

Excellence

Certificate of Leadership Excellence

*The Banff Centre's Certificate of Leadership Excellence recognizes individuals who have made significant advances in the areas of leadership and management development and personal growth. More and more individuals are taking successive Banff Centre programs because of the impact these programs deliver. In recognition of those individuals who are committed to becoming better leaders and managers, we offer the **fifth program tuition-free.***

***The five programs are not required to be taken in any specific order.** We recommend taking the programs in the order that best meets your immediate leadership needs. These programs can be taken from either the core competency or the emerging capacities programs. (See page 8 - 9 for program framework.)*

We are pleased to recognize **Kurt Norman**, the latest recipient of The Banff Centre's Certificate of Leadership Excellence.

Kurt will be awarded The Banff Centre's Certificate of Leadership Excellence for successfully completing the following programs: **Building Personal Leadership Capacity, Team Leadership and Facilitation, The Leadership Challenge: Leading Change Successfully, Leading Strategically, and Management Excellence.**

Kurt's current role is with TELUS as a Manager – Service Assurance. TELUS is a national telecommunications company employing 20,000 people and supporting 6,000,000 customers. Within TELUS, Kurt works for the National Service Assurance business unit, which has over 1,200 employees who monitor and manage the TELUS National Network. Kurt leads a team of eight managers, whose major responsibilities include managing the status and restoration of the TELUS Communications National Network by ensuring all equipment failures, customer, employee, contractor, and other Telco activities, as well as natural disasters, cause minimal detrimental impact to the network-based services on a 24/7 basis.

We had a chance to ask Kurt several questions about his experiences attending our Leadership Development programs. Here is what he had to say:

How has attending our programs changed the way you work with others and the way you now approach your work?

The Leadership Development programs provided valuable insight to help me understand the effects of change in the workplace, how to manage and mediate conflict, and how to keep day-to-day



Kurt Norman, Manager – Service Assurance for TELUS

expectations in perspective. Today, I'm more focused and better able to manage the clusters, as per one of my favourite quotes:

"Life comes in clusters: clusters of solitude, then a cluster when there is hardly time to breathe."

~ May Saton

What is the benefit of taking five different programs? Any key learnings re-emphasized? Are you also adding new perspectives?

The different Banff Centre Leadership Development programs have not only allowed me to balance my expectations through my ever-changing personal and professional development, but also provided practical leadership skills that are enhanced through hands-on exercises with other management professionals. In particular, Leadership Development's emphasis on practical applications that can be taken back to the workplace has been particularly useful.

How do you feel the mountain environment contributes to learning?

The Banff Centre provides a natural environment that stimulates the mind, allowing the opportunity to refocus your priorities and make the most of the Leadership Development programs.

Better Leaders