
Management Certificate

The highly dynamic nature of today's business environment is reshaping to the "traditional" roles of managers. Today's managers must understand and integrate new and emerging technologies along with cutting edge concepts into their current business model. To stay competitive, decisions need to be made quickly and the implications of these decisions are changing businesses more dramatically than ever before. Most businesses and managers face an enormous challenge in trying to keep up with the demands this environment presents.

We'll help you build the varied skills you need to meet the challenge of our rapidly changing global marketplace. Customize your certificate from a choice of more than 30 courses and learn the latest concepts of business management, including strategies for managing change, team building, communication, and finance and accounting.

To earn a certificate in Management, you must complete eight of the following courses:

Core Courses: (Select five)

- Newly Appointed Managers
- Positive Assertive Management
- Business Writing for Results
- Women's Institute for Managerial Excellence
- Communicating with Influence: Building Successful Interpersonal & Team Communication
- Coaching for Business Results
- Finance & Accounting for Non-Financial Managers
- Leadership Excellence in a Complex World
- Facilitating Meetings for Results
- Strengthening Effectiveness Across Organizational Boundaries
- Commercializing New Products & Services-Rapidity & Results
- Seven Steps to Improved Workflows
- Enhancing Trust in the Workplace
- Developing into a Powerful Leader
- Improving Supervisory & Management Skills
- Leading & Managing Successful Teams
- Building High Performance Teams

Electives (Select three)

- Listening to Influence: Getting More Out of Conversations
- Improving Your Presentation Skills
- How To Achieve Results Through Influencing
- Managing & Reducing Stress
- Aligning Your Workforce to Organizational Goals
- Understanding & Working with People
- Strategic Marketing: Concepts & Strategies
- Understanding & Managing Conflict
- Internal Consulting Skills
- Strategies for Managing Change: Managing People in a Changing Environment
- Managing Successful Negotiations

Newly Appointed Managers

2 Days

As a new manager, you face unique challenges. You are just learning the ropes and need to quickly acquire the "right stuff" - how to delegate, lead and motivate, coach, and evaluate your staff. This course will teach you these skills, plus show you how to avoid common pitfalls faced by all new managers.

WHO SHOULD ATTEND

Newly appointed managers, individuals with management potential, and anyone seeking promotion into management will benefit from this course.

WHAT YOU WILL ACHIEVE

- The confidence to develop your own personal management style
- The ability to communicate effectively with peers, subordinates and upper management
- The ability to understand and manage the change process
- An understanding of how to lead, motivate, and evaluate your staff
- Management level decision-making ability.

WHAT YOU WILL LEARN

- Moving into Management-Making a Successful Transition - handling employees who were your peers - building credibility and trust - avoiding common mistakes of the newly appointed manager
- Motivating the Work Force - understanding what makes employees "tick" - "motivators" vs. "dissatisfiers" - goal setting and motivation - creating the right conditions for self motivation
- Understanding and Developing an Effective Management "Style" - impact of various leadership approaches - understanding and using your personality type effectively as a manager
- Effective Communications - steps in effective communications - learning to listen - communicating with "difficult people" - communication skills with peers, employees, and bosses
- Building Effective Work Teams - understanding when and how to use teams and groups effectively - when to make individual decisions and when to use group decision-making - learning to lead in teams, groups, and meetings
- The Manager as Coach - learning effective coaching and counseling skills - using performance appraisal for improved results.

MDP101 – Newly Appointed Managers

2 Days

Course Description

Whether you are a new or existing manager, you face unique challenges. New managers need to make the transition from individual contributor; they must accomplish their own work as well as motivate others to achieve results. Existing managers need to continually develop key skills in order to lead their staff toward achieving business goals. Through skill-building exercises and activities, group discussions, and an exploration of real-world challenges, you will learn how to lead and motivate your staff to attain optimum performance.

Who Should Attend

Newly appointed or existing managers who want to continue developing skills to lead staff

What you will achieve

- A recognition and appreciation of different personality styles that can enrich working relationships and enhance teamwork.
- The confidence to meet the challenges involved in transitioning from peer to manager.
- How to effectively communicate with peers, employees, and senior management.
- A greater understanding of how to lead, motivate and manage performance.
- Skills and insights into managing individual and group conflict.
- Expertise in managing time and tasks.

What you will learn

- Understanding Personal Style - how your personality affects your behavior - how to work with people whose style is different from yours.
- Managing Relationships - setting the stage with employees who were once your peers - insights how to manage your boss.
- Communicating Effectively - assertive communication skills - active listening techniques - specific models for giving and receiving feedback.
- Managing Change and Transition - how to manage organizational change and lead employees through the transition process.
- Motivating the Workforce - how to retain good people by uncovering their motivators.
- Managing Performance - three phases of the performance management process - (1) planning for the performance year, (2) managing ongoing performance, and (3) conducting the performance review.
- Influencing Without Authority - 4-step model for influencing through persuasion.
- Managing Conflict - how to turn individual and group conflict into a "Win - Win" situation.
- Managing Time & Tasks - tools and techniques to manage time and tasks - how to delegate effectively.

MDP109 - Positive Assertive Management

2 Days

Course Description

If you have trouble saying "no," or feel that people do not really listen to you, this workshop is for you! It will empower you to state your case, resolve conflict, and negotiate positive outcomes - and give you fail-proof techniques to insure you will be heard.

Who Should Attend

Supervisors and managers who want to sharpen their self-image, increase their managerial effectiveness, and broaden their career choices will benefit from this course.

What you will achieve

- The insight to know when and how to be assertive
- The confidence to say "no" when you should
- The ability to communicate more effectively with people who are angry or frustrated
- The skill to identify and confront problem behavior and self-defeating response patterns
- The know-how to manage passive behavior and defensiveness
- Strategic skills that will make you a better listener and communicator.

What you will learn

- The Meaning of Assertiveness - what distinguishes assertiveness from non-assertiveness and aggressiveness
- How Assertiveness Can Benefit You - why every manager needs to be assertive and how it can help your career growth
- Response Styles - the 3 response styles to threatening situations
- Why People Behave the Way They Do - how to predict and understand behavior based on personalities and situations
- Using Assertive Behavior - how to increase your own effectiveness and productivity
- Constructive Confrontation - how to strategically plan for confrontation and anticipate consequences
- Strategies for Assertive Listening - how to find the true meaning of what is being said
- Profiting from Assertiveness Skills - how to design an action plan for immediate utilization of your new skills.

MDP114 - Business Writing for Results

2 Days

Course Description

Clear, concise, written communication is a necessity in today's fast-paced business environment. If you have brilliant ideas but cannot express them clearly on paper, you are limiting your own chances for success. This course will give you the skills you need to improve your writing and become a more effective communicator.

Who Should Attend

This course is designed for business people who recognize the power of the written word and want to improve their own writing style.

Prerequisites

Please bring to the course a brief sample of the type of business writing you wish to improve. The instructor will evaluate your present style and return the sample to you with detailed comments during the workshop.

What you will achieve

- Proven techniques for overcoming writer's block.
- The know-how to avoid the most common business writing mistakes.
- Insight into what top executives look for in written communication.
- A simple framework for persuading your reader.

What you will learn

- Overcoming Writer's Block - how to get started quickly and productively.
- What Top Executives Like and Dislike - the 2 things senior managers insist upon in business writing.
- A Sure, Fast Way to Forceful Writing - how to cure wordiness and add zest to your style.
- How to Write Simply with Flow - proven methods for making your points flow logically and smoothly.
- More Effective Paragraphs - how to structure paragraphs for maximum results.
- Writing Livelier Letters - the most important elements of a business letter.
- Writing Better Memos and Reports - a framework that will organize your thoughts and produce convincing correspondence.
- Revisions: The Most Important Part of Business Writing - how to effectively handle the editing process.

MDP144 – Women’s Institute for Managerial Excellence

3 Days

Course Description

In a rapidly changing and increasingly complex and diverse world, our "mental maps" are not always adequate to chart the territory through which we must travel. This seminar is designed and delivered by women, aims to provide not just an informational, but also a transformational learning experience.

Who Should Attend

Women who want to increase their behavioral repertoire for dealing with challenging people and situations; Women who are willing to look at their own behavior and learn to fully realize their potential.

What you will achieve

- A new understanding of your characteristic ways of making sense of the world.
- A recognition of your reflexive ways of responding to tough situations and new skills to handle those challenges effectively.
- Increased capacity to understand others, predict behavior, and resolve conflicts.
- A new appreciation for the legitimately different ways other people interpret events and react to you.
- Better management skills; how to predict behavior, motivate others, and resolve conflict.
- The ability to transform a fragmented group into a focused, motivated, and creative team.

What you will learn

- Critical Interpersonal Skills - drill and practice in how to give negative information in a way that diminishes defensiveness or distortion; drill and practice how to listen to the other person and test your understanding of their meaning so that they can confirm or disconfirm it.
- Setting the Stage - the importance of a mutually agreed-upon agenda, time frame, and procedure for success in one-on-one meetings.
- Your Management Style - a Revealing Diagnosis - intensive application of a respected personality analysis instrument to help understand your own behavior patterns and those patterns of others with whom you will predictably conflict
- A Methodology for Clarifying Feelings - a tested way to get clear about what is upsetting before either confronting the issue or suppressing it.
- An Improved Understanding of Other People - how to work with them, motivate them, reward them, and avoid reflexively rescuing them or treating them as a problem to be solved.

MDP172 - Communicating with Influence: Building Successful Interpersonal & Team Communication

3 Days

Course Description

Individual and team success depends upon the ability of individuals to communicate with others and be understood. The communication skills covered in this course are required to successfully exploit individual and group potential, focus a team's efforts, maximize creativity, influence another's thoughts and actions, and continually improve quality and productivity.

Who Should Attend

All individual contributors and managers whose success depends on their ability to communicate clearly, be understood, and influence how another person performs should attend this course.

What you will achieve

- Well-defined goals for more effective communication.
- The ability to create an open environment for communication.
- The skill to communicate clearly.
- Stronger relationships through powerful communication.
- An understanding of other people's communication styles.
- The skill to analyze the communication dynamics of a team and how to improve them.
- The ability to influence behavior for maximum results.

What you will learn

- Goals for a Specific Communication - define your goals and then identify the most effective methods for delivery.
- Communication and Influence Techniques - how to positively influence another person's behavior and their way of thinking.
- Barriers to Effective Communication - identify and develop methods to break down those barriers.
- Psychological Style of Communication - analyze your own and determine how that style naturally supports some types of communication success while possibly inhibiting other types of communication success.
- Team Communication Dynamics - use psychological style, team assessment tool to analyze a team's dynamics and to create methods to improve the productivity and quality of the team's work.
- Analyze Another Person's Communication Style - how to adapt your delivery and message to the style of that other person.
- Planning a Communication Strategy - plan an influence strategy and use various techniques for sending messages and analyzing the results.

MDP179 - Coaching People to Obtain Extraordinary Results

2 Days

Course Description

To manage employees and influence cross-functionally is still critically important in today's organizational culture, but no longer good enough. Having solid coaching skills, whether you are a Vice President, Manager, Supervisor, Team Leader, Project Manager, or individual contributor, is essential in order to motivate people, who work for you or that you work with, to inspire them to function at their peak level of performance and get results.

Who Should Attend

Supervisors, managers, team leaders, project managers, and individual contributors who need to influence cross functionally who want to increase their coaching skills to motivate and influence others to achieve peak performance.

What you will achieve

- The ability to use targeted coaching tools to deal with specific situations
- Increased proficiency in dealing with performance issues
- A new or enhanced skill set to coach others to reach their goals and accomplish work results faster, easier, with less conflict
- The knowledge of how your style and your current skills impact your effectiveness as a coach with the ability to take yourself to the next level
- Structure and models to implement to gain immediate rapport, change behavior and influence other to want to improve.

What you will learn

- Coaching Mindset - a shift in thinking towards coaching for peak performance vs. managing and supervising the work of others.
- Coaching Stretch - regardless of your current coaching skill set, take yourself to the next level of coaching skill by learning or enhancing your techniques
- Style Assessment - assess your own style and the styles of others you coach and learn how to use your style and theirs to coach more effectively and therefore impact performance
- Coaching Skills Assessment - develop coaching skills by first assessing your own areas of strengths and weaknesses
- Coaching Skills Development - focus and practice the Five Key Coaching skills to enhance your ability to communicate, motivate, and influence others to increase their performance
- Handling Difficult Issues - a model for handling difficult people interactions and difficult situations.

MDP201 – Finance & Accounting for Non-Financial Managers

3 Days

Course Description

Increasing profits and performance are two of the major responsibilities of every manager. This 3-day course will enable you to communicate confidently using financial data and gain practical insights into the crucial financial measurements used by top management.

Who Should Attend

All non-financial managers and executives (regardless of industry or profession) who want to expand their knowledge and understanding of accounting and finance.

What you will achieve

- The skill, confidence, and competence to master the numbers side of your business
- An understanding of how your decisions impact the bottom line
- The ability to focus clearly and concisely on critical financial indicators
- Better decision-making based on hard financial data
- The know-how to improve your understanding and working relationship with your company's financial department.

What you will learn

- The Basics of Accounting - linking the accounting equation to business applications
- The Accounting Cycle - documenting and tracking business transactions and understanding how those transactions are reflected on financial statements
- The Balance Sheet - understanding its managerial objectives and usage
- The Income Statement - how to define revenue and expense and effectively use income statement ratios to evaluate profit and loss
- The Statement of Cash Flow - an understanding of cash flow and non-cash expenses, and the differences between cash and profit levels
- Cost Accounting - why it is necessary and how to use it as a management tool
- Fixed Assets - what they are and how to evaluate and account for them
- Budgeting - the basic budgeting process, cost/price/volume relationships and how they impact the bottom line, break-even analysis, and more.

MDP239 – Leadership Excellence in a Complex World

2 Days

Course description

Leaders today in organizations operate on a fast track: they lead multiple initiatives that often change by the hour, manage diverse resources that come from various and often geographically dispersed organizations, and achieve results that can become dated moments after they are posted. In this complex world, leaders cannot succeed with old tools. This workshop is designed for leaders who want to boost their performance to the next level. It will introduce methods and models for successfully managing ambiguity and thriving amidst complexity.

Who should attend

Directors, managers, and leaders in complex organizations who must manage increasing amounts of data, resources, and change in order to achieve results

What you will achieve

- Increased capacity to manage complexity and thrive in changing organizations
- Stronger, more potent leadership skills
- Tools and tips for managing in complex organizations
- A roadmap for applying leadership best practices on the job

What you will learn

- **Models for Negotiating Complexity.** A simple, yet profound, model for separating the “signal” from the “noise” and focus on what is important
- **Leadership Style.** An assessment of your current leadership style and an action plan for strengthening your effectiveness in complex organizations
- **Diagnostic Skills.** Skills to assess effectiveness and plan actions in changing environments
- **Transforming Processes.** How to design, develop, and lead processes that transform resources, assets, and ideas into results
- **Managing Diverse Teams.** Tools and tips for mining team gold and harnessing differences to bring extraordinary results · **Tools for Self-Organizing.** How to create processes and teams that can harness the power of self-organizing, manage with minimal oversight, and achieve results

MDP240 – Facilitating Meetings for Results

2 Days

Course description

11 million meetings occur in the United States each day – and many of them are ineffective. Yet, we continue to meet because of the promise of an effective meeting: shared knowledge, robust problem-solving, sound decision-making, clear action-planning, and commitment to results. This workshop will help you plan and facilitate business meetings that achieve outcomes.

Who should attend

Supervisors, managers, and individual contributors who are responsible for planning and / or facilitating effective, outcome-oriented meetings

What you will achieve

- Increased ability to design and deliver outcome-oriented meetings
- Self-confidence about your meeting management and facilitation abilities
- Understanding of your facilitation strengths and areas for growth
- An action plan for developing your meeting management skills
- A design and customized preparations checklist for your next meeting

What you will learn

- Preparing for a Successful Meeting. The seven areas that you must address prior to the meeting in order to ensure success
- Client Management. Methods of working with clients to make sure you have clarity on what the client really wants to achieve
- Managing Logistics. What to do to make your meeting technology successful
- Participant Selection. How to determine who should be in your meeting and who shouldn't
- Facilitating Outcome-Oriented Meetings. Your role as a facilitator and how you can keep the meeting on track
- Making the Meeting Stick. How to follow up a meeting so that results stick

MDP241 – Strengthening Effectiveness across Organizational Boundaries

2 Days

Course description

In an increasingly complex world, we must rely on our colleagues across department and organizational lines in order to get things done. Yet, in most organizations, people have different agendas, action items, and responsibilities. The challenge of coming together to get things done is considerable. In this workshop, designed particularly for those who must work together, we learn about what it takes to strengthen effectiveness across organizational boundaries.

Who should attend

Co-team leads, department directors with close interdependencies, project managers who draw on resources across organizations, and those who must rely on others across organizational boundaries in order to get work done

What you will achieve

- Understanding of the dynamics affecting interdependent relationships
- Increased ability to work across organizational boundaries
- Tools and tips to build cross-functional relationships
- An action plan for developing your key relationships across boundaries

What you will learn

- Tools for Building Cross-Functional Relationships. Immediately applicable tools that you can use to build relationships across the organization
- Needs Assessment. A customized assessment of your current relationship across boundaries and an action plan to strengthen your relationship
- Engagement Strategies. Methods of engaging others across boundaries to build effective working relationships
- Partnering Pitfalls. The top barriers to successful cross-functional teamwork and how to avoid them
- Relationship Building Skills. The behaviors and skills that will help you be successful in strengthening effectiveness across organizational boundaries

MDP242 – Commercializing New Products & Services-Rapidity & Results

1 Day

Course description

The commercialization of new products and services is critical to the future success of all industries, but especially so in today's global economy. Not only are new products essential to future profits, but also the commercialization of new products and services is one way to successfully maintain your prices, and to defend and differentiate your business. Participants in this workshop will learn to identify where the best ideas come from for new products and services and what are the top three reasons that new products fail to become commercialized.

Who should attend

Business owners, senior managers, marketing managers and anyone else involved in the introduction of new products and services.

What you will achieve

- You will leave the workshop with a plan that emphasizes the first 100 days
- Your plan will outline how to generate immediate results and commercialize new products rapidly
- You will begin to assess the value and therefore pricing of your new products and services
- You will develop an action plan to overcome the most likely internal barrier

What you will learn

- Best practices and pitfalls from other companies to avoid common mistakes and pitfalls
- How to create and preserve the value of your new products and services
- How to formulate the appropriate strategy, specifically whether strategy for the strong or strategy for the weak is relevant
- To assess and overcome the internal barriers that most often kill new products and services

MDP243 – Seven Steps to Improved Work Flows

3 Days

Course description

Every business is a collection of processes. The average process contains over 80% “Non-Value Added Activity” (NVA). Identifying and eliminating NVA dramatically cuts cycle time and costs. Efficient workflows increase profitability, competitiveness and customer satisfaction. Accordingly, Business Process Improvement is one of the most important activities for successful organizations. This three day course is highly interactive and content packed. The work shop will equip participants with the tools and techniques that they will need to measurably improve any business process in both blue and white collar environments. It is not uncommon for individuals applying these methods for the first time to reduce the number of steps in existing processes by 50% with corresponding reductions in cycle time. At the conclusion of the workshop, participants will be fully capable to function as an internal Business Process Improvement consultant.

Who should attend

Anyone interested in improving operational efficiency and effectiveness. For people wishing to assume the duties of an internal Business Process Improvement Consultant this course is a must.

What you will achieve

- Know how to use teams within the context of Business Process Improvement (BPI).
- Know how to use a structured problem solving methodology.
- Understand how to use the tools of BPI to identify and eliminate NVA.
- Be capable of measurably and significantly improving any process
- Be fully capable of fulfilling the duties of an internal BPI Consultant.

What you will learn

- A structured problem solving methodology.
- The cornerstone philosophy behind a successful BPI program.
- How to reduce resistance and gain support for your BPI efforts.
- How to use teams as part of BPI.
- How to better understand the customer.
- How to develop baseline metrics for present and future state processes.
- How to perform a Value Added Work Flow Analysis.
- How paradigms impact innovation.
- How to identify and eliminate waste from work processes.
- How to perform a cost benefit analysis.
- How to “Sell” ideas using time tested proposal presentation techniques.
- How to implement improvements using project management tools.
- How to be proficient with over a dozen highly effective, time tested BPI tool

MDP253 – Enhancing Trust in the Workplace

2 Days

Course description

Trust is critical in achieving results with people. Increased trust leads to more motivation, creativity, innovation - and ultimately, increased productivity and greater work satisfaction. This program introduces participants to the cutting-edge, easy-to-understand Reina Trust & Betrayal Model™ along with tools, skills and methods that support building and sustaining trust.

What you will achieve

- Shared understanding and common language to build and enhance trust
- Where trust begins: how we trust ourselves and others
- What trust means and the behaviors that build it
- The subtle and not so subtle behaviors that break trust
- How trust gets broken and understand what to do about it
- How to have more effective discussions around trust-related issues
- How to utilize trust tools and methods to create stronger, more effective relationships The Reina Trust & Betrayal Model™ The program format is 2 days with a highly interactive structure including lecture/discussion of the theoretical/research model, individual and group exercises, and one-on-one discussions. The Building Trust in the Workplace Learning Guide will help participants understand and apply the following components:
 - Capacity for Trust
 - Capacity for Trust Attributes
 - Betrayal; The Betrayal Continuum
 - Seven Steps for Healing from Betrayal
 - Transactional Trust: Communication Trust, Contractual Trust, Competence Trust
 - Transformative Trust
 - Renewal of Trust
 - Participants will also be introduced to a variety of valid and reliable instruments that measure the level of trust: Organizational Trust Scale™
 - Team Trust Scale™
 - Leadership Trust Scale™
 - Customer Trust Scale™ Sample feedback reports will be reviewed and interpreted. Finally, participants will have the opportunity to develop action steps to address trust-related issues in their work places and link them to business results.

MDP330 – Developing Into a Powerful Leader

2 Days

Course Description

Leadership is a critical skill that every professional should possess to be successful in today's work environment. Developing your leadership skills goes beyond traditional assessments of your qualities and application of those results. New leadership concepts build on those insights help you uncover your mind-set, develop the passion you possess toward leadership and consequently become more productive and successful. This course will teach the practical skills you can apply to enhance your leadership skills. Recognizing who you are as a person is only the first step to developing into a powerful and effective leader.

Who Should Attend

Managers and staff that would improve their productivity by becoming strong leaders in the organization. Those who want to advance their professional development skills

What you will achieve

- The ability to sharpen your leadership mind set and apply it
- Learn methods to increase your risk taking ability
- Assess your leadership passion qualities and practice methods to enhance them
- Ability to productively observe model outstanding leaders
- Master leadership motivation techniques and learn to apply them
- Ability to inspire and empower others as a leader.

What you will learn

- Recognize your leadership Mind Set - learn how to use it to increase your productivity
- Accept and leverage Leadership Risks - learn strategies to overcome them
- Identify your Leadership Passion Qualities - learn methods to improve them
- Learn to apply the Success Principles - use by outstanding leaders
- Master Leadership Motivation - and also learn to delegate when you can
- -Learn proven lessons - how to inspire and empower others.

MDP352 - Improving Supervisory & Management Skills

2 Days

Course Description

This seminar provides you with both useful ideas and practical tools to improve your overall supervisory and management effectiveness. Mid-level and front-line managers and supervisors are the driving force for improving performance, productivity, quality, and innovation in today's organizations. Whatever pressures and opportunities face you, this seminar will provide you with useful new skills and insights.

Who Should Attend

Mid-level and front-line supervisors and managers with some experience. The program is especially useful for "home-grown" supervisors and managers who have come up through the ranks of their organization.

What you will achieve

- An understanding of the evolving role, impacts, pressures, and opportunities of supervisors and managers
- Tools to understand and appreciate basic different personality types
- Skills and insight to understand your own preferences and biases
- The ability to manage your own time more effectively
- One-on-one communications skills for giving criticism constructively and listening
- Group communications skills, running better meetings, using consensus, and creative problem solving.

What you will learn

- Job Satisfaction - the core of job performance and how to improve your own and your subordinates'
- Personality Types - the Myers-Briggs Type Indicator and how to recognize, appreciate, and communicate effectively with different personalities
- One-On-One Communications Skills - practical tools for communicating more comfortably and effectively, emphasis on listening skills, collaboration tools, and a positive assertive approach
- Managing Priorities - developing an approach to time management that matches your personality preferences, biases, and blind spots
- Performance Management - coaching and counseling skills, and why to give frequent quality time to subordinates in performance discussions
- Better Meetings - group communications, run effective meetings, reach consensus, and do creative problem solving with groups and teams.

MDP414 – Leading & Managing Successful Teams

3 Days

Course Description

The art of team leadership involves nurturing individual and group potential, building team dynamics that maximize synergy and creativity, developing team relationships that lead to commitment and dedication, and appropriately empowering people to make the right decisions for the team and the organization.

Who Should Attend

Any person who is, or will be, a formal team leader, manager, or responsible for guiding a group of people working together. The concepts and methodologies learned in this course are adaptable to all functional areas.

What you will achieve

- A well-defined plan for establishing a successful team leadership model that will establish clear goals and objectives, maximize the synergy of the team, and create self-sustained team success.
- Skills to analyze your own leadership style and the dynamics of a team using the MBTI.
- A clear understanding of the difference between management and leadership behavior.
- Insight into what motivates individuals and collaborative groups to perform above and beyond what one would normally expect.

What you will learn

- Team Leadership Styles and Situational Leadership - adapt the different styles of leadership, analyze the maturity and the needs of the team, and respond in a manner that focuses team members and guides them.
- Team Dynamics - analyze and nurture the dynamics that are driving team success; minimize those inhibiting the healthy functioning of the team.
- Motivation and Leading Teams To Self-Sustained Success - understand basic concepts of individual and team motivation and apply those understandings to create self-sustained productivity and peak performance.
- Collaboration and Commitment - create true intra-team collaboration and commitment using successful negotiation and consensus seeking techniques.
- Performance Measurements - use specific tools to analyze both the productivity and the synergistic health teams.
- Tools & Techniques - learn to make effective decisions, manage conflict, empower individuals and the team and establish roles and responsibilities to meet the goals of the team.

MDP417 - Building High-Performance Teams

2 Days

Course Description

There is strength in numbers. That is why effective teams are so powerful in the corporate environment. This course will give you the knowledge, skills, and motivation necessary to build and lead strong teams for meeting corporate goals.

Who Should Attend

This seminar is designed for professionals who want to improve their management performance.

What you will achieve

- The ability to nurture stronger working relationships with team members.
- The expertise to develop productive team structures.
- An understanding of the model for high performance
- The tools to evaluate and improve your team's performance.
- The competency to manage multiple teams.
- An understanding of the human dynamics that impact your success as a team leader.
- The opportunity to try out team skills through exercises using assessment instruments and checklists

What you will learn

- Team Leadership - 5 models for team design and the personal skills required for leadership.
- Creating High Performance Teams - the guidelines for building teams, how to develop a mission statement, and effective methods for group problem-solving and sound decision-making.
- Understanding the Group Dynamics of Teams - the stages of team development and how to become a more skilled communicator.
- Collaborative Teams - the advantages of collaboration and how to do it effectively.
- What Can Go Wrong - 6 myths about teams and 10 reasons why teams (sometimes) do not work.
- Team Performance - the steps you, your managers, and other team members can take to improve your team's accomplishments.
- Multiple Project Teams - the key requirements for managing people effectively and successfully.

MDP102 - Listening to Influence: Getting More Out of Conversations 1 Day

Course Description

The ability to listen, to focus, receive, respond to, retain and retrieve vital information, deeply impacts your efficiency and effectiveness in relating to others. Too often, we let distraction, distortion and defensiveness throw off our concentration. This workshop provides the awareness, videotaped skills-practice and personalized coaching needed to develop your listening skills.

Who Should Attend

Managers, supervisors, salespeople, and individual contributors who want to sharpen listening awareness- and develop focusing and responding skills - to maximize conversational value and optimize relationships for the greatest productivity and profit.

Prerequisites

Students will be required to fill out a Pre-Course Questionnaire prior to the start of the course. Please come ready to converse with one other member of the class for 1-2 minutes about a job-related or personal issue or concern.

What you will achieve

- Awareness of your responsibilities and opportunities as a listener
- The ability to bar distraction and stay focused
- The know-how to keep the conversation flowing by avoiding common listening pitfalls
- A simple framework for creating and increasing rapport
- A greater appreciation of the influential role feedback plays in conversation
- An understanding of the total listening experience and your role in it.

What you will learn

- Understanding the Nature of Listening, how, contrary to traditional thinking, it is more productive to think of listening as a dynamic, two-fold process of concentration and collaboration
- Keeping Concentration Intact - how certain positive attitudes and behaviors (containment tools) can keep our mind from wandering
- Refocusing Attention - why listener reaction, response and feedback (convergence techniques) help regain focus and connection with the speaker
- Becoming a More Patient Listener - what steps one can take to feel less pressured in the listener role
- Strengthening Relationships Through Fuller Listening Disclosure - how letting our listening show can establish and increase rapport
- Creative Ways to Boost Retention and Recall Ability - practical tips to improve mental storage and retrieval of vital information Ensuring Peak Performance
- Long-term - ways to practice and sharpen your listening skills.

MDP106 - Improving Your Presentation Skills

2 Days

Course Description

Regardless of your position, you will occasionally be required to present information to others. Whether the presentation is impromptu, casual or formal, you must be able to demonstrate confidence and clarity to effectively deliver your message. This workshop provides strategies, coaching, and practice in developing your presentation skills.

Who Should Attend

Anyone who would like to make more effective presentations to peers, clients, customers, or senior management will benefit from this course.

Prerequisites

Students will be asked to fill out a Pre-Course Questionnaire prior to attending the course.

What you will achieve

- Opportunities to practice, view, and improve videotaped presentations in class.
- Awareness of your strengths and maximizing them to develop your unique, successful style.
- Increased comfort in using eye contact, pausing, movement, and stronger voice.
- More enthusiasm in your delivery and more focus, logic, and organization in your content.
- Time to plan, prepare, and rehearse before giving a 5-minute presentation in class based on the course principles.

What you will learn

- Projecting Credibility - the most under-utilized asset in presentations: being in control and providing leadership, handling speaker fright professionally.
- Beginning with Impact - practical tips for a strong beginning, the importance of the first minute, beginning before you begin.
- Techniques for Delivery - maintaining a strong physical presence, the impact of eye contact, gestures, movement, stance, position, and your voice.
- Knowing Your Audience - preparing your presentation so that it meets your audience's needs and expectations, including adult learning issues to involve your audience.
- Saying What You Have to Say - a process for defining your purpose clearly and focusing your message to support your main objectives, keeping your presentation audience-centered .
- Dynamic Use of Audio-Visual Aids - using audio-visuals to enhance your message, and the advantages and disadvantages of each type.

MDP119 – How To Achieve Results Through Influencing

1 Day

Course Description

Effective influence doesn't just happen! How do you get people to buy into your ideas and your needs? Being able to accurately read situations, individuals and groups, and applying the appropriate type of influence behavior are the keys to becoming successful at influencing. Influence is the ability to have others take a desired action while building and maintaining the relationship. Participants will learn influence strategy and behaviors and how to plan and prepare for them.

Who Should Attend

The course is for managers, team leaders, project managers, supervisors, customer service people, sales people and anyone who needs to get things done through others.

What you will achieve

- A sharpened sense of when and how to use four general approaches and 10 specific influence behaviors.
- The ability to set an overall influence strategy that takes into consideration both your task objectives and relationship objectives.
- The skills needed to determine the effective use of the influence behaviors based on the degree of commitment that you require from the other person or group.
- An increased awareness of how to plan effectively for important influence situations.
- Techniques to help increase effectiveness in overcoming resistance and resolving conflict.

What you will learn

- Influence Planning - using a planning guide to help summarize what you know about the influence situation and help determine the specific behaviors that will help accomplish your goal
- Influence Model - introduction to a model representing the use of eleven influence behaviors relative to the situational factors
- Influence Flexibility - tips and guidelines on how to use various influence behaviors and understanding different communication styles and ways of behavior
- Influence Strengths - a self-survey and structured feedback exercises will be used to identify your strengths as an influencer
- Influence Application - a planning process gives each participant an opportunity to apply the influence concepts to an actual work situation.
- Influence Outcome - Learn to adjust your approach based on your desired goal and outcome.

MDP129 – Managing & Reducing Stress

1 Day

Course Description

While some degree of stress is an inevitable reality for everyone, our 21st century pressure-cooker environment finds us working longer and harder than ever before, trying to balance our personal and professional lives, manage our time, and communicate up, down, and across our organization. The result? Stress levels have reached endemic proportions a contagious phenomenon impacting our lives psychologically, physically, and professionally. This seminar will help participants to recognize, and better manage, the stress associated with change.

Who Should Attend

If you find yourself feeling stress and tension in your job and/or personal life that is interfering with your ability to maximize your performance, this one-day seminar is for you. Participants will acquire a series of methodologies that will help them identify and reduce the impact of both obvious and subtle stressors.

What you will achieve

- An awareness of the body, mind, and underpinnings of stress
- A recognition of hidden stressors and how to deal with them
- The role of perception in responding to different situations
- The identification of numerous stress-induced disorders
- A greater ability to manage specific stressors
- A mastery of assertive communication/time management techniques
- A better sense of how to achieve a more balanced life.

What you will learn

- How to View the 3 Kinds of Stress - viewing stress as a normal part of life while maximizing eustress and minimizing distress
- Strategies for Identifying What Can Be Controlled-utilizing the wisdom to let go of that which is out of your control
- The Mind-Body Connection - how the interpretation of events determines our physical response to any given situation
- Tap Into Your Emotional Intelligence - ways that will help you deal effectively with difficult people in all phases of your life
- Develop a Range of Techniques - techniques designed to enable you to develop greater resiliency so you can get unstuck regardless of the circumstances
- Move Beyond Mere Coping; Develop a Personal Stress Prevention Workout Plan a plan that will enable you to manage stress successfully.

MDP181 – Aligning Your Workforce to Organizational Goals

1 Day

Course Description

Successful organizations know what separates them from their competitors-it is their ability to purposefully connect their workforce with business goals. Don't forfeit your personal effectiveness, or your organization's by overlooking how organizational alignment drives superior results. Move from valued contributor to strategic thinker by learning to use a flexible methodology and tools for aligning your workforce to business goals then adapting them to your own needs.

Who Should Attend

Business leaders, of any size work group who, 1) recognize that people are a source of competitive advantage 2) want to improve their personal effectiveness in connecting to the workforce with strategic goals to achieve superior business results

What you will achieve

- Increased confidence in aligning your work group with organizational goals
- Familiarity with a flexible methodology and set of tools to help you think through organizational alignment and the opportunity to use these tools
- An increased awareness of when and how to proactively plan for key collaborations with other business leaders over the course of your journey
- Insights on success factors for implementation
- Increased proficiency in measuring the effectiveness of your talent strategy
- An understanding that achieving and maintaining organizational alignment requires continual and deliberate attention in order to quickly adapt to constant change, such as economic conditions and strategic business direction.

What you will learn

- Strategic Thinker's Mindset - what it is as well as common obstacles to becoming a strategic thinker and how to overcome them
- The Three Phases of a Talent Strategy Methodology - test drive their corresponding tools: 1) development(our emphasis in this seminar) 2) Implementation 3) Measurement of results
- Developing a Talent Strategy - learn the foundation on which a solid talent strategy is built, discover the importance of the customers prospective, and key business processes, conduct a workforce gap analysis, and select and prioritize initiatives that result in peak performance
- Challenges - you will likely encounter and ways to effectively deal with them
- Business Problem Solving Application – how to employ the same methodology for solving specific business performance problems

MDP245 –Understanding & Working with People

2 Days

Understanding why people behave as they do is vital to productive communication. We manage, make decisions, implement tasks, and work with people in many different ways. Yet, so often we assume others think as we do! This seminar provides insight into the motivations, behaviors, and actions of you and those around you. Applying this knowledge will increase interpersonal skills and improve communication.

Who Should Attend

Supervisors, managers and individual contributors who want to perform their jobs more effectively by learning new insights about themselves and others.

Prerequisites

When preparing, you are asked to submit a sample of your most frequently used style of handwriting. A sample should be written on 8.5 x 11 inch paper. The sample should be at least a half page in length concluding with a signature. Your handwriting will be analyzed confidentially and you will receive the results of the analysis.

What you will achieve

- A better understanding of yourself.
- Increased confidence in your personal strengths and workstyle.
- The ability to look beyond incorrect perceptions people have of each other.
- A better understanding of the strengths and workstyles of others.
- Insights into how to maximize potential in yourself and others.
- Improved interpersonal communication to achieve organizational goals.

What you will learn

- Your Personality Traits - how they influence the way you think, plan, listen, generate ideas, evaluate information, take risks, carry out job responsibilities, deal with change, and interact with people
- Workstyle - your personal traits, strengths, style of working, and type of environment that help you achieve at optimal levels
- Dealing with Perceptions - incorrect perceptions cause misunderstanding and conflict - how to be perceived the way you intend
- Their Way vs. Your Way - how to understand and appreciate the different traits and workstyles of others and communicate effectively
- Supportive Environment - recognizing traits as a means to motivate and encourage people to achieve professional growth
- Teamwork - combining your strengths, the strengths of others and increased interpersonal skills to benefit the achievement of organizational goals.

MDP307 – Strategic Marketing: Concepts & Strategies

2 Days

Course Description

This course relates both traditional and new marketing concepts to today's fast-paced, competitive and segmented business environment, with the emphasis on relating marketing theory to practical and effective real-world solutions. Both industrial and consumer situations will be considered with a strong focus on new product/service introduction, and product/service life cycle extension.

Who Should Attend

This program has been designed for those already in marketing, new marketing people without a formal marketing background, and non-marketing people who are interested in reviewing basic marketing concepts and need a better understanding of marketing.

What you will achieve

- The ability to understand, evaluate, and modify or create a marketing plan for your organization.
- An understanding of a market driven business approach.
- A broad view of customer relationships, and how those relationships can be affected by the internal systems of your organization.

What you will learn

- The Marketing Process - introduction of a process through case study and examples which will serve as the foundation upon which one can build customized market plans.
- Defining the Competition - techniques for recognizing the competitive forces acting on your markets and developing strategies to minimize their effect on your bottom line
- Understanding Marketing Strategies - each will be analyzed with a view toward the implementation steps necessary to maximize their effectiveness
- The Marketing Mix - strategies will be reviewed in the context of the overall marketing plan. Examples of both successful and unsuccessful mix strategies will be analyzed and the basic considerations necessary for successful strategy implementation will be identified.
- The Relationship Between Sales and Marketing - reasons for the misunderstanding between each and focusing on ways of utilizing the sales function as part of the "marketing mix".
- New Product Introduction - outline of a new product introduction evaluation format which can serve as a powerful tool to aid in new product launches.
- Market Driven or Product Driven - advantages as well as the problems related to a customer or market driven strategy will be explored; concept of Market Segmentation and "Niche" Marketing will be reviewed, and a model for Collaborative Marketing will be introduced.

MDP317 - Understanding & Managing Conflict

3 Days

Course Description

Conflict is a fact of life. But by better understanding conflict and how it affects your working relationships, you can begin to make conflict work for you, not against you. This highly-interactive 3-day seminar will help you strengthen your ability to work creatively with all types of conflict and improve your effectiveness in interpersonal relationships. Extensive resources for further learning will be provided throughout this course.

Who Should Attend

This course is designed to help anyone who wants to sharpen their ability to understand, manage, and create opportunity out of conflict. Managers who are building teams, having to do more with less, working in tense situations, will find this course useful.

What you will achieve

- An operational definition of conflict.
- An appreciation of different styles for managing conflict.
- Skills in applying conflict management tools.
- Improved ability in using communication, listening, and feedback
- An application plan for further growth

What you will learn

- Background Information About Conflict - examining the basic shape of conflict, identifying the dynamics of conflict behavior, and the elements of cooperative and competitive conflict.
- Your Conflict Management Style - learning about your own conflict management style through the use of a survey instrument and interpreting the results of the survey as it affects you. Determining the appropriate and inappropriate uses of style behaviors
- Four Tools for Improving How We Manage Conflict - working with a Conflict Management Matrix, examining the importance of three basic questions in working with conflict, learning more about the sources of conflict, and practicing the use of a Conflict Management Planning Guide.
- Symptoms of Conflict - identifying key psychological dynamics of conflict behavior and recognizing warning signs of conflict
- Skills in Managing Conflict - improving communication, listening, feedback, and creative problem solving skills to help manage conflict more effectively
- Different Types of Conflict - the use of role re-negotiation as a method of working with interpersonal conflict, exploring the elements of inner-unit conflict, and examining forces which impact organizational conflict
- Creating an Action Plan - developing and testing a hands-on application plan which helps to manage conflict more effectively.

MDP406-Communicating & Presenting for Management Success 3 Days

Course Description

Your ability to communicate with individuals and with small and large groups is crucial to your success. This 3-day course will give you the skills and confidence to listen, give praise and negative feedback, run meetings effectively, and deliver clear messages to any audience. You will have several opportunities to be videotaped and to see and hear yourself in action.

Who Should Attend

Professionals striving for better results through more effective communication and more powerful presentations will benefit from this course.

Prerequisites

Students will be asked to fill out a Pre-Course Questionnaire. How to Prepare: Choose a topic for a presentation to be videotaped in class. If you have notes or visuals already prepared feel free to bring them along.

What you will achieve

- An understanding of how to make communication work for you by choosing the best strategy for listening, giving praise and negative feedback, and running meetings
- The ability to assess an audience, prepare materials, and present ideas, needs, and solutions with impact
- The skill to handle difficult or hostile questions from the audience

What you will learn

- A Model for Effective Communication - the elements of effective communication, focusing on defining and meeting your objectives
- Listening with Empathy - learn good listening techniques through observation, practice, and video feedback
- Guidelines for Giving Praise and Negative Feedback - the dos and don'ts of getting people to hear you without becoming defensive
- How to Prepare for and Run Meetings - how to start with objectives for a meeting, use checklists for effectiveness, and accomplish those objectives by staying focused
- Presentation Process - a four-step process for developing presentations for impromptu, casual, or formal situations
- Creating Effective Visuals - guidelines for creating and using visuals
- Dynamic Delivery - tips and videotaped practice to improve your verbal and non-verbal skills.

MDP409 – Consulting Inside Your Organization

2 Days

Course description

People at all levels of the organization often are asked to use their knowledge and skills to facilitate change or improvement, but they do not have direct control over how those changes are implemented. Consulting is the process of recommending actions without having formal authority to put those actions into place. This seminar explores the consulting process, based primarily on Peter Block's model. Through exercises, discussions, and simulations, participants will learn how to add value to the organization by building productive working relationships with clients.

Who should attend

Those in staff positions or others who need to influence individuals within the organization, but who have no direct authority to implement recommended changes

What you will achieve

- A clear understanding of the consultant's role within the organization
- An increased awareness of the overall process of consulting
- The skills needed to manage each stage of the consulting assignment
- Methods to help you remove roadblocks and avoid common pitfalls of consulting
- An opportunity to build the confidence necessary to successfully carry out a consulting assignment.

What you will learn

- The Role of the Internal Consultant - understanding how the internal consultant functions within the organization
- The Internal Consultant's Challenges and Opportunities -how to build trust and gain client commitment, how to recognize and overcome roadblocks
- The Consulting Process - how to move through each phase of the consulting assignment: entry and contracting; data collection and diagnosis; feedback and decision to act; implementation; evaluation
- Dealing with Resistance - understanding why people naturally resist change, what forms resistance can take, and how to deal with client resistance
- Communication Skills - how to build skills to succeed as a consultant: assertiveness to set expectations and provide accurate feedback, active listening to uncover client's concerns, and asking powerful questions to gain a clear understanding of the issues.

MDP423 - Strategies for Managing Change: Managing People in a Changing Environment

2 Days

Course Description

As organizations develop new strategies to survive and grow, implementation of these changes requires employees to develop new knowledge, skills, and processes. This 2-day workshop focuses on the process of change, and what is required to build commitment to change within the organization. Discussion, analysis, and exercises will help you learn to manage change effectively, and become a more skillful change agent.

Who Should Attend

This course is highly recommended for all managers and project managers who want to improve their effectiveness in dealing with change.

What you will achieve

- The ability to recognize the effects of change on the individual and in the organization.
- An understanding of why people resist change and how to overcome that resistance in yourself and others.
- An understanding of individual behavioral styles, and how to best adapt your style when helping others through change.
- An understanding of how to structure communications to facilitate change.
- An opportunity to apply knowledge to your own changing situations.

What you will learn

- How to View Change from the Perspective of all Parties Involved - how to deal with the emotional impacts of change.
- A Model of the Change Process - the normal stages necessary to gain acceptance of change.
- Strategies for Dealing with Change - stress reduction techniques and methods for reducing defensiveness, communication skills, and listening effectively to promote change.
- Skills Associated with Effecting Change - what is needed to become a skillful change agent.
- Strategies for Communicating Change - techniques for presenting clear and concise requirements for change.
- Methods for Identifying and Working with Resistance - what is needed to work through individual and group resistance to change.
- Strategies for Building Commitment - how to help individuals, teams, groups, and organizations develop a positive attitude toward, and commitment to, required change.

MDP429 – Managing Successful Negotiations

2 Days

Whether knowingly or not, people negotiate everyday haggling over price, deciding which movie to see, discussing the conditions of employment, or settling the terms and conditions of a contract. This program is designed to help you acquire the necessary concepts, skills, and techniques to prepare for and to conduct successful negotiations.

Who Should Attend

This seminar will benefit anyone who wishes to enhance their negotiating skills.

What you will achieve

- The recognition of the importance of viewing a negotiation from the perspective of all involved parties.
- The ability to identify and develop the cognitive and interpersonal skills necessary to achieve collaborative outcomes.
- The knowledge of techniques that help convert adversarial and hostile behaviors into collaborative and problem solving behaviors.
- The skills associated with successful negotiations and receive feedback on the use of these skills.
- A plan for overcoming your weaknesses and concentrating on your strengths

What you will learn

- A Definition and Model for Negotiation - limits of an adversarial approach and the strengths of a collaborative approach.
- The Importance of Preparation - the use of analysis in terms of your objectives, issues, and benefits as well as the other party's objectives, issues, and benefits.
- The Steps Necessary for Developing Rapport, Trust and Credibility - verbal and non-verbal communication skills and the development of an effective listening model.
- The Importance of Conflict Management - deal with emotion, hostility, anger, and the use of power in the negotiation process.
- The Development of Collaborative Approaches to Mutual Goals and Objectives - problem solving vs. bargaining in the construction of realistic agreements.
- Methods for Handling Power Tactics - the effective responses to "hardball" tactics and "dirty tricks" allowing you to convert your "opponent" into your "partner".
- Gaining Commitment and Avoiding Postponements - the importance of exploring acceptable alternatives before the crisis, uncovering the other person's alternatives, and establishing effective responses to demands.