

The logo for Samson, featuring the word "Samson" in a dark blue, sans-serif font. A small orange triangle is positioned at the end of the word, pointing upwards and to the right. The background of the top half of the page is a stylized, blue-tinted image of a mountain range with snow-capped peaks. A dark blue and orange geometric shape is overlaid on the bottom left of this image.

Samson

# Samson Leadership & Personal Development Courses' Catalog

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Samson & Associates CPA/Consulting Inc.  
PBN: 83018 2465PG0002

## List of our Available Courses Aligned with Leadership & Personal Development:

	Title of Courses and Duration	Days
1	Communicating, Listening and Giving Feedback	1
2	Performance Management	1
3	The Art of Effective Communications	2
4	The Art of Active Listening	1
5	Delegating and Empowering	1
6	Coaching Conversations	1
7	First Time Manager	2
8	Peer Coaching	1
9	Emotional Intelligence	1
10	Conflict Resolutions	2
11	Creative Problem Solving	2
12	Stress Management	1
13	Corporate Leadership - Am I a Leader or a Boss	1
14	Transforming Ideas into Action	1
15	The Power of Diversity at Work	1
16	Problem Solving and Decision Making	1
17	Introduction to Artificial Intelligence for Public Service	2
18	Efficient Day-to-Day Management	1
19	Integrated Business Planning, Budgeting, and Monitoring	2
20	Critical Thinking Skills	1
21	Inclusive Leadership and Workplace Effectiveness	5 ½
22	Thriving Through Change	1
23	Change Management: An Essential Leadership Skill	2
24	Thinking with Critical Insights & Strategic Agility	2
25	Leadership Development for Organizational Transformation	2h

*\*This course is also available with an integrated assessment component.*

### Course Description

This course equips leaders with critical communication skills required to operate effectively in complex organizational environments. It focuses on strengthening clarity, listening, feedback delivery, and relationship-building, particularly in hybrid and high-accountability environments.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

- ▲ Verification of communication attitudes and behaviours.
- ▲ Discover the personal requirements of active listening.
- ▲ Development of skills that enable to give appropriate feedback in all circumstances.
- ▲ Apply structured communication models in leadership contexts
- ▲ Demonstrate active listening to improve understanding and trust
- ▲ Deliver constructive feedback that drives performance
- ▲ Manage difficult conversations with confidence

### Course Outline (Curriculum)

Module 1 – Foundations of Communication

- ▲ Communication models
- ▲ Barriers to communication

Module 2 – Active Listening

- ▲ Listening techniques
- ▲ Non-verbal communication

Module 3 – Feedback Delivery

- ▲ Constructive vs destructive feedback
- ▲ Feedback frameworks

Module 4 – Difficult Conversations

- ▲ Managing disagreement
- ▲ Emotional intelligence

Module 5 – Application

- ▲ Case studies
- ▲ Personal action plan

### **Detailed Course Outline (English):**

Communication is a complex process, which refers to values, experiences, culture and also to intentions and state of mind. It would be very restrictive to stick to the message as expressed by words, particularly when this message is transmitted only by graphical symbols.

The interpretation of a message has little value and is very incomplete if we do not take account the context and the expression manifested by the person who transmits it. Words alone have a very little influence in the understanding of a message. The feedback is an essential tool to enable the supervisors to give a “retro-information” following the original message that they have given to the members of their team.

### **Outcomes**

After completion, participants will:

- ▲ Communicate more effectively across teams
- ▲ Improve employee engagement through better feedback
- ▲ Reduce conflict and misunderstandings
- ▲ Demonstrate increased leadership presence

*\*This course is also available with an integrated assessment component.*

### Course Description

This course provides leaders with comprehensive frameworks and practical tools to effectively manage and enhance employee and team performance. It focuses on establishing clear expectations, aligning individual performance with organizational priorities, monitoring outcomes, and addressing performance issues through structured and constructive approaches. The course also emphasizes the importance of continuous feedback, employee development, and fostering a culture of accountability within teams.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 or 2 days according to depth. For the purpose of this proposal, we have selected the **1-day version**.

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

This training is designed to review emerging trends, including hybrid work, while identifying the conditions for success in revising this important process.

- ▲ Develop the knowledge and skills you need to generate measurable results, drive strong growth and increase profitability for your employees and your organization.
- ▲ Define your own key indicators, the best practices to implement and maintain, and the key competencies to support these efforts.
- ▲ Define and communicate clear performance expectations aligned with organizational goals
- ▲ Apply structured performance management frameworks in day-to-day operations
- ▲ Monitor and evaluate performance using measurable indicators
- ▲ Provide constructive feedback and address performance issues proactively

### Course Outline (Curriculum)

Module 1 – Foundations of Performance Management

- ▲ Roles and responsibilities of leaders in performance management
- ▲ Key principles and frameworks

Module 2 – Setting Expectations and Objectives

- ▲ SMART objectives
- ▲ Aligning individual goals with organizational priorities

Module 3 – Monitoring Performance and Providing Feedback

- ▲ Continuous performance tracking
- ▲ Constructive feedback techniques

Module 4 – Addressing Performance Issues

- ▲ Identifying root causes
- ▲ Performance improvement planning

Module 5 – Application and Integration

- ▲ Case studies
- ▲ Real-world exercises
- ▲ Action plan development

### **Detailed Course Outline (English):**

Performance measurement is a key management activity to demonstrate achieving results. This course will address:

- ▲ Why organisation needs to result their results.
- ▲ Establish your performance measurement to ensure expected results are meeting the organisation mandate and priorities.
- ▲ The need to assess the resources requires to deliver your mandate and priorities.
- ▲ What is a good performance measurement – Expected results compare to actual results.
- ▲ Reporting mechanisms requirements
- ▲ Report to whom and for what purposes.

### **Outcomes**

After completion, participants will:

- ▲ Improve employee accountability and performance outcomes
- ▲ Address performance challenges effectively
- ▲ Strengthen alignment between individual and organizational priorities
- ▲ Foster a culture of continuous improvement

### Course Description

This course enhances leaders' ability to communicate clearly, effectively, and strategically in professional environments. It focuses on improving message clarity, adapting communication styles to diverse audiences, and strengthening influence in complex organizational contexts. Participants will gain the skills required to reduce misunderstandings, increase alignment, and communicate with greater confidence and impact.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2-days

**Max # Participants:** 24  
**Ideal number:** 16 to 20

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### ▲ Course Objectives:

- ▲ Establish a working definition of communication.
- ▲ Review communication models and their key elements.
- ▲ Apply personality assessments to develop effective communication skills.
- ▲ Investigate different styles for communicating and aspects each employ.
- ▲ Establish how tolerance for disagreement affects effective communication.
- ▲ Devise strategies to avoid unnecessary conflict.
- ▲ Identify common communication filters and their potential impact.
- ▲ Analyze how authority shapes communication.
- ▲ Adopt tools for effective communication.
- ▲ Develop a personal communication action plan.
- ▲ Deliver clear and concise messages tailored to their audience
- ▲ Adapt communication styles to different contexts and stakeholders
- ▲ Improve influence and persuasion skills
- ▲ Reduce communication breakdowns and misunderstandings

### Course Outline (Curriculum)

Module 1 – Communication Fundamentals

- ▲ The communication process
- ▲ Barriers to effective communication

Module 2 – Structuring Effective Messages

- ▲ Organizing information clearly
- ▲ Verbal and non-verbal communication

Module 3 – Audience Adaptation

- ▲ Identifying audience needs
- ▲ Tailoring communication strategies

Module 4 – Influence and Persuasion

- ▲ Techniques to influence stakeholders
- ▲ Communicating with impact

Module 5 – Application

- ▲ Practical exercises
- ▲ Real-world leadership scenarios

## Detailed Course Outline (English):

### Purpose:

The purpose of this 2-day program is to enable employees at all levels to acquire the knowledge and skills they need to effectively communicate in their work environment.

### Course Outlook:

This program covers the following subjects:

Defining communication, Different levels of communication, Encoding, decoding and sending, Sample communication model, Personality assessment, Benefits of using the Personal Style Inventory, Interpretation and validation, Contribution to groups by type, Application of personality preferences, Communication styles, Communication preferences, Personal communication, Common communication filters, Defining filters, Age, Ethnicity, Culture, Gender, Internal dialogue, The dialogue, Assumptions, Values, Undiscussable topics, Positional authority, Organizational constructs, Communication framework, Positional power, Credibility, Origins of power, Building rapport, The ways humans connect, Active listening, Paraphrasing statements, Encouragement, Nonverbal and subtext messages, Avoiding unnecessary conflict, Misunderstandings and disagreements, Sources of conflict, Methods for handling conflict, Methods for preventing conflict, Conflict Management, Sample Ground Rules and Norms, Mitigating threatening language and ideas, Conflict communication styles, Defensiveness and provocation in communication, Askers and tellers, Using humor and quick comments, Being assertive, not aggressive, Making feelings explicit in communication, The message, Creating messages, Quick quality message creation, Personal communication preferences, Personal communication action plan.

### Training Objective:

To develop and enhance the knowledge and skills required of all employees.

### Methodology:

Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our programs incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures to appeal to all learning styles and ensure that the ideas and information will be retained.

### Outcomes

After completion, participants will:

- ▲ Communicate more clearly and effectively across all organizational levels
- ▲ Increase influence in professional interactions
- ▲ Improve alignment and collaboration across teams
- ▲ Strengthen leadership presence

*\*This course is also offered with an integrated assessment component.*

### Course Description

This course enables participants to develop essential active listening skills in order to improve the effectiveness of their communication, strengthen their professional relationships, and foster a more accurate mutual understanding in the workplace. It aims to equip them to listen beyond the words, accurately interpret verbal and nonverbal cues, and respond appropriately in both everyday interactions and more complex situations. The course also examines common barriers to listening and offers practical techniques for increasing attention, empathy, and engagement in professional interactions.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course duration:** 1 day

**Maximum #:** 24

**Ideal number:** 16 to 20

### Delivery method:

The course materials are designed and adapted for **in-person delivery**, **virtual delivery** via synchronous online sessions using Microsoft Teams, or a **hybrid format** combining in-person and remote participation. This flexible approach ensures that participants receive a consistent, high-quality learning experience, regardless of the delivery method chosen.

**Languages of instruction:** French and English

### Course Objectives:

By the end of this workshop, participants will be able to:

- ▲ Apply strategies to improve their listening skills during the three phases of the listening process.
- ▲ Recognize the main barriers to effective listening and use appropriate methods to overcome them.
- ▲ Ask questions that encourage others to clearly express their needs, expectations, and concerns.
- ▲ Interact professionally with difficult or demanding individuals.
- ▲ Put their ability to communicate information clearly into practice through guided exercises.
- ▲ Develop a personal plan to improve their listening skills.
- ▲ Identify concrete actions to incorporate into their professional practice.
- ▲ Use active listening techniques in their daily professional interactions.
- ▲ Identify factors that hinder effective listening and adopt strategies to mitigate them.
- ▲ Interpret nonverbal communication cues.
- ▲ Increase mutual understanding and reduce the risk of misunderstandings.

## Course Outline

### Module 1 – Fundamentals of Listening

- ▲ Listening Rather Than Just Hearing
- ▲ Barriers to Communication

### Module 2 – Active Listening Techniques

- ▲ Verbal and Nonverbal Listening
- ▲ Reflective Listening

### Module 3 – Understanding Others

- ▲ Empathy in Communication
- ▲ Identifying Assumptions

### Module 4 – Listening in Difficult Situations

- ▲ Managing Highly Emotional Conversations
- ▲ Maintaining Professionalism

### Module 5 – Application

- ▲ Role-Playing Exercises
- ▲ Practical Scenarios

### Detailed Course Outline (English):

- ▲ Introduction and Icebreaker Activity
- ▲ The consequences of poor listening: distinguishing between hearing and listening, and recognizing the benefits of active listening.
- ▲ Phase I: Hearing and focusing on the message.
- ▲ Phase II: Interpreting the message.
- ▲ Phase III: Communicating and verifying understanding.
- ▲ Strategies for improving communication skills, including the use of questions that encourage dialogue.
- ▲ Practical application and feedback.
- ▲ Conclusion, action plan, and evaluation.

### Target Audience:

All employees who wish to improve their listening skills.

### Methodology:

Through practical exercises and case studies, participants will apply the techniques and tools presented during the training. Our experiential approach to learning aims to promote the lasting transfer of knowledge and skills, both during and after the session, in the participants' real-world work environments.

### Expected Outcomes:

By the end of the training, participants will have concrete strategies and tools to improve the quality of their listening and apply them in their professional interactions.

### Outcomes

Participants will be able to:

- ▲ Improve the clarity of communication and understanding.
- ▲ Reduce misunderstandings and conflicts.
- ▲ Strengthen collaboration and trust.

*\*This course is also available with an integrated assessment component.*

### Course Description

This course equips leaders with practical tools and frameworks to effectively delegate work, empower employees, and build accountability within their teams. It focuses on shifting from task execution to leadership, enabling participants to maximize team performance while reducing operational bottlenecks.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

- ▲ Examination of some delegation-related habits.
- ▲ Precision of the steps and process allows for better results in delegation.
- ▲ Discover strategies to avoid pitfalls associated with delegation.
- ▲ Technique and ability development in order to successfully delegate and increase employee accountability.
- ▲ Understand delegation as a strategic leadership competency
- ▲ Identify tasks suitable for delegation based on roles and responsibilities
- ▲ Match tasks to employee skills and development needs
- ▲ Monitor progress and ensure accountability without micromanaging

### Course Outline (Curriculum)

Module 1 – Leadership Transition and Delegation Mindset

- ▲ Moving from individual contributor to leader
- ▲ Common delegation challenges

Module 2 – Delegation Frameworks

- ▲ Types of delegation
- ▲ Delegation levels and authority

Module 3 – Matching Tasks and Capabilities

- ▲ Assessing employee strengths
- ▲ Aligning delegation with development

Module 4 – Monitoring and Accountability

- ▲ Performance tracking
- ▲ Providing feedback

Module 5 – Application and Case Studies

- ▲ Practical exercises
- ▲ Action planning

### **Detailed Course Outline (English):**

Confidence is the cornerstone of delegation. Confidence in the others is a reflection of self-confidence. To delegate implies the recognition and the acceptance of the results of the work performed by somebody else. Success in delegation requires from the person holding a management position a passage, a transition, concerning the perception of his or her role in the work to be done, also requires the need to overcome some of the pitfalls associated with the necessity to let somebody else do the work in his or her place and the use of discernment to know exactly when, what and who to delegate to for the greater good of everyone.

Success in the delegation is not only measured by the realization of the work according to plans, but also by the serenity of the superior, the optimization of human potential within the company, the satisfaction of every employee involved in the achievement of a collective project.

### **Outcomes**

Participants will:

- ▲ Increase team efficiency and productivity
- ▲ Improve delegation confidence
- ▲ Strengthen accountability within teams

*\*This course is also available with an integrated assessment component.*

## Course Description

This course develops leaders' ability to conduct structured coaching conversations to support employee growth, performance improvement, and engagement.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 to 2 days (2 versions, one with practice workshop) – For this proposal, we propose the one-day version.

**Max # Participants: 24**  
**Ideal number: 16 to 20**

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

- ▲ Identify the four steps of a coaching session and how they are applied in various contexts.
- ▲ Recognize the correct application of inquiry and advocacy in a coaching session.
- ▲ Apply basic coaching techniques to coaching for:
  - ▲ Performance improvement.
  - ▲ Career development.
  - ▲ Training for specific skills.
  - ▲ Coaching a business team.
- ▲ Apply coaching techniques in leadership interactions
- ▲ Develop questioning and listening skills
- ▲ Support employee development

## Course Outline (Curriculum)

Module 1 – Introduction to Coaching in Leadership

- ▲ Coaching vs directing

Module 2 – Core Coaching Skills

- ▲ Active listening
- ▲ Powerful questioning

Module 3 – Coaching Frameworks

- ▲ GROW model

Module 4 – Performance and Development Coaching

- ▲ Addressing performance issues

Module 5 – Practice and Application

- ▲ Practical exercises
- ▲ Action planning

### **Detailed Course Outline (English):**

An Overview of Coaching, Conducting a Coaching Session, Communication Skills: Expert Questioner, Communication Techniques: Inquiry and Advocacy, Coaching for Performance Improvement, Conversation: Define the Opportunity or Problem, Conversation: Analyze Options, Conversation: Develop an Action Plan, Coaching for Career Development, The Career Coaching Process, Finding Energy, Joy and Passion, What Next?, Conversation: Finding Your Passion, Conversation: Setting SMART Goals, Coaching for Training Specific Skills, Implementing the Steps to Effective Coaching, Conversation: Brainstorming Around a Task, Example: Coaching the Skill of Active Listening, Coaching a Business Team, What Makes an Effective Business Team Coach?, Coaching Techniques: Empowering Team Members, Conversation: Rewards and Recognition as a Springboard to Improvement.

### **METHODOLOGY:**

Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our programs incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures to appeal to all learning styles and ensure that the ideas and information will be retained.

### **Outcomes**

- ▲ Improved employee development
- ▲ Stronger leadership relationships

*\*This course is also available with an integrated assessment component.*

### Course Description

This course prepares individuals transitioning into their first management role by providing them with essential leadership and supervisory skills. It focuses on developing the ability to lead people, manage performance, communicate expectations, and navigate the challenges associated with moving from peer to leader. Emphasis is placed on building confidence, developing leadership presence, and establishing effective working relationships.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants:** 24  
**Ideal number:** 16 to 20

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

**Successful completion of this course will increase your knowledge and ability to:**

- ▲ Clarify your role as a manager.
- ▲ Avoid common pitfalls of new managers.
- ▲ Anticipate changes that accompany the new role as manager.
- ▲ Utilize trust, intuition, and failure as management tools.
- ▲ Implement effective strategic planning.
- ▲ Delegate effectively.
- ▲ Motivate employees.
- ▲ Understand the responsibilities and expectations of a manager
- ▲ Apply core leadership and supervisory techniques
- ▲ Manage employee performance and expectations
- ▲ Build effective and engaged teams

## Course Outline (Curriculum)

### Module 1 – Transitioning to Leadership

- ▲ From peer to leader
- ▲ Leadership mindset

### Module 2 – Core Leadership Skills

- ▲ Leadership styles
- ▲ Communication fundamentals

### Module 3 – Managing People and Performance

- ▲ Delegation
- ▲ Accountability

### Module 4 – Team Engagement and Motivation

- ▲ Building trust
- ▲ Managing team dynamics

### Module 5 – Practical Application

- ▲ Role-playing exercises
- ▲ Case studies
- ▲ Action planning

## Detailed Course Outline:

This learning program covers the following subjects:

- ▲ The Management Role.
- ▲ What is a good manager?
- ▲ Do you have what it takes?
- ▲ Management self-assessment.
- ▲ Changes in the nature of work.
- ▲ Being a leader.
- ▲ What a leader looks like.
- ▲ Get to know failure.
- ▲ Making the Transition.
- ▲ The changes to expect.
- ▲ How to thrive in transition.
- ▲ Common pitfalls.
- ▲ What trust looks like.
- ▲ Developing trust.
- ▲ Intuition.
- ▲ Freedom to fail.
- ▲ The mechanics of delegation.
- ▲ Steps to delegate.
- ▲ No dumping allowed.
- ▲ Strategic planning.
- ▲ Make it happen.
- ▲ Reasons plans fail.
- ▲ Motivating the Troops.
- ▲ Types of motivation.
- ▲ Ideas to motivate.

The traditional role of a manager is defined as the person in charge, making plans, organizing work, and directing employees. Recently promoted managers don't merely want to be managers—they want to be excellent managers. The trick is to differentiate between this traditional definition of manager and what it means to be an excellent manager.

It is a mistake to assume that respect and trust come automatically with a management title or even with years of experience. Being a manager means constantly being tested. People look to you as the person who has the answers, who can motivate employees to get results, and who is able to successfully guide an organisation through turbulent times.

To be an excellent manager requires skills beyond those identified above, but the primary delineator is finesse. An excellent manager is someone who possesses the basic management skills listed above, guarantees that the needs of demanding customers are met, ensures that employees are developing needed skills, is able to anticipate future departmental goals and needs, is an exceptional communicator, and interacts superbly with all encountered, in particular, those supervised.

These skills will lead to the development of trust and respect from peers, higher-ups, employees supervised and clients.

## Outcomes

Participants will:

- ▲ Transition confidently into leadership roles
- ▲ Improve team management effectiveness
- ▲ Build stronger workplace relationships
- ▲ Increase team engagement and productivity

*\*This course is also available with an integrated assessment component.*

### Course Description

This course introduces participants to the principles and practices of peer coaching as a collaborative leadership development approach. It focuses on building coaching skills among peers to promote continuous learning, feedback, and performance improvement. Participants will learn how to engage in structured coaching conversations, provide constructive feedback, and support each other's development in a professional environment.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

At the end of this workshop, participants will be able to:

- ▲ Define coaching and explain its benefits.
- ▲ Describe learning styles.
- ▲ Describe their preferred coaching style.
- ▲ Develop strategies designed to improve their ability to ask questions in a coaching context.
- ▲ Coach on a day-to-day basis and use relevant questions.
- ▲ Apply the G.R.O.W. coaching model.
- ▲ Apply peer coaching techniques in the workplace
- ▲ Conduct structured coaching conversations
- ▲ Provide constructive and supportive feedback
- ▲ Support colleagues' development and performance

### Course Outline (Curriculum)

Module 1 – Introduction to Peer Coaching

- ▲ Coaching vs mentoring
- ▲ Benefits of peer coaching

Module 2 – Core Coaching Skills

- ▲ Active listening
- ▲ Effective questioning

Module 3 – Coaching Frameworks

- ▲ Structured coaching models

Module 4 – Providing Feedback

- ▲ Constructive feedback techniques
- ▲ Building trust

Module 5 – Application and Practice

- ▲ Coaching exercises
- ▲ Role-playing scenarios

## Detailed Course Outline (English):

### Course Description

This interactive learning program is designed to introduce coaching as an efficient method to support your personal and professional development and knowledge and skills transfer. Coaching is a unique opportunity to focus and move forward on achieving your objectives and helping others achieve their own. You will learn about learning styles and how to use them in a coaching relationship. Through a professionally developed questionnaire (Corporate Coach U International), you will also determine your own personal coaching style and preference. You will learn about a specific coaching approach (John Whitmore's G.R.O.W. model) and how to use various questions in a coaching context. Finally, you will develop the ability to decide of when it is appropriate (or not) to use coaching at work.

Application of training in the workplace - At the end of this workshop, participants will be able to:

- ▲ Define coaching and explain its benefits.
- ▲ Describe learning styles.
- ▲ Describe their preferred coaching style.
- ▲ Develop strategies designed to improve their ability to ask questions in a coaching context.
- ▲ Coach on a day-to-day basis and use relevant questions.
- ▲ Apply the Coaching model (G.R.O.W.).

### Target Competencies:

- ▲ Communication.
- ▲ Personal and professional development.
- ▲ Transfer of learning.
- ▲ Applied Leadership.
- ▲ Knowledge and management of self and others.
- ▲ Collaboration.

### Target Audience

Employees involved in coaching activities (coaching or being coached) and/or wishing to improve their coaching competencies.

### Common Interest Groups

Employees at all levels, Coordinators and team leaders, Supervisors and Managers.

### Outcomes

Participants will:

- ▲ Improve collaboration and teamwork
- ▲ Strengthen coaching and feedback skills
- ▲ Support continuous development within teams

*\*This course is also available with an integrated assessment component.*

## Course Description

This course develops emotional intelligence competencies essential for effective leadership. It focuses on self-awareness, emotional regulation, empathy, and relationship management to enhance decision-making and leadership effectiveness.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 or 2 days depending on depth. For the purpose of this proposal, we have selected **the 1-day version.**

**Max # Participants: 24**  
**Ideal number: 16 to 20**

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

- ▲ Manage your emotions by recognizing how thoughts and emotions are connected.
- ▲ Improve your self-control by identifying physical cues that indicate your emotions may be taking over.
- ▲ Discover how emotional intelligence can help you develop more positive relationships at work and a more optimistic outlook.
- ▲ Learn how to use assertive communication to express your needs and feelings appropriately.
- ▲ Explore how to use emotional intelligence to bounce back from setbacks.
- ▲ Identify and understand emotional triggers
- ▲ Apply emotional regulation strategies
- ▲ Improve interpersonal interactions
- ▲ Use emotional intelligence to support leadership decisions

## Course Outline (Curriculum)

Module 1 – Foundations of Emotional Intelligence

- ▲ EI models
- ▲ Leadership implications

Module 2 – Self-Awareness

- ▲ Identifying emotional patterns
- ▲ Self-assessment tools

Module 3 – Emotional Regulation

- ▲ Managing reactions
- ▲ Stress management techniques

Module 4 – Social Awareness and Empathy

- ▲ Understanding others
- ▲ Communication impact

Module 5 – Application and Action Plan

- ▲ Practical exercises
- ▲ Action planning

### **Detailed Course Outline (English):**

- ▲ Intrapersonal Skills: Self-Awareness, Connecting Thoughts and Emotions, Self-Control
- ▲ Interpersonal Skills: Increasing Your Empathy, Empathy in Action, Assertive Communication, Conflict Management
- ▲ Adaptability: Increase Your Flexibility, Manage Your Stress, Improve Your Problem-Solving Skills
- ▲ Resilience: Gaining an Accurate Perspective, Developing Self-Confidence, Developing a Positive Disposition

### **Outcomes**

- ▲ Increased emotional awareness
- ▲ Improved interpersonal relationships
- ▲ Enhanced leadership effectiveness

*\*This course is also available with an integrated assessment component.*

## Course Description

This course provides leaders with tools to understand, manage, and resolve workplace conflict effectively while maintaining professional relationships.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants:** 24

**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

The main purpose of this two-day course is to provide individuals with the principles and skills necessary to effectively resolve conflicts in these times of change and globalization. Conflict, when not managed properly, can have a negative effect on the attainment of personal or organizational goals. In order to be effective in dealing with conflict, individuals need to recognize the potential causes of conflict and take the appropriate steps to prevent them from developing, or, if they escalate, deal with them using proven conflict resolution strategies.

As a result of taking this training, participants will learn how to:

- ▲ Analyse conflict situations.
- ▲ Choose the most appropriate strategy.
- ▲ Implement their choice.
- ▲ Assess the strategy's effectiveness.
- ▲ Identify sources of conflict
- ▲ Apply resolution strategies
- ▲ Manage difficult situations

## Course Outline (Curriculum)

### Module 1 – Understanding Conflict

- ▲ Types and sources of conflict (interpersonal, organizational, values, interests)
- ▲ Conflict dynamics and escalation cycle
- ▲ Impact of conflict on performance and relationships

### Module 2 – Communication in Conflict

- ▲ Active listening techniques (paraphrasing, clarifying)
- ▲ Assertive and non-defensive messaging
- ▲ Managing emotions during communication

### Module 3 – Resolution Frameworks

- ▲ Structured approaches to conflict resolution
- ▲ Overview of recognized models (e.g., Thomas-Kilmann)
- ▲ Selecting the appropriate strategy based on context

### Module 4 – Managing Difficult Conversations

- ▲ Preparing for difficult conversations
- ▲ Techniques for addressing sensitive topics
- ▲ De-escalation strategies in real time

### Module 5 – Application Exercises

- ▲ Role-playing exercises
- ▲ Practical scenarios
- ▲ Application of tools and techniques learned

## Detailed Course Outline (English):

### Training Objective

The main purpose of this two-day course is to provide individuals with the principles and skills necessary to effectively resolve conflicts in these times of change and globalization. Conflict, when not managed properly, can have a negative effect on the attainment of personal or organizational goals. In order to be effective in dealing with conflict, individuals need to recognize the potential causes of conflict and take the appropriate steps to prevent them from developing, or, if they escalate, deal with them using proven conflict resolution strategies.

### Course Content

#### Session 1. Analysing conflict

The goal of this session is to identify the characteristics of conflict situations, and to analyse specific variables. The variables include the people involved, their culture and values, the nature of the conflict, the intensity of the situation, and the cause(s) of the conflict.

#### Session 2. Choosing strategies for dealing with conflict

This session focuses on the Thomas-Kilmann Conflict Modes. This model shows that there are five basic ways to deal with conflicts, depending on the amount of cooperation and assertiveness used.

#### Session 3. Implementing the strategy

The strategy chosen to be implemented appropriately. Your assumptions, reactions, culture, values, communication and ability to give and receive feedback have a great impact on your effectiveness.

#### Session 4. Assessing effectiveness

In this session, you will learn how to determine the effectiveness of your conflict resolution skills. The content will focus on the outcome, the relationship between those previously involved in conflict, and the learning that has occurred.

### Methodology

This course is comprised of lectures and practical exercises. An experiential approach is favoured in order to increase participants' learning. The Thomas Kilmann Conflict Mode instrument will be used by participants enabling them to discover their dominant style in conflict resolution.

### Outcomes

- ▲ Reduced workplace conflict
- ▲ Improved collaboration

### Course Description

This course develops participants' ability to approach problems creatively and systematically in complex environments.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants:** 24  
**Ideal number:** 16 to 20

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

By the end of this workshop, participants will be able to:

- ▲ Understand problems and the creative problem-solving process.
- ▲ Identify types of information to gather and key questions to ask in problem solving.
- ▲ Identify the importance of defining a problem correctly.
- ▲ Identify and use four different problem definition tools.
- ▲ Write concrete problem statements.
- ▲ Use basic brainstorming tools to generate ideas for solutions.
- ▲ Use idea generating tools, such as affinity diagrams, word chaining, the box method, the six thinking hats, and the blink method.
- ▲ Evaluate potential solutions against criteria, including cost/benefit analysis and group voting.
- ▲ Perform a final analysis to select a solution.
- ▲ Understand the roles that fact and intuition play in selecting a solution.
- ▲ Understand the need to refine the shortlist and re-refine it.
- ▲ Understand how to identify the tasks and resources necessary to implement solutions.
- ▲ Evaluate and adapt solutions to reality.
- ▲ Follow up with solution implementation to celebrate successes and identify improvements.
- ▲ Apply structured problem-solving frameworks
- ▲ Generate innovative solutions

## Course Outline (Curriculum)

### Module 1 – Problem Definition

- ▲ Identifying and framing problems accurately
- ▲ Using structured tools to define and analyze issues
- ▲ Developing clear and actionable problem statements

### Module 2 – Analytical Thinking

- ▲ Gathering and assessing relevant information
- ▲ Applying logical and critical thinking approaches
- ▲ Identifying root causes and key problem drivers

### Module 3 – Creative Techniques

- ▲ Applying brainstorming and idea-generation methods
- ▲ Using structured creativity tools (e.g., affinity diagrams, six thinking hats)
- ▲ Expanding solution options through divergent thinking

### Module 4 – Decision-Making

- ▲ Evaluating solutions using defined criteria (e.g., cost-benefit analysis)
- ▲ Applying structured selection and prioritization methods
- ▲ Balancing facts and intuition in decision-making

### Module 5 – Application

- ▲ Implementing selected solutions in real-world contexts
- ▲ Identifying required resources and execution steps
- ▲ Monitoring results and adapting solutions as needed

## Course Content:

This interactive learning program invites participants to explore methods to define problems in an efficient manner, to evaluate and implement potential solutions, to remain realistic and to improve their skills as problem-solvers.

## Target Audience:

Employees at all levels wishing to improve their problem-solving skills. This covers team leaders, supervisors and managers.

## Methodology:

Participants learn about the importance of define a problem correctly before looking for solutions. They are encouraged to seek personal preferences in various methods. They are invited to determine their own approach to problem-solving and to envisage solutions in a rational and flexible manner.

## Expected Results:

Participants will improve their ability to solve problems, face difficult issues in a controlled fashion and experience problem-solving as an everyday activity which can be managed.

## Outcomes

- ▲ Improved problem-solving capability
- ▲ Stronger innovation mindset

*\*This course is also with an integrated assessment component.*

### Course Description

This course provides participants with practical tools and strategies to effectively manage stress in the workplace. It focuses on identifying stressors, understanding individual responses to stress, and applying techniques to maintain productivity, resilience, and well-being. Participants will learn how to manage pressure, maintain focus, and sustain performance in demanding environments.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants:** 24

**Ideal number:** 16 to 20

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

- ▲ Identify the best approach to a stressful situation (Alter, Avoid, or Accept).
- ▲ Understand what lifestyle elements you can change to reduce stress.
- ▲ Use routines to reduce stress.
- ▲ Use environmental and physical relaxation techniques.
- ▲ Better cope with major events.
- ▲ Use a stress log to identify stressors and create a plan to reduce or eliminate them.
- ▲ Identify sources and triggers of stress
- ▲ Understand personal responses to stress
- ▲ Apply stress management techniques
- ▲ Improve resilience and well-being

## Course Outline (Curriculum)

### Module 1 – Understanding Stress

- ▲ Types of stress
- ▲ Stress triggers

### Module 2 – Personal Responses to Stress

- ▲ Physical and emotional responses
- ▲ Impact on performance

### Module 3 – Stress Management Techniques

- ▲ Coping strategies
- ▲ Time and energy management

### Module 4 – Building Resilience

- ▲ Maintaining focus
- ▲ Managing pressure

### Module 5 – Application

- ▲ Self-assessment
- ▲ Action planning

### Detailed Course Outline:

- ▲ Understanding Stress.
- ▲ Creating a Stress-Reducing Lifestyle.
- ▲ Altering the Situation.
- ▲ Avoiding the Situation.
- ▲ Accepting the Situation.
- ▲ Using Routines to Reduce Stress.
- ▲ Environmental Relaxation Techniques.
- ▲ Physical Relaxation Techniques.
- ▲ Coping with Major Events.
- ▲ Our Challenge to You.
- ▲ Wrapping Up.

### Target Audience:

All employees interested in addressing stressful situations.

### Methodology:

Using exercises and case studies, participants will practice the techniques and tools presented. Our experiential approach to learning ensures that each activity is based on the transfer of knowledge and skills within and beyond the classroom.

### Expected Results:

The Stress Management workshop will give participants a three-option method for addressing any stressful situation, as well as a toolbox of personal skills, including using routines, relaxation techniques, and a stress log system. They will also understand what lifestyle elements they can change to reduce stress.

### Outcomes

Participants will:

- ▲ Improve ability to manage stress
- ▲ Enhance resilience and productivity
- ▲ Maintain performance under pressure

*\*This course is also available with an integrated assessment component.*

### Course Description

This course enhances leadership maturity by helping participants transition from operational management to strategic leadership. It focuses on influence, decision-making, and organizational impact.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 or 2 days according to depth. For the purpose of this proposal, we have selected the **1-day version**.

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

To be able to awaken, analyze and integrate the key competencies required to transmit one's values, vision and mission as a company/organization leader.

In this leadership training you will learn about the different components of the leader's role today. We will look at the skills and roles of a leader, how to identify the different types and styles of leadership and what the key leadership competencies are today in order to meet the expectations of the changing workplace.

Participants will be able to:

- ▲ Develop strategic thinking
- ▲ Strengthen leadership influence
- ▲ Improve decision-making

### Course Outline (Curriculum)

#### Module 1 – Problem Definition

- ▲ Identifying and framing problems accurately
- ▲ Using structured tools to define and analyze issues
- ▲ Developing clear and actionable problem statements

#### Module 2 – Analytical Thinking

- ▲ Gathering and assessing relevant information
- ▲ Applying logical and critical thinking approaches
- ▲ Identifying root causes and key problem drivers

#### Module 3 – Creative Techniques

- ▲ Applying brainstorming and idea-generation methods
- ▲ Using structured creativity tools (e.g., affinity diagrams, six thinking hats)
- ▲ Expanding solution options through divergent thinking

#### Module 4 – Decision-Making

- ▲ Evaluating solutions using defined criteria (e.g., cost-benefit analysis)
- ▲ Applying structured selection and prioritization methods
- ▲ Balancing facts and intuition in decision-making

#### Module 5 – Application

- ▲ Implementing selected solutions in real-world contexts
- ▲ Identifying required resources and execution steps
- ▲ Monitoring results and adapting solutions as needed

### **Detailed Course Outline (English):**

This course will explore characteristics, actions and behaviors related to the boss vs a leader. It is no longer sufficient to just be in a position of authority to be a leadership figure for your team members. Today's world encourages sharing responsibility, taking charge, and self-driven independence and involvement. This course will address various topics such as:

- ▲ Exploring keys competencies that are required to be an inspiring leader.
- ▲ Revising and reflecting on leadership styles based on situations.
- ▲ Awareness of participants' leadership strength and area of improvement.
- ▲ Growing and development of leadership competencies.

### **Outcomes**

- ▲ Stronger executive presence
- ▲ Improved strategic decisions

### Course Description

This course supports leaders in bridging the gap between ideas and execution. It focuses on transforming concepts, strategies, and initiatives into structured and actionable plans. Participants will learn how to prioritize initiatives, manage constraints, and implement solutions effectively within complex organizational environments.

### Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 or 3 days according to depth. For the purpose of this proposal, we have selected **the 1-day version**.

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

Participants will be able to:

- ▲ Recognize common myths and misconceptions about innovation.
- ▲ Use multiple intelligences to generate a variety of ideas.
- ▲ Apply the characteristics of creative people to any problem or issue.
- ▲ Follow a four-step process for team innovation.
- ▲ Promote innovation without regulating it.
- ▲ Use cross-functional teams to foster innovation.
- ▲ Spot sacred cows in your organization.
- ▲ Contribute to a shared vision and mission statement.
- ▲ Identify and overcome obstacles to initiative.
- ▲ Practice systematic analysis.
- ▲ Evaluate and prioritize alternatives objectively.
- ▲ Minimize the negative effects of errors and mistakes.
- ▲ Take ownership of your responsibilities and results.
- ▲ Take initiative to go above and beyond what is expected of you.
- ▲ Transform ideas into structured action plans
- ▲ Prioritize initiatives based on organizational objectives
- ▲ Identify risks and constraints in implementation
- ▲ Drive execution and follow-through

## Course Outline (Curriculum)

### Module 1 – From Ideas to Execution

- ▲ Innovation vs execution
- ▲ Common implementation challenges

### Module 2 – Structuring Action Plans

- ▲ Planning frameworks
- ▲ Defining objectives and milestones

### Module 3 – Prioritization and Decision-Making

- ▲ Resource allocation
- ▲ Risk identification

### Module 4 – Implementation Strategies

- ▲ Execution models
- ▲ Monitoring progress

### Module 5 – Application and Integration

- ▲ Case studies
- ▲ Action planning

## Detailed Course Outline (English):

- ▲ Myths and Misconceptions: “Ideas into Action” activity, what is innovation? Myths and misconceptions.
- ▲ Individual Innovation: Multiple intelligences, Multiple intelligences and innovation, Characteristics of creative people, Questions are the key to solutions.
- ▲ Team Innovation: Stages of the creative process, Initiation, Incubation, Illumination, Implementation.
- ▲ Organization Actions: Promote innovation without regulating it, Innovation lessons, mixing it up, Spot a sacred cow.

## Outcomes

Participants will:

- ▲ Improve execution of strategic initiatives
- ▲ Increase organizational effectiveness
- ▲ Strengthen decision-making capabilities
- ▲ Deliver more consistent results

*\*This course is also with an integrated assessment component.*

## Course Description

This course develops participants' awareness and understanding of diversity in the workplace and its impact on organizational effectiveness. It focuses on recognizing differences, addressing biases, and promoting respectful and inclusive interactions. Participants will learn how to foster a positive work environment that values diversity and supports collaboration across diverse teams.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants:** 24  
**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

At the end of this program, participants will be able to:

- ▲ Define the concepts of diversity.
- ▲ Recognize diversity situations.
- ▲ To become aware of the issues related to diversity in the organization.
- ▲ Take stock of our intrinsic values.
- ▲ Learn to communicate effectively.
- ▲ Learn to position yourself and be respected.
- ▲ Learn to respect others in their differences.
- ▲ Define and understand key concepts of diversity.
- ▲ Recognize situations involving diversity and bias.
- ▲ Improve communication in diverse environments.
- ▲ Promote respect and inclusion in the workplace.

## **Course Outline (Curriculum)**

### Module 1 – Understanding Diversity

- ▲ Definitions and concepts
- ▲ Organizational context

### Module 2 – Recognizing Bias and Differences

- ▲ Situations of prejudice
- ▲ Awareness exercises

### Module 3 – Communication in Diverse Environments

- ▲ Dialogue vs debate
- ▲ Respectful interactions

### Module 4 – Building Inclusive Workplaces

- ▲ Diversity practices
- ▲ Collaboration techniques

### Module 5 – Application

- ▲ Case studies
- ▲ Real-life scenarios

## **Detailed Course Outline:**

- ▲ Define diversity.
- ▲ Establishing a "portrait of differences" in our organization.
- ▲ Recognize and deal with situations that demonstrate prejudice.
- ▲ Validate others.
- ▲ Dialogue versus debate.
- ▲ Effective interaction and a diverse work environment.
- ▲ Overcoming the cycle of belittlement / revenge.
- ▲ A technique for dialogue, "The Detailed Response".
- ▲ Build and maintain a diverse work environment.

## **Outcomes**

Participants will:

- ▲ Improve inclusiveness and collaboration
- ▲ Increase awareness of diversity issues
- ▲ Foster respectful workplace environments

*\*This course is also available with an integrated assessment component.*

## Course Description

This course develops participants' ability to analyze problems, evaluate options, and make sound decisions in complex organizational environments. It focuses on structured problem-solving methodologies, critical thinking approaches, and decision-making frameworks that support effective leadership in both operational and strategic contexts.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants:** 24

**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be provided with tools and concepts that will improve their performance and enhance their ability to:

- ▲ Analyse problem situations to find the most probable cause and remove it.
- ▲ Use a rigorous process for making decisions that clearly reflect judgment.
- ▲ Test problem-solving skills against the expertise of other successful individuals/managers.
- ▲ Save time and increase the effectiveness and efficiency of these skills.
- ▲ Plan the implementation of a decision by assessing the risks and possible adverse or positive consequences.
- ▲ Organize thoughts logically and rationally.
- ▲ Apply structured problem-solving frameworks.
- ▲ Analyze complex situations and identify root causes.
- ▲ Evaluate alternatives and make informed decisions.
- ▲ Reduce decision-making risks and biases.

## Course Outline (Curriculum)

### Module 1 – Problem Identification and Definition

- ▲ Root cause analysis
- ▲ Defining problems clearly

### Module 2 – Analytical Thinking and Evaluation

- ▲ Information analysis
- ▲ Identifying assumptions

### Module 3 – Generating Solutions

- ▲ Creative and structured approaches
- ▲ Evaluating alternatives

### Module 4 – Decision-Making Frameworks

- ▲ Decision models
- ▲ Risk analysis

### Module 5 – Application and Integration

- ▲ Case studies
- ▲ Decision-making exercises

## Detailed Course Outline:

### Problem Solving:

- Stating and defining the problem.
- Identifying possible causes.
- Gauging the possible causes.
- Choosing the most probable cause.

### Decision Making:

- Establishing the objective.
- Identifying decision criteria.
- Brainstorming options.
- Risk analysis.
- The Choice.

### Implementation:

- List activities and potential problems.
- Probability (scale of 1 to 10).
- Identifying Preventive and Protective actions.

## Target Audience:

This workshop is designed for managers, supervisors, team leaders and functional specialists who make decisions as a regular feature of their work.

## Methodology:

This workshop is comprised of lectures (35%) and practical exercises (individual, sub-group, case studies) (65%).

## Expected Results:

- ▲ Capacity to perform a problem-solving analysis.
- ▲ Better balanced decision.
- ▲ Capacity to implement a plan.

## Outcomes

### Participants will:

- ▲ Improve problem-solving effectiveness
- ▲ Strengthen decision-making skills
- ▲ Increase confidence in complex situations

### Course Description

This course introduces leaders to artificial intelligence concepts and their implications within the public sector. This intensive course is designed to provide public sector employees with a comprehensive understanding of Artificial Intelligence (AI). The training is structured to cover theoretical foundations on the first day and practical applications on the second day, with a specific focus on public sector workflows.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

- ▲ Equip public service employees with a robust understanding of AI.
- ▲ Explore ethical frameworks and practical considerations for AI in public service.
- ▲ Hands-on practice with AI tools that can be implemented into government workflows.

At the end of this program, participants will be able to:

- ▲ Understand AI fundamentals
- ▲ Identify use cases
- ▲ Evaluate risks

### Course Outline (Curriculum)

Module 1 – Introduction to AI

- ▲ Understanding key AI concepts and technologies
- ▲ Exploring the role of AI in modern public sector environments
- ▲ Identifying opportunities for AI adoption in daily work

Module 2 – AI in Government

- ▲ Analyzing public sector use cases and applications
- ▲ Understanding how AI supports government operations and services
- ▲ Identifying practical use cases relevant to participants' roles

Module 3 – Risks and Ethics

- ▲ Evaluating risks associated with AI implementation
- ▲ Understanding ethical considerations (privacy, transparency, fairness)
- ▲ Applying responsible AI principles in public sector contexts

Module 4 – Use Cases

- ▲ Exploring real-world applications (e.g., financial analysis, writing support, training)
- ▲ Assessing the impact of AI on efficiency and decision-making
- ▲ Selecting appropriate AI tools for specific use cases

Module 5 – Practical Application

- ▲ Applying AI tools to real workplace scenarios
- ▲ Developing practical AI-enabled solutions for public sector challenges
- ▲ Integrating AI into existing workflows and daily operations

### **Detailed Course Outline:**

This two-day intensive course aims to equip public sector employees with foundational knowledge and practical skills in Artificial Intelligence (AI). The training is split into theoretical insights on Day 1 and hands-on practical applications on Day 2, tailored specifically for public sector workflows.

#### **Day 1: Theoretical Insights**

- ▲ Understanding AI: Introduction to AI technologies and their implications for public service.
- ▲ Ethical Considerations: Discusses the ethical aspects of AI including privacy, transparency, and fairness.
- ▲ AI Tools Showcase: Exploration of current AI tools and technologies that are transforming government operations.

#### **Day 2: Practical Applications**

- ▲ Financial Analysis: Practical examples of how AI can be used to enhance financial analysis within the public sector, including budget forecasting, fraud detection, and expenditure tracking.
- ▲ Writing (Emails, Summaries, Presentations): Hands-on exercises demonstrating AI tools that assist in writing tasks, such as drafting emails, creating summaries, and preparing presentations efficiently.
- ▲ Employee Training: Integration of AI in employee training and onboarding, including personalized learning experiences, automated training content delivery, and performance tracking

#### **Target Audience:**

This course is ideal for public sector managers, policy makers, and administrative staff who are involved in or interested in the integration of technology into government services.

#### **Methodology:**

The course combines lectures, interactive discussions, and practical workshops to ensure an engaging learning experience. Participants are encouraged to bring real-world challenges to the workshops for discussion and workshop practical AI-based solutions.

#### **Expected Results:**

Participants will leave with a solid understanding of how AI can enhance efficiency and decision-making within government settings. They will gain both theoretical knowledge and practical skills that can be immediately applied to their daily tasks.

#### **Outcomes**

- ▲ Increased digital awareness
- ▲ Better decision-making

## Course Description

This course provides leaders with practical tools and techniques to manage daily operations, workloads, and performance in dynamic and hybrid work environments. It focuses on improving productivity, prioritization, and leadership effectiveness while managing both in-person and remote teams.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants: 24**  
**Ideal number: 12 to 16**

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be able to:

- ▲ Interrogation of his work habits.
- ▲ Discovering methods and techniques that contribute to workplace efficiency and effectiveness.
- ▲ Technique and skills development in order to organise work simply and efficiently.
- ▲ Manage competing priorities effectively.
- ▲ Optimize time and workload management.
- ▲ Lead and engage hybrid teams.
- ▲ Monitor and improve team performance.

## Course Outline (Curriculum)

Module 1 – Managing Day-to-Day Operations

- ▲ Roles and responsibilities
- ▲ Operational priorities

Module 2 – Time and Workload Management

- ▲ Time management tools
- ▲ Prioritization techniques

Module 3 – Managing Hybrid Teams

- ▲ Communication strategies
- ▲ Engagement and collaboration

Module 4 – Monitoring Performance

- ▲ Productivity tracking
- ▲ Managing expectations

Module 5 – Application

- ▲ Case studies
- ▲ Action planning

### **Detailed Course Outline:**

Demands coming from every direction create pressure, which in turn can make it difficult to properly assess the actions that need to be taken. It is imperative to specify the rules of conduct, which will ensure employee efficiency and effectiveness in the achievement of daily tasks. This will also be a way to ensure a proactive attitude. The managers will adequately satisfy the requirements of efficiency, while retaining the interest and motivation of their team members whose actions are triggered by very diversified imperatives.

In establishing a clear distinction between the need for autonomy of their team members and their responsibility related to the clarification of the expected results, the managers will ensure that the liberty of action allowed to each of their team member is appropriate to the needs of the situation. An effective management of priorities will make someone able to predict the arrival of events rather than always be at the mercy of what is around. Priority management also reduces the risk of crises and emergencies in everyday life.

### **Outcomes**

Participants will:

- ▲ Improve productivity and efficiency
- ▲ Manage hybrid teams more effectively
- ▲ Strengthen operational leadership skills
- ▲ Enhance team performance

# Integrated Business Planning, Budgeting, and Monitoring

## Course Description

This course equips leaders with the skills required to align strategic priorities with operational planning and financial management.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants:** 24

**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

At the end of this program, participants will be able to:

- ▲ Participate in the preparation of an integrated business plan/work plan and a budget.
- ▲ Apply the budgetary control mechanisms and the operating budgets principles.
- ▲ Understand and apply basic government accounting principles.
- ▲ Use and interpret the chart of accounts.
- ▲ Apply the expenditures control process including the account verification.
- ▲ Interpret the key financial reports.
- ▲ Evaluate the financial performance, perform forecasting and variance analysis, and adjust work plans and budgets.
- ▲ Use effective desk procedures.
- ▲ Develop integrated business plans.
- ▲ Align budgets with priorities.
- ▲ Monitor performance.

## Course Outline (Curriculum)

### Module 1 – Planning Frameworks

- ▲ Developing integrated business and operational plans
- ▲ Aligning strategic priorities with organizational objectives
- ▲ Structuring work plans to support resource allocation

### Module 2 – Budgeting Principles

- ▲ Applying foundational budgeting concepts and practices
- ▲ Aligning budgets with priorities and operational needs
- ▲ Understanding government accounting principles and structures

### Module 3 – Monitoring and Reporting

- ▲ Interpreting key financial reports and indicators
- ▲ Performing variance analysis and financial forecasting
- ▲ Monitoring performance against plans and budgets

### Module 4 – Risk Management

- ▲ Identifying financial and operational risks
- ▲ Applying expenditure control processes and verification
- ▲ Ensuring compliance with financial policies and authorities

### Module 5 – Application Exercises

- ▲ Applying planning and budgeting concepts to real scenarios
- ▲ Developing integrated plans and budgets
- ▲ Adjusting strategies based on financial performance insights

## **Detailed Course Outline:**

### **EXPECTED PAYOFF TO PARTICIPANTS AND THEIR BRANCH**

As a result of the change process that your organization have undertaken over the past several years, the role of administrative staff, project and program managers has changed, as they have been asked to assume enhanced responsibilities. This course is intended to provide them with the knowledge and skills to assist them in this task. This course is designed to give participants an overview of financial management in your department so that they can effectively carry out their responsibilities in this area.

### **Integrated Business Planning and Budgeting**

In this session, the participants will be exposed to the detailed process involved in the preparation of an integrated business plan/work plan, an operating budget as well as the different budgetary control mechanisms used by the Canadian government and your organization.

### **Government Accounting Concepts and Coding**

This session provides an overview of the accounting practices, the changes generated with the implementation of the financial information strategy (accrual accounting) and the utilisation of the coding manuals.

### **The Expenditure Control Process and Account Verification**

Session 3 focuses on accounting for and controlling expenditures. The expenditure process is discussed in detail, including the different procurement options, the spending authority and payment authority. The mechanisms and policies for delegating these authorities to various levels are also presented. Finally, the participants are exposed to the account verification process related to sensitive expenditures such as travel, contracting, hospitality, etc.

### **Financial Reports and Financial Forecasting**

In this session, participants will learn how to monitor and control the results of operations against plans and budgets. The emphasis is on the analysis of variances, budget forecasts and revisions, an overview of the financial system, file maintenance, communication and team building issues.

### **TARGET POPULATION**

This module is targeted at managers, supervisors and administrative staff involved in planning, budgeting and the monitoring of plans and budgets.

### **Outcomes**

- ▲ Improved financial alignment
- ▲ Better decision-making

*\*This course is also available with an integrated assessment component.*

## Course Description

This course develops participants' ability to analyze complex information, evaluate evidence, and make sound, structured decisions in regulated and high-accountability environments. It emphasizes critical thinking techniques, identifying biases, and applying analytical frameworks to support effective leadership decisions.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day (potential to extend to 3 days) – For the purpose of this proposal, we have selected **the 1-day version.**

**Max # Participants: 24**  
**Ideal number: 16 to 20**

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be able to:

- ▲ Successful completion of this course will increase participant's knowledge and ability to:
- ▲ Define critical thinking.
- ▲ Identify and adopt the characteristics of critical thinking.
- ▲ Recognize and avoid critical thinking mistakes.
- ▲ Identify assumptions.
- ▲ Evaluate information accurately and thoroughly.
- ▲ Distinguish between fact and opinion.
- ▲ Implement the critical thinking process in work situation.
- ▲ Identify assumptions and biases.
- ▲ Evaluate information and data effectively.
- ▲ Make structured and evidence-based decisions.

## **Course Outline (Curriculum)**

### Module 1 – Foundations of Critical Thinking

- ▲ Key concepts and principles
- ▲ Role in leadership

### Module 2 – Identifying Bias and Assumptions

- ▲ Cognitive biases
- ▲ Decision-making errors

### Module 3 – Analyzing Information and Evidence

- ▲ Data interpretation
- ▲ Fact vs opinion

### Module 4 – Decision-Making Frameworks

- ▲ Structured approaches
- ▲ Risk analysis

### Module 5 – Application and Scenarios

- ▲ Case studies
- ▲ Practical exercises

## **Detailed Course Outline (English):**

- ▲ Characteristics of Critical Thinking: curiosity, awareness, flexibility, common sense.
- ▲ Critical Thinking Mistakes: Rationalization, Emotional Thinking, Biases, Tunnel Vision
- ▲ The Critical Thinking Process: EEE, Examine, Explore, Evaluate
- ▲ Turning Thinking into Action: Critical Thinking Practice, Thinking about Critical Thinking

## **Outcomes**

Participants will:

- ▲ Improve analytical thinking and decision-making
- ▲ Reduce bias-driven errors
- ▲ Strengthen leadership judgment
- ▲ Increase confidence in complex decision-making

*\*This course is also available under Stream 2 with an integrated assessment component.*

### Course Description

This course provides a comprehensive leadership development experience designed to strengthen behavioural competencies essential for effective leadership in the public sector. It focuses on enhancing emotional intelligence, communication, collaboration, and adaptability to foster a positive, inclusive, and high-performing workplace culture. Participants develop practical skills to improve interpersonal effectiveness, navigate difficult conversations, and support team engagement through psychologically safe practices. The course integrates leadership theory with applied learning to ensure immediate workplace application.

### Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 5 half-day sessions (15 hours total).

**Max # Participants: 24**  
**Ideal number: 16 to 20**

### Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

### Course Objectives:

Participants will be able to:

- ▲ Strengthen emotional intelligence and leadership self-awareness
- ▲ Apply effective communication and feedback techniques
- ▲ Foster collaboration and psychological safety within teams
- ▲ Manage difficult conversations with confidence
- ▲ Develop adaptability and resilience in changing environments
- ▲ Strengthen leadership behaviours that support workplace culture

## Course Outline (Curriculum)

### Module 1 – Foundations of Leadership

- ▲ Leadership fundamentals
- ▲ Leadership styles
- ▲ Personal leadership awareness

### Module 2 – Effective Communication and Recognition

- ▲ Interpersonal communication
- ▲ Constructive feedback
- ▲ Employee recognition practices

### Module 3 – Collaboration and Psychological Safety

- ▲ Trust-building strategies
- ▲ Psychological safety
- ▲ Inclusive teamwork

### Module 4 – Emotional Management and Difficult Conversations

- ▲ Emotional regulation
- ▲ Managing conflict situations
- ▲ Conducting difficult conversations

### Module 5 – Adaptability, Resilience and Growth Mindset

- ▲ Resilience in the workplace
- ▲ Adaptability to change
- ▲ Growth mindset application

## Detailed Course Outline (English):

Intrapersonal Skills: Self-awareness, emotional intelligence, emotional regulation

Interpersonal Skills: Communication, feedback, collaboration, relationship building

Workplace Effectiveness: Psychological safety, engagement, team dynamics

Leadership Agility: Adaptability, resilience, growth mindset

Application: Case studies, practical exercises, reflection activities, action planning

## Training Methodology

The course combines:

- ▲ Leadership frameworks and theory
- ▲ Experiential learning approaches
- ▲ Group discussions and reflective activities
- ▲ Practical exercises and real-world scenarios
- ▲ Self-assessment and applied learning

Participants are actively engaged to ensure knowledge transfer and practical application in the workplace.

## Outcomes

Participants will:

- ▲ Improve leadership effectiveness and interpersonal impact
- ▲ Strengthen communication and collaboration
- ▲ Build psychologically safe and inclusive teams
- ▲ Enhance resilience and adaptability
- ▲ Apply concrete leadership tools to improve workplace performance

*\*This course is also available with an integrated assessment component.*

## Course Description

This course is a highly interactive leadership and personal development session designed to help employees understand, adapt to, and thrive in environments of organizational change.

Participants explore the drivers and impacts of change within public sector organizations, while developing practical strategies to manage emotional reactions, build resilience, and contribute positively to transformation initiatives.

Based on the M3i Thriving Through Change approach, the course emphasizes self-awareness, emotional regulation, and proactive engagement, enabling participants to navigate uncertainty with confidence and effectiveness.

## Target Audience

- ▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 1 day

**Max # Participants:** 24

**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be able to:

- ▲ Understand the key drivers and benefits of organizational change
- ▲ Recognize personal reactions and develop resilience skills
- ▲ Manage uncertainty with a constructive and positive mindset
- ▲ Communicate effectively and collaborate during transitions
- ▲ Identify their role in supporting organizational success through change

## Course Outline (Curriculum)

Module 1 – Understanding Change

- ▲ Context and purpose of change in public organizations

Module 2 – Human Reactions to Change

- ▲ Self-reflection on individual response to change
- ▲ Understanding emotional reactions

Module 3 – Building Resilience

- ▲ Emotional intelligence tools
- ▲ Stress regulation techniques

Module 4 – Communication and Collaboration

- ▲ Communication strategies during change
- ▲ Scenario-based exercises and discussions

Module 5 – Moving Forward

- ▲ Development of a personal action plan
- ▲ Strengthening engagement and commitment

### **Detailed Course Outline (English):**

Intrapersonal Skills: Self-awareness, emotional regulation, resilience

Interpersonal Skills: Communication, collaboration, relationship management

Change Readiness: Understanding change dynamics, managing uncertainty

Application: Self-reflection exercises, case studies, action planning

### **Training Methodology**

The course combines:

- ▲ Experiential learning and participant interaction
- ▲ Reflection activities and small-group discussions
- ▲ Case studies and practical exercises aligned with public sector realities
- ▲ Tools and frameworks supporting emotional balance and adaptability

### **Outcomes**

Participants will:

- ▲ Improve adaptability and engagement during organizational transitions
- ▲ Strengthen collaboration and communication with colleagues
- ▲ Develop resilience and agility in evolving environments
- ▲ Identify personal strengths to manage change effectively
- ▲ Apply practical strategies to maintain balance and performance under pressure

*\*This course is also available with an integrated assessment component.*

## Course Description

This course provides leaders with the knowledge and practical tools required to effectively lead teams through organizational change within the public sector context.

Adapted from the M3i Change Leadership program (SC.5), it focuses on strengthening leadership capacity to guide teams through transition periods with confidence, empathy, and strategic clarity. Participants explore how leadership style, personality dynamics, and communication behaviours influence their approach to change.

The course equips participants with practical techniques to manage resistance, maintain engagement, and foster trust while ensuring team performance during periods of uncertainty.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Max # Participants:** 24

**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be able to:

- ▲ Understand psychological and behavioural dynamics behind change
- ▲ Identify personal leadership tendencies and reactions during transitions
- ▲ Recognize employee responses to change and adapt leadership approach
- ▲ Communicate effectively and manage resistance with empathy and clarity
- ▲ Foster trust, engagement, and resilience within teams
- ▲ Develop an actionable leadership plan aligned with organizational transformation

## Course Outline (Curriculum)

### Module 1 – Human Reactions to Organizational Transformation

- ▲ Understanding behavioural dynamics
- ▲ Exploring Human Dynamics (imaginative, rational, emotional, action)

### Module 2 – Leadership Reflexes and Self-Diagnosis

- ▲ Identifying leadership tendencies during change
- ▲ Self-assessment based on M3i principles

### Module 3 – Overcoming Barriers and Mobilizing People

- ▲ Understanding resistance to change
- ▲ Developing constructive response strategies

### Module 4 – Building Trust and Engagement

- ▲ Practicing effective communication techniques
- ▲ Strengthening empathy and motivation

### Module 5 – From Awareness to Action

- ▲ Developing a leadership action plan
- ▲ Applying learning to real workplace challenges

## Detailed Course Outline (English):

Intrapersonal Skills: Self-awareness, leadership style awareness, behavioural responses

Interpersonal Skills: Communication, empathy, engagement, trust-building

Change Leadership Skills: Managing resistance, mobilizing teams, influencing behaviour

Application: Self-assessment tools, role plays, action planning, applied exercises

## Training Methodology

The course combines:

- ▲ Instructor-led facilitation
- ▲ Experiential and interactive learning
- ▲ Reflection and self-diagnostic tools
- ▲ Role-playing and scenario-based exercises
- ▲ Application of M3i Human Dynamics and Change Resilience frameworks

## Outcomes

Participants will:

- ▲ Strengthen leadership self-awareness and adaptability in change contexts
- ▲ Improve communication and emotional intelligence
- ▲ Enhance ability to anticipate and manage resistance
- ▲ Build more resilient, engaged, and motivated teams
- ▲ Align leadership practices with Government of Canada values

*\*This course is also offered with an integrated assessment component.*

## Course Description

This course is designed to develop advanced strategic thinking capabilities, enabling participants to analyze complex situations, identify meaningful insights, make informed decisions, and adapt effectively within continually evolving public sector environments.

Grounded in the proven methodologies of the M3I framework, the course integrates structured decision-making tools, critical questioning techniques, behavioural concepts, and change leadership strategies to strengthen individual and organizational performance.

Participants will enhance their ability to think strategically, assess risks and opportunities, and lead with agility in a context of continuous transformation, aligned with Government of Canada priorities.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 days

**Maximum number of participants: 24**  
**Ideal number: 16 to 20**

## Delivery Method:

The course materials are designed and adapted for **in-person, virtual** delivery through synchronous online sessions using Microsoft Teams, or a **hybrid** format combining in-person and remote participation. This flexible approach ensures a consistent, high-quality learning experience regardless of the delivery format selected.

**Course offered in:** English and French

## Course Objectives:

Participants will be able to:

Strategic thinking and critical analysis

- ▲ Apply structured frameworks to analyze problems and opportunities
- ▲ Identify root causes, risks, and strategic implications
- ▲ Evaluate options using objective, criteria-based approaches
- ▲ Recognize the emotional, cognitive, and organizational factors that influence decision-making

Decision-making excellence

- ▲ Use systematic and evidence-based decision-making processes
- ▲ Anticipate constraints, impacts, and unintended consequences
- ▲ Communicate decisions clearly and effectively

Strategic agility and adaptation

- ▲ Understand the behaviours and dynamics that emerge during periods of change
- ▲ Demonstrate resilience, flexibility, and proactivity
- ▲ Reduce resistance through influence and communication strategies

Leadership mindset

- ▲ Adopt a forward-looking perspective aligned with public sector priorities
- ▲ Engage stakeholders through collaborative problem-solving
- ▲ Translate insights into innovation and continuous improvement

## Course Outline (Curriculum)

Module 1 – Introduction to strategic thinking in the public service

- ▲ Understand the role of strategic thinking in the public sector context
- ▲ Identify complex organizational challenges and improvement opportunities
- ▲ Connect strategic thinking to Government of Canada priorities and outcomes

Module 2 – Structured decision-making framework

- ▲ Apply structured frameworks to analyze problems and opportunities
- ▲ Evaluate options using objective, criteria-based approaches
- ▲ Integrate risks, constraints, and impacts into decision-making processes

Module 3 – Critical questioning and analytical thinking

- ▲ Develop critical questioning techniques to challenge assumptions
- ▲ Identify root causes and the strategic implications of key issues
- ▲ Strengthen analytical thinking to support sound, informed decision-making

Module 4 – Scenario-based decision laboratory

- ▲ Apply decision-making frameworks to realistic scenarios
- ▲ Practise structured analysis in complex and ambiguous situations
- ▲ Collaborate on problem-solving through group exercises

Module 5 – Integrating foresight, risk, and stakeholder dynamics

- ▲ Anticipate future trends, risks, and unintended consequences
- ▲ Understand stakeholder perspectives and organizational dynamics
- ▲ Integrate foresight and risk assessment into strategic decision-making

Module 6 – Understanding human dynamics during periods of change

- ▲ Recognize behavioural and emotional reactions to change
- ▲ Understand the cognitive, emotional, and organizational factors that influence decision-making
- ▲ Adapt leadership approaches to the human dynamics at play

Module 7 – Leading with agility and influence

- ▲ Develop influence strategies to engage stakeholders
- ▲ Strengthen communication and alignment in complex environments
- ▲ Lead teams effectively in contexts of uncertainty and transformation

Module 8 – Thinking and acting differently through strategic agility

- ▲ Apply agility principles to decision-making and leadership
- ▲ Encourage innovation and continuous improvement
- ▲ Translate insights into practical strategies and observable behaviours

### Detailed Course Outline:

Analytical and strategic competencies: critical thinking, structured analysis, and decision-making frameworks.

Decision-making competencies: evidence-based decision-making, risk assessment, and options analysis.

Leadership and influence: stakeholder engagement, effective communication, and influence in complex environments.

Adaptability and agility: resilience, navigating uncertainty, and leadership in a change context.

Practical application: scenario-based decision laboratories, case studies, and applied exercises.

### Training Methodology

The course combines the following approaches:

- ▲ Experiential learning and group discussions
- ▲ Scenario-based decision-making simulations
- ▲ Practical case studies tailored to the federal context
- ▲ Application of structured analytical and behavioural frameworks

### Expected Outcomes

By the end of the course, participants will be able to:

- ▲ Strengthen their strategic thinking and critical analysis skills
- ▲ Improve their ability to make evidence-based decisions
- ▲ Increase their agility and adaptability in complex environments
- ▲ Foster alignment, collaboration, and engagement within their teams

# Leadership Development for Organizational Transformation

*\*This course is also available with an integrated assessment component.*

## Course Description

This structured leadership development program leverages facilitated group coaching sessions and optional leadership assessment tools to strengthen leadership competencies in a context of organizational transformation.

Delivered as part of a federal engagement with Policy Horizons Canada, the program supports management teams in navigating organizational change, enhancing collaboration, and reinforcing a strong and cohesive workplace culture. Participants engage in structured group coaching sessions to address shared leadership challenges, build collective capacity, and develop practical strategies to improve team effectiveness. An optional 360 leadership assessment component enhances self-awareness and supports targeted leadership development.

## Target Audience

▲ All levels of leadership, from aspiring leaders to senior executives (managers and employees)

**Course Duration:** 2 hours

**Max # Participants:** 24  
**Ideal number:** 16 to 20

## Method of Delivery:

The course material is designed and adapted for delivery **in person, virtually** through synchronous online sessions using Microsoft Teams, or in a **hybrid format** combining both in-person and virtual participation. This flexible approach ensures participants receive the same high-quality learning experience regardless of the delivery method selected.

**Course available in:** English and in French

## Course Objectives:

Participants will be able to:

- ▲ Strengthen leadership competencies within a group learning environment
- ▲ Improve collaboration and communication across teams
- ▲ Address shared organizational and team challenges collectively
- ▲ Foster a positive and high-performing workplace culture
- ▲ Apply leadership strategies to support organizational transformation
- ▲ Increase self-awareness through facilitated group reflection and optional assessment

## Course Outline (Curriculum)

### Module 1 – Leadership in Organizational Transformation

- ▲ Understanding the impact of organizational change on teams
- ▲ Identifying common leadership challenges in transformation contexts
- ▲ Aligning leadership behaviours with organizational priorities

### Module 2 – Group Coaching and Collective Leadership Development

- ▲ Leveraging group coaching to address shared challenges
- ▲ Facilitating peer learning and knowledge sharing
- ▲ Strengthening collaboration and collective problem-solving

### Module 3 – Addressing Team and Organizational Challenges

- ▲ Identifying common team dynamics and issues
- ▲ Applying collective problem-solving techniques
- ▲ Developing strategies to improve team effectiveness

### Module 4 – Strengthening Workplace Culture and Collaboration

- ▲ Building trust and engagement across teams
- ▲ Promoting collaboration and continuous improvement
- ▲ Supporting a positive and cohesive work environment

### Module 5 – Leadership Insight and Action Planning

- ▲ Interpreting insights from group discussions and optional assessment
- ▲ Identifying leadership strengths and development areas
- ▲ Developing and implementing group and individual action plans

## Detailed Course Outline (English):

Leadership Development: Leadership competencies, behavioural development, group learning

Group Coaching Approach: Peer learning, facilitated leadership discussions, collaborative problem-solving

Workplace Effectiveness: Team dynamics, collaboration, culture building

Change Leadership: Navigating transformation, supporting organizational alignment

Assessment-Based Development (Optional): 360 feedback insights, leadership awareness, development planning

## Training Methodology

The course combines:

- ▲ Facilitated group coaching sessions
- ▲ Experiential and reflective learning
- ▲ Peer-based discussions and shared learning
- ▲ Real organizational scenarios and applied exercises
- ▲ Optional use of structured 360 leadership assessment tools

The approach emphasizes collective learning, reflection, and application to real workplace challenges.

## Outcomes

Participants will:

- ▲ Strengthen leadership effectiveness in a group context
- ▲ Improve collaboration and team engagement
- ▲ Enhance their ability to lead through organizational change
- ▲ Develop shared strategies to address workplace challenges
- ▲ Foster a culture of continuous improvement
- ▲ Gain leadership insights through group learning and optional assessment

# Samson

85, rue Victoria, Gatineau Québec J8X 2A3

T. 819.772.0044 | [www.samson.ca](http://www.samson.ca) | [samson@samson.ca](mailto:samson@samson.ca)

