

Toronto 2017

Jan 19: Acquiring the Leadership Attributes that Build High Performance

Today's organizations need leaders who can drive the business, lead the people and lead themselves. This session will examine the needs of the business, what people want from their leaders and what leaders can do to motivate themselves. Participants will be able to assess themselves and identify the areas they need to develop to be more effective.

Paul Bridle, for more than twenty-five years, has researched effective organizations and the people that lead them. He was voted 12th in the Top 30 Most Influential Leadership Gurus in the World for three consecutive years, and in 2010 was included in the list for the top 100 Management Gurus of all time. He is a Fellow of the Institute for Business Consultants and is currently on the Faculty of Duke University. Mr. Bridle is also the author of *Leadership: The Never Ending Story*, *Question Your Thinking*, and *Things I Have Learnt from my Father/Son*.

Feb 15: Critical Decision Making: The Role of Constructive Conflict

Through fascinating examples from history, including the Bay of Pigs, Cuban Missile Crisis, and the tragedy on Mount Everest, this workshop will explore the following: the five myths of executive decision making; how to foster open debate; how to achieve "diversity in counsel, unity in command"; how to move to closure: overcoming the inability to decide; avoiding "analysis paralysis" and other pitfalls; how to gain the whole-hearted commitment to act; and how to address hidden doubts that could undermine your final decision.

Prof. Michael Roberto is the Trustee Professor of Management at Bryant University. He previously served for six years on the faculty at Harvard Business School. His book, "Why Great Leaders Don't Take Yes For An Answer", was named one of the top 10 business books of 2005 by *The Globe and Mail*, Canada's largest daily newspaper. He has taught in leadership development programs and consulted at a number of firms including Morgan Stanley, Home Depot, Mars, The World Bank and Lockheed Martin.

Mar 03: How Innovative Thinking Leads to Extraordinary Outcomes

Successful organizations operate on the edge of chaos and embrace risk, error, and ambiguity, while practicing strategies that reduce the need for doing, undoing, and redoing. You will learn key strategies and practical tools to give you the adaptive capacity to work creatively with change and uncertainty. We will discuss strategies for tapping the human potential for creative thinking, from the inception of ideas to their transformation into practical business strategies and innovations. Learn how effective leaders infuse all levels of the organization with the creative capacity to achieve extraordinary outcomes.

Dr. Iris Firstenberg is an Adjunct Associate Professor of Psychology, UCLA and Adjunct Associate Professor of Management at UCLA Anderson School of Management. She teaches seminars on creativity and innovation for a large number of Fortune 500 companies as well as government agencies. She has co-authored three books including her latest, *Extraordinary Outcomes: Shaping an Otherwise Unpredictable Future* (John Wiley & Sons).

Mar 08: Getting Results in Today's Multi-Functional, Complex Environments

If you have more than one boss or rely on a web of resources to get your job done, you are in a "matrix role." This session begins by helping participants understand the 'why' behind the matrix they work in and the type of matrix role they play. The session then provides participants the opportunity to examine their current partnerships and identify steps to improve these partnerships. With partnerships as the foundation, the session will look at the challenges associated with aligning goals, gaining role clarity and getting decisions made. Lastly, participants will assess their personal needs around building influence, communicating effectively in the matrix, and planning and leading matrix meetings.

Susan Finerty is the author of *Master the Matrix: 7 Essential for Getting Things Done in Complex Organizations*, published in 2012. Since 2004, she has developed a consulting practice focused on organizational effectiveness helping organizations design and implement change, helping teams work effectively together and coaching individuals on communication, influence and leadership. In 2013, she transitioned her practice to focus solely on the needs of matrix organizations and those in matrix roles.

Apr 06: High-Impact Transformational Leadership

Effective leaders possess a broad set of leadership skills and competencies the science of leadership and they know when, where, and under what conditions to use each the art of leadership. Dr. Hannah will combine cutting-edge research with lessons-learned from his three decades of personal leadership experience, spanning from a front line to a strategic leader, to advance attendees capabilities and development as inspirational leaders. This seminar will cover various forms of leader style, power and influence, and focus on the more effective forms of transformational, inspirational, and authentic leadership behaviors.

Professor Hannah holds an endowed chair in management at Wake Forest University School of Business. He is a retired US Army Colonel with vast practical experience leading complex organizations and developing leaders. He previously was the Director of Leadership and Management Programs at West Point The United States Military Academy, and as the Director of the US Army's center for the profession and character-based leader development.

May 16: Leading AND Managing: 7 Strategies to Help You Excel at Both

This session will explore the essential strategies and techniques required to powerfully lead and manage simultaneously from the same role. Being a manager is one of the most arduous and yet most valuable roles in any organization. The challenge lies in dealing with the expectations of those above and below you while also contributing to people's success around you. When you master this, you will discover how to impact any organization from the middle. You will leave this class with the skills needed to powerfully evolve into a successful Manager.

Ms. Ann Tardy, a former Silicon Valley corporate attorney and a current leadership expert, speaker, and author, Ann has been studying how people impact organizations from the middle for over 25 years. As the author of four books, Ann serves as the Founder and CEO of LifeMoxie Mentoring & Leadership and the Founder and Director of The Mentoring Council. She has cycled from San Francisco to New Jersey and down each coast in a quest to discover what people love about their jobs. Her documentary Work Matters captured the interviews she conducted on the bike.

Jun 07: Design Thinking for Problem Solving and Improving Profitability

This seminar is designed to introduce a set of systems and design thinking concepts and principles that enable you to develop an understanding of complex situations to cope with the challenges of value migration in your organization. Using actual organizational experiences, participants will learn a new framework to create value through the design of great products, experiences and services. Specifically, designing an innovative business model that can successfully operate in diverse organizational contexts (simple, complicated and complex), each of which requires a different approach to planning, management, leadership and decision-making. In particular, participants will learn how to avoid solving wrong problems by integrating a systems thinking mindset with a design thinking methodology. Situation awareness, planning when forecasting is not possible, anticipation through pattern recognition and avoiding strategic blindness will be discussed.

Dr. John Pourdehnad is an educator/consultant in the field of strategic management and change, using systems thinking as a worldview and design thinking as a methodology to solve complex interactive problems. He also holds a faculty appointment in the graduate studies program of Organizational Dynamics at the University of Pennsylvania. His career spans more than three decades working in management, consulting, education and research. He has held senior global management positions in industries including automotive, household appliances and hi-tech. As a scholar-practitioner he has consulted with large and small for-profit and not-for-profit organizations across many industries and with government agencies helping management and leadership teams develop strategic plans and transformational roadmaps.

Jul 25: The Power of Personal Accountability: Overcoming Obstacles and Owning Your Success

During this workshop, you will explore practical applications for increasing personal, team and organizational accountability. Specific skills in asking accountable questions, accountable delegation, and creating accountable agreements will be practiced. Finally, you will apply 3 keys for sustaining accountability during projects and change efforts including the development of "recovery plans", a process for holding others accountable and a technique for overcoming the "wall of fear" for leading change. You will create an inspiring and practical Personal Vision of Excellence for achieving their personal and professional goals.

Mr. Mark Samuel, President and Founder of IMPAQ, is considered a practical visionary by Fortune 500 companies. His Leadership Accountability Systems and training has contributed to achieving breakthrough measurable improvements in organizational performance and rapid culture change. Mr. Samuel is the author of Creating the Accountable Organization and Making Yourself Indispensable: The Power of Personal Accountability.

Aug 15: When Leaders Speak: How to Get Heard, Get Remembered and Get Results

Sharpen your leadership communication and boost your career with 3 strategies: 1) focus, 2) variety, 3) executive presence. With focus, you'll make your messages stick, using the methodology Paul uses with leadership teams & individual executives. Variety means to be slightly different. With variety, you'll make routine info. come alive, and you'll engage others with smart questions. Presence matters because part of the message is you. Strengthen your presence with 10 actions. Learn how to get heard, get remembered & get results every time you speak.

Mr. Paul Hellman has worked with leading organizations in the U.S. and abroad, including Analog Devices, Biogen Idec, Fidelity Investments, Merck, Readers Digest, United Technologies, Young Presidents Organization (YPO). His columns (he's written over 100) have appeared in the New York Times, Wall Street Journal, Washington Post, Boston Globe, San Francisco Chronicle, and regularly on the back page of (the former) Management Review where he was a contributing editor for 10 years. He is also the author of Naked at Work: How to Stay Sane When Your Job Drives You Crazy (Penguin) and Ready, Aim, You're Hired! (Amacom). Mr. Hellman has appeared multiple times on CNN's financial network as a commentator about office life. He has also contributed to Public Radio's Marketplace, delivering on-air commentaries to their 900,000 listeners. He has taught MBA courses at Northeastern University, and organizational psychology courses at Bentley College, where he was nominated twice by the management department for an outstanding teacher award. Mr. Hellman received an MBA from MIT's Sloan School of Management, as well as undergraduate and graduate degrees in psychology. He graduated Phi Beta Kappa from Clark University.

Sep 21: The Managers Toolkit: Essential Skills to Successfully Lead Others

Employees who are deservingly promoted into managerial positions because they do well in their current jobs often need additional support and better preparation if they're to successfully manage and/or lead others. This session will focus on equipping managers with the knowledge and tools they need to effectively manage people and increase productivity in their areas of responsibility. Participants will explore basic managerial concepts, discuss common situations and challenges, and learn how to apply specific strategies and tools to successfully manage people.

Dr. Ellen Burts-Cooper is the senior managing partner of Improve Consulting and Training Group, a firm that provides personal and professional development training, coaching and consultation. She is also an adjunct professor at Case Western Reserve University in the Weatherhead Executive Education Program and author of the book Canine Instinct: A Guide to Survival and Advancement in Corporate America. Dr. Burts-Cooper also recently published aMAZEing Organizational Teams: Navigating the 7 Critical Attributes for Cohesion, Productivity and Resilience, a guide for improving group workplace dynamics. The book is based on the aMAZEing Team Building Experience centered in Cleveland, Ohio where teams navigate through a maze of highly interactive indoor mental challenges based on seven attributes of healthy, productive teams. Dr. Burts-Cooper earned a Ph.D. in organic/polymer chemistry at Virginia Tech and holds a Lean Six Sigma Master Black Belt certification from 3M Company.

Oct 25: Dealing with Difficult People: Bringing Out the Best in Others

Dr. Brinkman says, Communication is like a phone number, you need all the correct digits and in the right order. Dr. Rick will share his proven strategies to handle: Whining, Negativity, Attacks, Tantrums, Snipers, Know-it-Alls, Think-They-Know-it-Alls, as well as Yes, Maybe and Nothing people. The examples and practical skills in this seminar will immediately transform behaviors that used to strain all relationships, both business and personal! It will even include special contexts like email communications, phone and meetings.

Dr. Rick Brinkman is the developer of Conscious Communication seminars and the principal of Rick Brinkman Productions, Inc. He has performed over 4000 programs in 18 countries. In addition, he is co-author of numerous books including the international bestseller, *Dealing With People You Can't Stand*, *How to Bring Out the Best in People at Their Worst*, which has been translated into 25 languages. His clients have included Pepsico, LucasFilm, IBM, the VA, the Astronaut Corps, the FBI and Sony Pictur.

Nov 07: Driving Innovation from Within: Strategies for Generating Ideas and Pursuing New Opportunities

In this seminar, Dr. Krippendorff outlines how to overcome seven key barriers to driving innovation from inside of large corporations. Based on his upcoming book *Change the World without Quitting your Job*, his latest research involving more than 120 interviews with internal innovators, experts, and CEOs, and his analysis of the most transformative innovations of the last three decades, Dr. Krippendorff lays out a set of practical tools and frameworks for navigating the innovation journey. These include knowing what kinds of ideas your organization needs, navigating politics, securing funding, and scaling your idea. He draws from real-life examples like the evolution of the personal computer, Nikes launch of the FuelBand, and the team who convinced Microsoft to launch the Xbox.

Dr. Kaihan Krippendorff is a strategist, speaker, consultant, and best-selling author of four books, most recently "Outthink the Competition". He has trained over 6,000 executives and entrepreneurs in his unique strategy approach, The Outthinker Process, and works with the leadership teams of a growing number of leading corporations including Microsoft, VMWare, Aetna, Johnson & Johnson, Citibank, LOreal, United Technologies, Kraft, and Experian to design innovative business strategies that produce new revenue, profits, and market share.

Dec 07: From Player to Coach: Making the Successful Transition to Management

The transition from star player to team coach is a tremendous leap. All too often new managers are thrown into challenging circumstances with limited support and resources. With increasing globalization and the move to virtual environments, managing is more complex than ever before. As an organizational psychologist, Dr. Woodward believes that effective management is rooted in understanding the psychology of human nature.

Dr. Michael Woodward is a certified professional coach who works with both private and corporate clients on building management/leadership capacity and the psychology of career engagement in the New Economy. He is the founder and president of Human Capital Integrated (HCI) and is author of the Amazon.com top selling job book "The YOU Plan: A 5-step guide to Taking Charge of Your Career in the New Economy".

Jan 24: Managing Competing Demands: Getting It Done and Having a Life

Work-Life Balance is no longer a luxury. It's a necessity for good health, energy and productivity. The objectives of this dynamic, interactive session are to help participants: (1) develop a clear picture of the Work-Life Balance they would like to achieve (2) identify obstacles that stand in the way of achieving their desired balance (3) develop a repertoire of action strategies and tools for overcoming current obstacles and any that may arise in the future and (4) develop their own personal action plan which is concrete, practical and achievable.

David Posen, M.D. is the author of three best-selling books: "Always Change a Losing Game", "Staying Afloat When the Water Gets Rough" and "The Little Book of Stress Relief", now in its twelfth printing and translated into seven languages. His clients have included University of Michigan, Warner Brothers, US Steel, Chevron, IBM, Verizon, Allstate Insurance, Federated Investors, American Express, Microsoft, Cisco Systems, McKinsey.

Feb 22: Become a Persuasive Negotiator: Best Negotiating Practices

In this highly engaging workshop, participants explore how to effectively respond to offers, turn your counterparts no to a yes, overcome the two greatest obstacles to success, and manage concessions to create and capture value at the bargaining table. With your own negotiation challenges addressed and equipped to use negotiation tools on the job, participants leave this workshop as more competent and confident negotiators.

Leslie Mulligan is a proven business leader and negotiation expert who has trained Fortune 500 companies, federal government agencies, non-profit organizations and universities around the world with Watershed Associates. She is a much in-demand keynote speaker and workshop facilitator at clients such as Nike, NASA, Chevron, Yale University, Pew Charitable Trusts, Silicon Valley Leadership Group, US Federal Courts, Halliburton, Rockwell Collins, US Cellular, and Women in Technology, among others. Before joining Watershed Associates, Leslie spent 15 years in Silicon Valley, leading sales and marketing teams, negotiating with customers and partners to create value within sustainable agreements.

Mar 18: Beyond Emotional Intelligence: The Art of Mindful Management

This seminar represents a paradigm shift in management training by elevating the discourse of emotional intelligence to a higher-order leadership outcome of discovering the doorway to being an enlightened presence. Prior methods of developing emotional intelligence have failed to explore the farther reaches of creative potential that can result from opening new doors of perception within the psyche of managers. Such transformative experiences have been practiced for thousands of years in Eastern Wisdom traditions like Zen and can create profound shifts in relating to others. The seminar will build on the foundations of emotional intelligence and lead us to a new vision for our relationships with others to generate a distinctive and personalized presence.

Dr. Param Srikantia (Ph.D. Weatherhead School of Management, Case Western Reserve University) is a Professor, Seminar Leader and Author, who draws upon twenty years of leadership experience in six global conglomerates coupled with teaching and scholarly research in multiple continents. He has authored over 35 scholarly papers in Management, Organizational Behavior, and Globalization published or presented at conferences in the United States, Europe, Asia, South America and Africa

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