

THE MANAGEMENT DEVELOPMENT GROUP

“Where Managers become Quality Leaders”



Powerful Training in People Management Skills

The Management Development Group (The MDG) offers training in Management and Supervisory Effectiveness:

- Effective Communication
- Conflict Management
- Conflict Resolution
- Assertiveness
- Performance Development
- Leadership Development
- Coaching

Since 1994, The Management Development Group has partnered with organizations committed to the development of their Managers and Supervisors into Quality Leaders. The way to achieve this is to upskill/reskill leadership teams to bring about the successful deployment and execution of Best Practices in the day-to-day management and supervision of their most valuable asset; their employees.

There are no shortcuts or quick fixes when it comes to training & development in People Management Skills. To achieve success, an organization truly needs to commit to a long-term development strategy, and

that is precisely what The Management Development Group offers – long-term partnerships to achieve positive and lasting change, ensuring a return on your training investment.

The company is owned and operated by Robert Côtés, who brings over 30 years of training and program design experience. His facilitation style and group leadership skills are widely acclaimed by corporate clients and graduates alike. Robert’s passion is consistently felt through his delivery combined with his undying commitment to ensure our client’s success.

High Impact Development

Our clients reach their development objectives for three reasons. First, our learning system is relevant, dealing with today's management issues, and contains both educational (theory) and training (application) sessions and, combined, form a powerful experiential, "learn by doing" system. The second reason for our client's success is the facilitator's ability to engage participants and create a supportive, fun, yet candid learning environment. The third and last reason is our client's commitment to a long-term development effort, for change is not an overnight process. It takes time.

Step 1: Business Communication an Interpersonal Skills Management Learning System

Core Program – Prerequisite for Steps 2 & 3

Business Communication an Interpersonal Skills Management Learning System teaches powerful communication strategies used to approach, manage, and ultimately resolve day-to-day conflicts and "people issues." The program consists of three modules; each is a building block targeting specific communication and management skills. Training is conducted in cohorts of no more than 10 participants.

Core competencies

Participants learn how to:

- Significantly improve their interpersonal competence
- Communicate and manage assertively
- Manage conflicts to positive resolution
- Apply recognition strategies to manage and resolve performance and behavioral issues
- Maintain objectivity during emotionally charged situations
- Improve assessment, analytical, and problem-solving skills
- Apply Best Practices in the day-to-day leadership of their teams

Value added service

All learning is supplemented with private coaching, where learners have the opportunity to work with the facilitator on areas that need additional attention. These confidential one-on-one sessions are unlimited for the duration of the program and up to three (3) months upon completion of Step 2.

Program duration

Twenty-eight (28) hours – eight (8) 3.5-hour sessions. Various delivery formats are available to coincide with your business activities.

What's included

- All training materials
- Learner workbooks
- Unlimited number of individual coaching sessions
- Certificates of completion
- Digital video camera for application sessions and play-back
- Post training reference material

Program Outline

MODULE I

Verbal Communication Part I

(3.5 hour session - Theory)

This session presents a unique opportunity to explore and understand the dynamics of your personality and how it impacts your communication with others. With the use of a widely recognized behavioural model and custom-designed peer and self interpersonal assessments, you quickly discover the strengths and pitfalls of your communication style. This fundamental understanding helps you interact more effectively and significantly improve your management and leadership skills.

Verbal Communication Part II

(3.5 hour session - Theory)

This interactive session focuses on understanding the 'inner workings' of communication and learn proven and highly effective strategies and guidelines that are practiced at the next session.

Verbal Communication Part III

(3.5 hour session - Practicum)

This 'learn by doing' session is entirely devoted to the practical application of the guidelines and principles learned in the previous sessions. The use of video feedback role-plays allows you to experience every nuance of the communication process. You acquire the skills to redirect harmful and undesirable transactions and reach the intended objective, all without jeopardizing the integrity and credibility of the people involved. You quickly discover the successes that effective communication brings to you and your organization.

MODULE II

Assertiveness

(3.5 hour session - Theory)

Assertive communication is the most valuable and desirable skill to possess, yet most of us struggle to be assertive. This dynamic session focuses on three specific tools that, when applied, significantly improve your assertive profile and ability to manage assertively.

Assertiveness – Conflict Resolution

(3.5 hour session - Practicum)

This experiential session relies on everything you have done in the previous ones and focuses on developing proficient use of the three tools for assertiveness. Video feedback is again used in this highly practical and interactive session.

Assertiveness - Conflict Resolution

(3.5 hour session – Practicum)

You are by now communicating more assertively and, as a result, are handling situations and people issues more effectively. It follows from this increase in assertiveness that needs, wants, and preferences are brought out in the open and subsequent conflicts may arise. The techniques learned, combined with the skills acquired so far, continue to provide you with the tools and confidence necessary to meet the challenges and resolve the issues you are faced with every day.

MODULE III

Feedback & Recognition

(3.5 hour session - Theory)

One of the most challenging tasks that managers and supervisors experience is providing structured and constructive feedback. In this session, you learn how to strategize the delivery of positive and negative recognition, all with positive results. The skills you acquire are indispensable for staff appraisals, team leadership, performance development, project and change management.

Feedback & Recognition

(3.5 hour session - Practicum)

This entire session is devoted to the delivery of negative recognition. With the use of a template, you learn how to communicate a corrective feedback process in a structured, professional, empathetic, and confident manner. The skills you acquire are indispensable to achieve “best practices” in the management and supervision of your teams.

Step 2: Refresher Workshop

Follow-up – Prerequisite: Step 1

Graduates are invited back to the training room for a full review of the concepts, skills, approaches, and strategies imparted in the core program (step 1). The workshop consists of two – 3.5hr sessions with a maximum of 10 participants. The first session focuses on the review part of the effort, while session 2 concentrates on activities that allow graduates to demonstrate the strategies learned and practiced in Step 1.

Step 3: Performance Development a Leadership Approach to High Performance

(Optional) – Prerequisite: Step 1

Our high impact four (4) session Performance Development program tackles the most challenging task of managing performance; PEOPLE. Training is conducted in cohorts of no more than 10 participants.

Performance Development Advanced Program

Most organizations have at their disposal a variety of tools to measure performance levels, compare them to expected ones, and arrive at ways to achieve peak performance from their employees, all to improve and maintain organizational performance. This paper trail is indispensable and requires consistent application and monitoring to be effective and reach the intended objectives. Unfortunately, experience has shown that paperwork alone does little to nothing to improve the bottom line and the organization's overall success. The quality of interactions does. People determine performance and productivity. Suffice to say that managing performance is a people process simply because it involves people. Our right to manage is granted to us by the very people we manage. It's not about forms and rankings but people working in a climate that drives clear, direct, transparent, and respectful communication and fosters trusting partnerships between managers/supervisors and their direct reports. Successful performance management is the result of using highly developed people and management skills.

Core competencies

Participants learn how to:

- Develop & apply key Leadership skills
- Identify characteristics of HIGH and LOW maintenance employees
- Identify performance types
- Identify key reasons for non-performance
- Apply root cause analysis to performance and behavioral issues
- Use motivation and recognition strategies to drive performance and resolve conflicts
- Apply preventative management strategies to significantly reduce non-performance issues

Value added service

All learning is supplemented with private coaching. This is where participants have the opportunity to work with the facilitator on areas that need additional attention. These confidential one-on-one sessions are unlimited and available for the duration of the program and up to three (3) months upon completion.

Program duration

Fourteen (14) hours – four - 3.5 hr sessions.

What's included

- All training materials
- Learner workbook
- Unlimited number of individual coaching sessions
- Certificates of completion
- Digital video camera for application sessions and play-back

Recommendations

I am happy to provide this letter of recommendation to Robert Coates and The Management Development Group, following training completed with and by our team this year. Robert worked with all Union Benefits people leaders, including several first-time leaders starting out on their management journey. His program and approach have enabled them to recognise, understand and deal with workplace interactions effectively and professionally, even when daunting or stressful. The framework delivered supports consistency in approach within teams, and across our organisation. The mix of training types, covering group, 1:1 and interactive sessions ensures that all participants can learn in a variety of ways, supporting each other and building a deeper level of cohesiveness and trust across the group. I would recommend this training to any organization looking to develop their leaders, existing or new.

Rob Andrews – *President & CEO* – Union Benefits

Over the past two years the City of Cambridge Infrastructure Services Department has invited Mr. Robert Coates back a total of 7 times to deliver his training to groups of 10 staff members at a time, from Lead Hands to Directors, with exceptional results Roberts methods and techniques are geared towards creating positive and productive exchanges between staff, with a focus on maintaining accountability, respect, and empathy. This was achieved through a variety of classroom interactions, involving a number of one-on-one interactions that play out in front of the classroom. This resulted in a high degree of participation and understanding. Since completing his training course, I have witnessed a positive transformation to the departmental workforce. Staff engagement has increased, union grievances have almost disappeared, and continual improvement initiatives have gained greater traction. Overall, staff satisfaction has improved and respect among staff and coworkers has increased. I would recommend this training to any organization looking to develop their leaders, or upcoming leaders. Please feel free to contact me if you would like more information regarding our experience with the Management Development Group.

Mike Parsons – *Director of Environmental Services*

I have enjoyed working with Robert Cotes with the Management Development Group with one of my clients in 2023. His training was particularly good in that he combined theory and practice to ensure that the knowledge was transferred as intended. We put a group of 10 people, including 3 brand new leaders, through this training program, and the results have been witnessed by senior leadership and demonstrated by everyone. The remarkable change in behaviours and continual improvement as each individual's learning deepens. I would definitely make the recommendation for Robert's Leadership Training program for any organization with the goal of developing and aligning its leaders. If you have any other questions about the impact of this training, please feel free to reach out.

Erin Stephens, CHRL, CRSP – *HR Consultant* – Oxford HR Group

"I have known Robert Cotes for over 10 years as a client in Human Resources. I highly recommend his training program in Interpersonal and People Management Skills. In HR it's critical that we promote "best practices" training that will help the business succeed. The Management Development Group provides training that helps deliver on that promise. Robert's training for managers and supervisors starts with the fundamentals in communication and from there builds on developing solid leadership and performance management skills. I have participated in the training twice and have received unsolicited feedback from employees about their experience. We all agree that it's time well spent and what we learned not only helped us in our professional lives but also in our personal lives. That's because Robert is an engaging and passionate trainer who is knowledgeable about the business world through his own experiences and shares his insights. He knows his stuff. He is incredibly intuitive and helped all of us understand our own personal roadblocks that limit our success as a leader of people and practice new skills so that we had a renewed confidence in ourselves as managers or supervisors."

Kim Austin, CHRL – *Director Human Resources*

"It's rare to come across a Business Course that resonates with front-line workers, managers and executives. Rob Cotes' course changed the way our employees communicated and had every employee speaking like leaders. Rob expertly challenged employees to think on their own, communicate authentically and in doing so everyone became comfortable completing difficult role plays. We frequently revert back to Rob's training and examples for guidance and clarification. Thanks Rob, for allowing us to participate in your first-class business course!"

Sherry MacIntyre, *CHRP – Human Resources Generalist*

I've been fortunate to participate in a variety of corporate training sessions throughout my career, but the impact this training has had on my skills and confidence was immediate and continues today. As a new people leader, I felt an immediate connection with Robert. Through his interactive and engaging teaching style, he was able to quickly tap into my own personality and help me leverage my own leadership style using simple tools and approaches to coach and develop my staff more effectively. I guarantee you will leave this training experience with a better understanding of yourself and everyone you interact with every day. I highly recommend Business Communication: Interpersonal Skills/Management & Supervisory Effectiveness training to any people leaders in any industry. This training should be mandatory for leaders everywhere.

Allison Jones – *Manager Corporate Communications*

"Robert's passion and commitment to his student's success is second to none. I have had the privilege to attend his workshops recently. Robert's sessions are in-depth in regards to people management skills and communication techniques that I continue to implement daily. I have found his teachings to be both challenging and effective in preparing both managers and staff to become leaders in any organization. His vast knowledge, interactive group participation and workshop preparedness is the best I've ever participated in. Robert teaches leaders the latest methods on how to "Lean into A Little Discomfort" when dealing with difficult scenarios and effectively communicating a path forward with employee "commitment" as the result. Everyone in the course left with a sense of accomplishment and a better understanding of how each of us can contribute to the success of any organization. I would highly recommend Robert's program to any organization seeking to reduce waste and grow the bottom line in both sales and service."

Bob Beatty – *Service Parts and Aftermarket Manager*

"Several years ago, I took Robert's training even as a seasoned manager at the time, I found it incredibly helpful. The skills learned in his training continue to serve me well today. The training is practical, hands-on, and is a great investment! I highly recommend Robert's services."

Vera Voroskolevska – *Psychologist & Social Worker*

Robert has been providing training to our staff since November of 2020. To date, nine cohorts successfully completed the training with four additional cohorts booked for Q2 and Q3 of 2022. These cohorts include staff from Operations, Environmental Services, Fire Services, Human Resources, and Community Development. Participants include union executive members, lead hands, supervisors, managers and directors. At the beginning and end of each training series held to date, I have had the opportunity to meet with staff to observe the impact it's had. I consistently receive feedback that staff feel more confident in their skill level and ability to handle difficult conversations as a result of the training. Not only are our leaders feeling more confident in their abilities, but communication with staff is clearer and more direct, contributing to a positive work culture. Many staff have indicated that this is the best training that they have received and are thankful to the organization for investing in them. Robert is very organized and methodical in his approach, and exemplifies the methodology throughout every interaction. Graduates of the program have taken the opportunity to follow up with him for coaching and mentoring through challenging situations. This speaks to how he is able to quickly establish trust and rapport with staff.

Terri-Ann Kuntz, *CHRP – Manager of Organizational Development*

Client List

<i>Union Benefits – Waterloo Ontario</i>	<i>Dimplex North America – Cambridge Ontario</i>
<i>Oxford HR Group – Norwich Ontario</i>	<i>AGS Automotive – Cambridge, Oakville, Oshawa facilities</i>
<i>City of Cambridge – Cambridge Ontario</i>	<i>Brightside Financial – Waterloo Ontario</i>
<i>Erwin Hymer Group North America – Kitchener, Cambridge</i>	<i>Faurecia Automotive Seating Canada Ltd – Concord Ontario</i>
<i>Danby Appliances – Guelph Ontario, U.S. Facilities</i>	<i>KEI – Kitchener Ontario</i>
<i>Covenant House – Toronto</i>	<i>Krug Inc – Kitchener Ontario</i>
<i>City of Waterloo – Waterloo Ontario</i>	<i>Kerry Bioscience – Brantford Ontario</i>
<i>Golden Windows Limited – Kitchener Ontario</i>	<i>CompX – Waterloo Ontario</i>
<i>City of Ottawa – Long Term care Division Ottawa Ontario</i>	<i>TG Minto Corporation – Minto Ontario</i>
<i>SKD Automotive – Milton Ontario</i>	<i>Boehmer Box Corporation – Kitchener Ontario</i>
<i>Colonial Cookies – Kitchener Ontario</i>	<i>Bingemans – Kitchener Ontario</i>
<i>HPS – Guelph, Walkerton Ontario, U.S. Facilities</i>	<i>Budd Canada Inc – Kitchener Ontario, Detroit U.S.A. facility</i>
<i>The Easter Seal Society of Ontario – Toronto, Barrie, Kingston</i>	<i>CPA Ontario, Outreach Program – Toronto Ontario</i>

Canada – Ontario Job Grant

The Canada-Ontario Job Grant (COJG) is a joint venture between the Ontario and Federal Governments. COJG provides grants to fund a significant portion of the cost of third-party service providers through a cost-sharing program with organizations operating in Ontario.

For detailed information, including grant applications, click [here](#).

<http://www.tcu.gov.on.ca/eng/eopg/programs/cojg.html>

Please note that the grant will no longer be offered after March 31, 2024.



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