why leadership is an essential ingredient of management*

- Why bosses turn people off—and leaders turn people on
- 5 sure-fire ways leaders gain the commitment and cooperation of workers
- The advantages of being available and visible to workers
- How to develop your natural leadership ability to spark passion in workers—and in other managers
- Understanding the long-term benefits of developing and mentoring employees
- How to develop and assert your leadership abilities in group or team situations

## *Indispensable everyday management skills*

- How to keep track of employees' progress on a project without giving the appearance that you're checking up on them
- Interviewing tips for choosing candidates who will work to achieve the organization's goals and take pride in turning in a quality performance
- How to make delegating a natural, comfortable part of your supervisory routine

- How to develop coaching skills that help employees reach their full productivity potential
- Together Everyone Achieves More—how to turn a diverse group of people into an empowered, smooth-functioning team
- Techniques for putting your creative problem-solving ability to work in supervisory situations that call for innovative solutions
- A 5-step approach to identifying and solving any problem
- An overview of EEO and sexual harassment guidelines every manager must know

## *How to make things happen—boosting worker productivity, enthusiasm and commitment*

- How to increase productivity by effectively assessing workers' skills and matching them to work assignments
- Using praise effectively: Why how you praise is as important as the praise itself
- Pointing workers at the bull's-eye: How to craft goals that workers can aim for and achieve
- The top 10 ways to harness inborn worker motivation to accomplish organizational goals and produce quality work
- How to put the greatest management principle in the world into practice to save you and your employees countless hours of frustration and unnecessary work

## *Getting the job done right and on time: How to manage projects and priorities*

- Understanding the concept of important versus urgent: How to define your productivity payoffs and take action for success
- Understanding the Project Life Cycle—a step-by-step map to project success
- 9 steps for defining and planning any project
- The single key to understanding how to manage multiple projects
- How to use your goals to set your daily priorities

## Communication skills that make the difference

- The 10 keys to leading successful meetings
- How to deliver your message clearly and concisely in a memo or letter
- How to manage up the ladder—tips for communicating effectively with your boss and other executives
- Using your listening skills to create a caring, understanding workplace
- How to give criticism and negative feedback without provoking workers
- 6 tips for overcoming the most common supervisor-employee communication barriers
- How to make presentations that captivate, persuade and push people to action

## Correcting problem behavior and poor performance

- Strategies for getting to the root causes of poor performance
- A step-by-step approach to firing employees who don't measure up
- How to conduct a fair and constructive performance evaluation—and what to do when workers disagree with your assessment of their performance
- Easy methods for overcoming tardiness and absenteeism
- The 2 key behavior modification techniques that are successful in turning around unacceptable performance
- Mistakes happen: How to discipline employees and set up an improvement plan that allows growth and learning to occur



## Controlling conflict in the workplace

- How to save face when an employee sets you up or publicly tries to embarrass you
- How to handle an employee who disagrees with something you want done or the way you want it to be done
- How to handle employee complaints about working conditions
- How to deal with employees who constantly complain they have too much work
- How to deal with employee disagreements without escalating the problem
- How to avoid the conditions that foster employee conflict

## Supervisor, manage thyself

- Dealing with interruptions, procrastination and other time robbers: 9 tips for budgeting your time to multiply the results you get from every day
- How to keep your cool and stay motivated even in the most heated moments
- Putting the brakes on stress even when tight deadlines and tough situations have you working at fast-forward speed
- Why it's important to your career to stop fighting and start facing change
- How to bear the emotional burden of supervisory nightmares
- Building your assertiveness: How to project self-confidence without coming across as arrogant or pushy
- Developing an "I'm-OK" attitude: How to put an end to self-defeating thoughts and negative attitudes that keep you from achieving your peak

**Program Hours:  
9 a.m. to 4 p.m.**

## Brought to you by SkillPath—

*The Smart Choice® for managers and supervisors serious about success*

SkillPath trains thousands of achievement-oriented professionals like you every month, from organizations of all sizes and all types—business, government, health care, education and the military. Our seminar leaders are a select group of trainers at the top of their profession—skilled teachers with a tremendous depth of knowledge in their respective topic areas. Our commitment to providing you with the highest-quality learning experience possible has made SkillPath the fastest-growing training company in the world. Attend this seminar and experience for yourself the positive effect of powerful ideas, skillfully presented.



## On-site training and keynote speaking ...

We can deliver this workshop right to your company's door or provide customized, you-pick-the-day training on any program pertinent to your organization's training goals. Or let our staff of professional trainers add sparkle to your next corporate or association meeting with a stimulating keynote speech designed just for you. Whether you have 3 or 300 people to train, SkillPath is the answer. For complete details and a no-obligation quote, call 1-800-873-7545 and ask for the on-site training department.

To enrol, call toll free **1-800-873-7545**, on-line at [www.skillpath.ca](http://www.skillpath.ca)  
or fax us your registration at **1-913-362-4241**.

## Seminar materials

And you won't go home empty-handed. You'll leave this workshop with a Certificate of Attendance; a soundly researched, unabridged workbook; your Personal Action Plan for implementing what you've learned; and step-by-step guidelines for sharing the new ideas with your associates back at work.

**SkillPath's continuing support ...** We don't just stand behind our seminars, we stand behind you. If, after attending the seminar, you're faced with a supervisory problem and don't know where to turn—try us. Just send a brief description of your particular problem or question and one of our specialists will promptly respond. Where else can you find that kind of support? *Nowhere but with SkillPath.*

## Important information

**Our registration table opens at 8:15 a.m.** When you arrive at the hotel, please check the directory for the exact location of the seminar. Our registrars will greet you, assist you with your registration (or collect your Express Admission Ticket), hand you your seminar materials and direct you toward your seat. You'll also want to take the opportunity to meet other professionals from your local area. Introduce yourself! You may meet a new friend. Plan to be registered and ready to go by 8:50 a.m.

**We begin at 9:00 a.m. on the dot and wrap up at 4:00 p.m.** Lunch is on your own from 11:45 a.m. to 1:00 p.m. Why not invite another participant to dine with you? You can share information, review the morning and make the day even more enjoyable.

**Parking.** We do our best to find seminar facilities that have all the pluses we look for: Convenient location, great meeting rooms, courteous staff and plenty of free parking. However, some facilities have paid parking only. You may want to check with the facility personnel to determine parking fees—often they can direct you to free parking just around the corner.

**Audio/video recording.** Our programs—both what you see and what you hear—are fully copyrighted by SkillPath. No audio or video recording, please.

## Still haven't picked up the phone?

*Five more good reasons why you will want to attend this program ...*

- 1. Our trainers are the best ... period.** We choose only the pros who have a proven track record of training effectiveness, professionalism and expertise. And what's more, they're exciting communicators who'll provide you with one of the most interesting days you've ever spent.
- 2. We give you only the most important, important information.** There's a lot of information out there that could take you years to gather on your own. In six short hours, we'll give you what we believe is the best, most important information to help you be the best you can be.
- 3. Practicality is emphasized.** You will leave this seminar with specifics you can apply immediately. We promise you'll get results your very next day back at work.
- 4. The value is unbeatable.** Not only is our enrolment fee among the lowest you'll find, when four or more enrol from the same organization, you'll enjoy a significant discount.
- 5. Our guarantee is unconditional, straightforward and the very best in the industry.** How can we be so confident? Because we work hard *before* the seminar to make sure you're happy *after* the seminar. Pertinent, up-to-date information you can really use, a convenient meeting location, seminar registrars who are courteous and helpful and a trainer who grabs your attention and takes you on an exciting journey full of fun and facts. We believe you'll love every minute of it. Millions of satisfied participants are sold on SkillPath seminars. Why not join them?

## We Guarantee Results

If you're not happy, we're not happy. Go back to work and apply the new techniques you learned in our seminar. If you're not absolutely delighted with the results you achieve, write to us right away. We'll issue you a refund or arrange for you to attend another SkillPath seminar without paying another penny. *That's our guarantee!*

# Registration Information

1. For the fastest service, phone 1-800-873-7545 or 1-913-677-3200. Our customer service representatives will be happy to take your enrolment. The easiest way to guarantee your enrolment is to pay with a credit card when making your reservation, or you can mail in your payment before the seminar date.
2. Visit our Web site at [www.skillpath.ca](http://www.skillpath.ca) for easy on-line registration.
3. Or send your enrolment to us by e-mail at [enroll@skillpath.com](mailto:enroll@skillpath.com). Please include the following information: Name and mailing address; session you wish to attend; your VIP number as it appears on your mailing label; approving manager and billing information.
4. If you prefer to fax us your registration, the number is 1-913-362-4241. Please include credit card information or mail in your payment before the seminar date.
5. Of course, you can complete the enrolment form below, clip it and mail it with payment to: SkillPath Seminars, P.O. Box 997, Mission, KS 66201-0997 USA.

Whatever your method of registration, be sure to enrol right away since space is limited. As soon as we receive your enrolment, we'll send your Express Admission Ticket. Simply bring it with you to the program and hand it to the registrar. If your ticket doesn't arrive before the seminar, be sure to go anyway. We'll be expecting you. Walk-in registrations are welcome on a space-available basis only.

**Your tuition may be tax deductible.** Even the government smiles on professional education. Expenses of Continuing Education (including registration fees, travel, meals and lodging) taken to maintain and improve professional skills may be tax deductible for corporations. Please contact your tax advisor.

**Cancellations and substitutions.** Cancellations received up to five working days before the seminar are refundable, minus a \$10 registration service charge. After that, cancellations are subject to the entire seminar fee, which you may apply toward a future seminar. Please note that if you don't cancel and don't attend, you are still responsible for payment. Substitutions may be made at any time.

**Continuing Education Credit:** SkillPath offers Continuing Education Credits based on program length and completion in accordance with the National Task Force for Continuing Education guidelines for attendance at our seminars (save this brochure and your Certificate of Attendance). Please contact your professional licensing board or organization to verify specific requirements. You may also contact us at 1-800-873-7545 for additional assistance.

**SkillPath provides you with a Certificate of Attendance** that serves as your permanent record of participation. You may want to frame it or put it in your personnel file to show that you're serious about success.

## Five easy ways to register ...

- **By Phone**  
1-800-873-7545  
or 1-913-677-3200
- **On-line**  
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[www.skillpath.ca](http://www.skillpath.ca)
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Complete and mail enrolment form to:  
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Mission, KS 66201-0997 USA

To enrol by phone call toll free 1-800-873-7545.

Please note: If you've registered by phone and paid with a credit card, it's not necessary to return this form.

**YES, I can't wait to attend ...**

## Excelling as a Manager or Supervisor

Please fill in the city and date where you'll attend

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Workshop date: \_\_\_\_\_

Workshop city: \_\_\_\_\_

Workshop date: \_\_\_\_\_

Workshop city: \_\_\_\_\_

Workshop date: \_\_\_\_\_

Workshop city: \_\_\_\_\_

Workshop date: \_\_\_\_\_

Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_  
Name and Title \_\_\_\_\_ Program No. \_\_\_\_\_  
E-mail Address \_\_\_\_\_

Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_  
Name and Title \_\_\_\_\_ Program No. \_\_\_\_\_  
E-mail Address \_\_\_\_\_

Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_  
Name and Title \_\_\_\_\_ Program No. \_\_\_\_\_  
E-mail Address \_\_\_\_\_

Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_  
Name and Title \_\_\_\_\_ Program No. \_\_\_\_\_  
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City, Province, Postal Code \_\_\_\_\_

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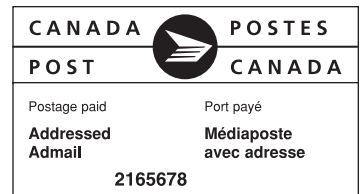
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