



The Management Development Group  
o/b 1606183 Ontario Limited

Toronto - Montreal

Robert Côtés, President  
tel: (647) 220-5494  
e-mail: [rcotes@themdg.com](mailto:rcotes@themdg.com)

## **WHAT WE DO**

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Our expertise lie in teaching high quality interpersonal and people management skills to all levels of management, supervision, and professional and technical staff.

We offer development in;

- Effective communication
- Assertiveness
- Conflict management
- Performance management
- Coaching

## **WHO WE ARE**

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Since 1994, the Management Development Group has partnered with organizations committed to cultural change by rebuilding the skills set of their leadership teams. The company is owned and operated by Robert Cotes who brings over 2 decades of training and employee development experience. His pragmatic and candid approach has earned him the reputation of being one of the top practitioners in his field.

“I founded the management development group offering real training solutions to businesses wishing to develop and maintain positive and functional cultures. The way to achieve this is to retool the leadership team so as to standardize communication, operate from the same page using a common language, and ensure consistency with respect to management and supervisory practices”, says Cotes.

“What differentiates a good manager/supervisor from a bad one is the level of interpersonal competence that is demonstrated on a day-to-day basis”, Cotes goes on to say. “Effective communication is key to professional and accountable management. Over the course of my career, I’ve had the opportunity to work in all industries and the common denominator that feeds a dysfunctional culture is ineffective communication, which in turn breeds inconsistent and unprofessional management and supervisory practices.”

## **HIGH IMPACT DEVELOPMENT**

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### **OUR LEARNING SYSTEM**

Our clients reach their development objectives for 2 main reasons. First, our learning system is relevant and contains both educational (theory) and training (application) sessions and combined, form a powerful experiential ‘learn by doing’ system. The second reason is the facilitator’s ability to engage participants by creating a supportive, fun, yet candid learning environment.

Our learning system consists of two separate training programs. Our core program is called Business Communication; an interpersonal skills management system. The second is called Performance Management.

## **BUSINESS COMMUNICATION**

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Business Communication; an interpersonal skills management system teaches practical communication strategies imparting learners the tools to approach and resolve day-to-day conflicts and people issues. The program is made up of four modules, each a building block targeting specific communication and management skills. Training is conducted in groups of no more than 8 participants.

## **CORE COMPETENCIES**

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Participants learn how to;

- Communicate and manage assertively
- Manage conflicts to positive resolution
- Maintain objectivity during emotionally charged situations
- Improve assessment, analytical, and problem solving skills
- Apply recognition strategies to manage performance

## **VALUE ADDED SERVICE**

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All group 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 for up to three months upon completion.

## **PROGRAM DURATION (24 HOURS)**

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Eight sessions; One-3 hour session/week for 8 consecutive weeks. An accelerated format over a 3-week period is also available.

## **COST**

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\$12,500.00 CAD/group, inclusive of all training materials, learner workbooks, facilitation, certificate of completion, and one-on-one unlimited coaching sessions for the duration of the program and for 3 months following completion.

# **BUSINESS COMMUNICATION**

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## **PROGRAM OUTLINE**

### **MODULE I**

#### **VERBAL COMMUNICATION**

##### **Theory**

#### **PART I**

**3.0 hour session**

This introductory session presents a unique opportunity to explore and understand the dynamics of your personality and how it impacts on your communication with others. With the use of a widely recognized behavioral 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 with others and significantly improve your management and leadership skills.

#### **VERBAL COMMUNICATION**

##### **Theory**

#### **PART II**

**3.0 hour session**

This interactive session focuses on understanding the ‘inner workings’ of communication and learn proven, highly effective guidelines and strategies which are practiced at the next session.

#### **VERBAL COMMUNICATION**

##### **Practicum**

#### **PART III**

**3.0 hour session**

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 allow you to experience every nuance of the communication process. You acquire the skills to correct negative 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**

##### **Theory**

**3.0 hour session**

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

#### **ASSERTIVENESS**

##### **Practicum**

**3.0 hour session**

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 role plays is again used in this highly practical and interactive session.

## **BUSINESS COMMUNICATION**

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### **MODULE III CONFLICT MANAGEMENT & NEGOTIATION**

**Theory and practicum** **3.0 hour session**

You are by now communicating more assertively and as a result, are handling situations and people 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 art of conflict management and the development of supporting negotiation skills are perfected in this practical module.

The techniques learned, combined with the skills acquired so far, continue to provide you with the tools and confidence necessary to meet and resolve the people challenges you are faced with every day.

### **MODULE IV FEEDBACK & RECOGNITION**

**Theory** **3.0 hour session**

One of the most challenging tasks that managers and supervisors have is providing structured and constructive feedback to others. 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, performance management, project management, team leading, and change management.

**Practicum** **3.0 hour session**

This entire session is devoted to negative recognition. With the use of a template consisting of 6 key actions, you learn how to communicate a corrective feedback process in a structured, professional, and confident manner. The skills you acquire are indispensable to quality management and supervision, as well as project managers and team leaders.

## **PERFORMANCE MANAGEMENT**

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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 in an effort to improve and maintain organizational performance. This paper trail is indispensable and requires consistent application and monitoring in order to be effective and reach the intended objectives. Unfortunately, experience has shown that paper work alone does little to nothing to improve the bottom line and the overall success of an organization. The quality of interactions does.

Performance and productivity are determined by people. In fact, our right to manage is granted to us by the very people we manage. Suffice to say that managing performance is a people process... simply because it involves people. It's not about forms and rankings but about people, working in a climate that drives clear, direct, transparent, and respectful communication, and fosters trusting partnerships between managers/supervisors and their direct reports. Performance management is the result of highly developed interpersonal and management skills.

Our high impact five session performance management program tackles this challenging task of managing performance; people.

## **CORE COMPETENCIES**

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Participants learn how to;

- Identify key reasons for non-performance
- Identify characteristics of high and low maintenance employees
- Apply root cause analysis of performance issues
- Use motivation and recognition strategies as performance drivers
- Execute preventative management actions

## **VALUE ADDED SERVICE**

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All group 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 for up to three months upon completion.

## **PROGRAM DURATION (18 HOURS)**

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Five sessions; one session/week for 5 consecutive weeks. An accelerated format is also available.

## **COST**

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\$8,500.00 CAD/group, inclusive of all training materials, learner workbooks, facilitation, certificate of completion, and one-on-one unlimited coaching sessions for the duration of the program and for 3 months following completion.

## OUR CLIENTS

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- City of Waterloo
- SKD Automotive Group
- Hitachi Construction Truck Manufacturing Ltd
- Colonial Cookies
- Hammond Power Solutions Inc.
- Covenant House Toronto
- Golden Windows Limited
- Kerry Bioscience
- CompX Waterloo
- TG MInto Corporation
- Boehmer Box Corporation
- The Easter Seal Society of Ontario
- Kuntz Electroplating Inc.
- Krug Inc.
- Faurecia Automotive Seating Canada Ltd
- Dimplex North America Ltd
- AGS Automotive
- Weber Plastics
- Plastic Prescriptions Limited
- Electrohome Limited
- Bingemans
- Budd Canada Inc.
- CPA Ontario
- Brightside Financial Services Inc.