



**Gustavson**  
School of Business  
University of Victoria  
EXECUTIVE PROGRAMS

Upcoming Sessions:  
Online **Apr. 27 - 30, 2021**  
**Oct. 19 - 22, 2021**

OPEN ENROLLMENT:  
Human Resources and Leadership

# Facilitative Leadership

*Complete course content inside!*

*Using self-managed communication and engaging behaviours to effectively lead individuals and business teams.*

**Study key facilitation techniques to guide yourself and lead others to outstanding business results.**

**T**oday's managers must **network, coach, partner and inspire individuals** to work toward intangibles like learning, continuous improvement, and excellence.

To be effective in organizations, **managers need to become facilitative leaders** – people who **make it easier for others** to communicate, accept responsibility and problem solve. This workshop gives you a complete foundation in employee facilitation techniques.

The Best Part:

The techniques can be used in any management situation. Learn what to say to get desired results, **plus how to “lead from within” and to manage your thoughts and emotions before speaking.**

**ENROL  
TODAY**

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## What You Will Learn

1. Apply facilitative leadership techniques to enhance individual and work group performance
2. Learn self-managed communication skills
3. Help your staff overcome their biggest challenges to self-management
4. Act effectively in all work groups and individual management situations
5. Be a more effective leader of organizational change
6. Strengthen your management style
7. Master the three fundamentals of facilitative communication success
8. How to recognize and remove barriers to your communication success
9. How to listen with intention and speak with integrity
10. How to calm yourself in conflict situations
11. How to create and facilitate highly effective teams
12. How to facilitate high IQ business teams to achieve team goals
13. Facilitating conflict situations to eliminate problems

## What Participants Say:

*"The Facilitative Leadership program exceeded the seminar learning objectives and I encourage everyone to participate! I have many ideas to bring back to my organization. The program is very comprehensive, interactive, and incorporates many ways to facilitate learning. Thank you so much!"*

Michele Eng, Community Health Nurse Supervisor,  
Nuu-chah-nulth Tribal Council

*"This course has helped improve my confidence during difficult situations. Thank you!"*

Kimberly Godsdon, Practice Consultant, Island Health

*"Really enjoyed this course. Very interactive, fun, and informative at the same time."*

Slav Grygierowski, Parks Construction Supervisor,  
District of Saanich

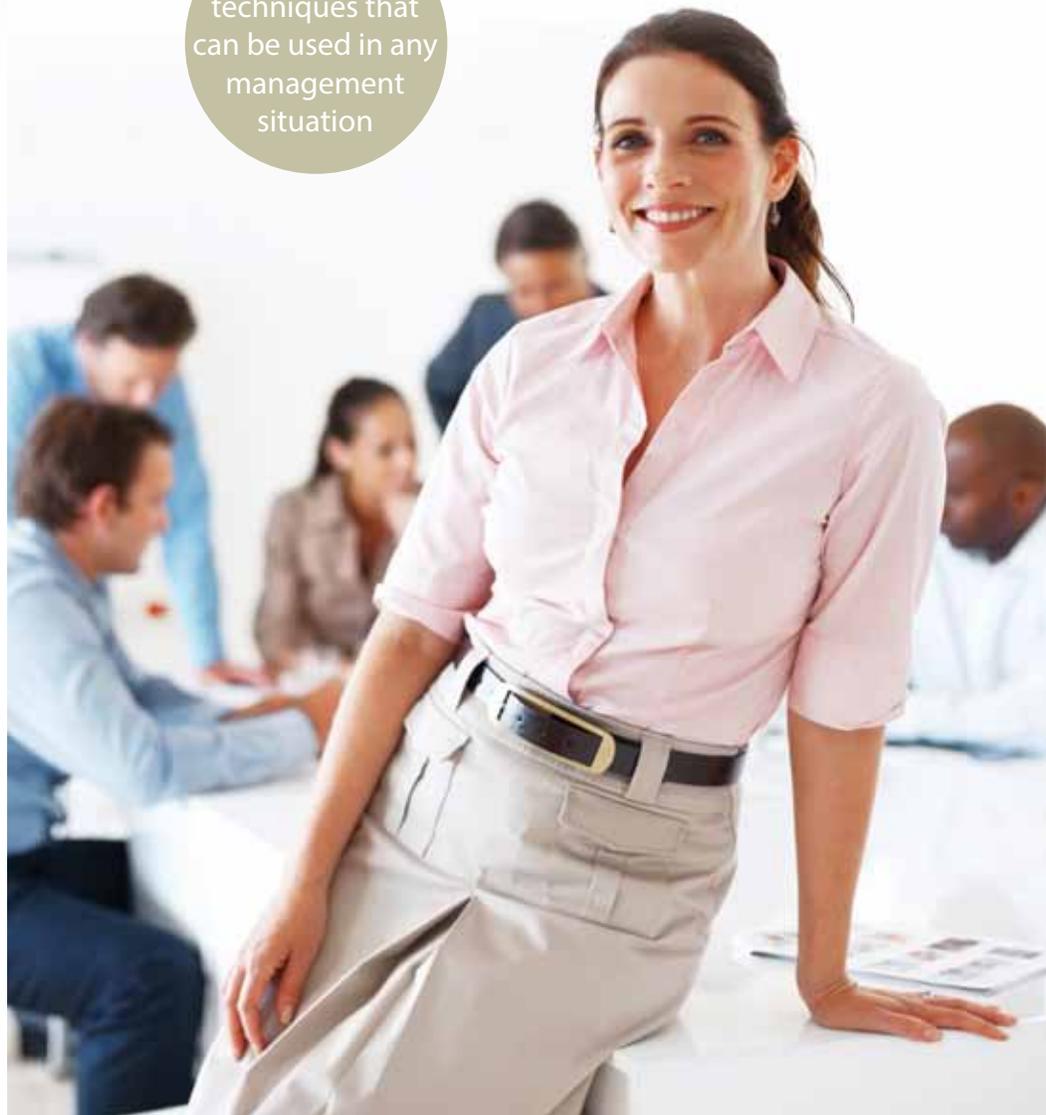
# Facilitative Leadership

## Who Should Attend

This outstanding program is for managers who want to explore the power of self-managed communication:

- Team leaders and project managers who want to maximize group unity, innovation and team performance
- Directors of corporate planning or organizational development responsible for change initiatives
- Human resource directors and trainers who require a firm grounding in the process of facilitation
- General managers and directors who want to lead by example

Easy-to-apply techniques that can be used in any management situation



# Program Content

## FACILITATIVE LEADERSHIP

### Management and Leadership

- Four critical differences
- The manager's role as facilitative leader
- Leadership focus in management
  - Setting direction
  - Securing alignment
  - Supporting people
- Three core values that guide facilitative leaders
- Five ways facilitative leaders serve their staff
- Creating a climate for cooperation

### Facilitative Leadership and Self-Management

- Working from the inside out: Emotional Intelligence (EI)
- The key factor in EI: self-management
- Managing reflexive emotions
- Developing non-judgmental understanding

### Facilitative Communication and Motivation: The Principles

- What is facilitative communication?
- Six fundamental acceptances
- Communication:
  - Is inevitable, ambiguous
  - Involves mixed messages
  - Never exactly reveals another's experiences
- Motivation:
  - Begins with the need to be right
  - Is not about "pushing someone's buttons"
  - Requires context, not control

### Self-Managed Communication: Practice for Facilitative Leadership

- Seeking to understand
  - The quiet power of questions
  - Listening to what they mean, not just what they say
- Non-verbals matter
  - Adult voice: the sound of the self-management
  - Emotional "positioning" for influence

- Seeking to be understood
  - Straight talk: high integrity speech
  - Acknowledgement: building bridges
- Appreciation: showing genuine support

### Facilitative Leadership and Influence

- Up-management
- Cross-management
- Empowerment
- Improvement

### Facilitative Leadership in Challenging Situations

- Four steps to "instant calm"
- Focused dialogue for dealing with challenging situations
- Three phases in dealing with challenges
  - Scope the challenge
  - Develop a communication strategy
  - Take action
- Four steps to discuss difficult issues
- Developing workable agreements

## A Complete Approach

- An applied learning model that will make an immediate business impact
- Focus on a company-specific challenge or opportunity from within your own organization

### **In-Company Training**

This and all UVic executive programs can be delivered on-site or customized for your group's needs. Please email your custom program enquiry to [eisted@uvic.ca](mailto:eisted@uvic.ca). For more information call 250.721.6429.

## Instructor Profile



**Mark Norman**

Mark is a professional leadership consultant and trainer with extensive experience facilitating teams and relating to the psychology of human dynamics in the workplace. He has led major organizational change initiatives for diverse clients including GM, Sears, General Mills, CN, Domtar, North York Hospital and Concordia University. Mark has facilitated with thousands of people from assembly lines to boardrooms. He currently devotes his efforts to helping leaders and teams rise above the issues that impede creativity and growth.

# Facilitative Leadership

*Effectively lead individuals and business teams*

April 27 - 30, 2021

October 19 - 22, 2021

Online delivery

(4 x half-days 9:00 a.m. to 12 p.m.)

## How to Register

### Register Online at

[execprograms.uvic.ca/professional-development-programs](http://execprograms.uvic.ca/professional-development-programs)

### This and all UVic executive programs allow you to:

- Rapidly update your education to an executive level in areas key to your success
- Link theory to practice with a hands-on, action-based learning curriculum
- Enjoy immediate ROI through application of your learning right away
- Share experiences and knowledge with other professionals in limited-size classes
- Leverage the expertise and insight of industry savvy, real-world instructors
- Network among graduating colleagues to develop lasting business friendships
- Save 10% per registrant with a group registration (3 or more people from the same organization registering at the same time)

## Course Tuition & Registration Details

**Program Tuition:** \$1,195 + GST. This includes instruction and all seminar materials.

**Please Note:** Fees, dates, speakers and applicable taxes are subject to change. UVic's liability is limited to reimbursement of paid tuition fees. Cancellations received in writing at least 21 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 21 days prior to the seminar will be subject to a \$200 administration fee. Nonattendance will incur full seminar tuition cost. Participants must attend all program days and fulfill all program requirements in order to receive a certificate / record of completion.

Call us at **250.721.6429**  
or email: **eisted@uvic.ca**

### Payment Options

UVic accepts Visa, MasterCard, American Express and cheques.

**Please make cheques payable to:**  
University of Victoria

### and mail to:

Executive Programs, Gustavson School of Business, University of Victoria, PO Box 1700 STN CSC, Victoria, BC V8W 2Y2

### Delivery Method

This course will be delivered online via Zoom and will run 9:00 a.m. to 12 p.m. each day.

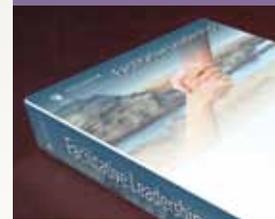
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