Fall 2010
Popular Topics

Executive Development

Popular Keynote, Seminar, and Breakout Topics

Transforming the Achievement of Today's Ultra-Busy Professionals

503-618-8703 • 800-381-8686 • RonBlack@TheMentorGroup.com

Ron Black

Executive Development

Popular Keynote, Seminar, and Breakout Programs – Fall 2010

Contents

* Keynote program.
Onsite training is tailored to the organization's objectives and learner needs.
Breakout sessions are tailored to the planner's goals, meeting objectives and themes.

For availability, calendar holds, or sample Action Guides and Note Organizers,
contact Ron Black directly or through your meeting planner.

Leading Meaningful Change

Applying the Dynamics, Skills, and Tools of Change

In a world of complexity and change, the ability to bring cross-functional expertise together, focus on results, and achieve timely success has become a defining quality of successful organizations.

This seminar provides an introduction to the fundamental change management tools, techniques, and best practices that have been found effective in both public and private sector organizations. Those who understand the dynamics of change, who can apply best practices, and who are able to lead their teams to authentic participation greatly improve their ability to leading lasting and meaningful change.

Thoughtful application of these research-based and experience-validated best practices reduces unexpected problems, increases team effectiveness, improves communications, and helps build an environment of authentic participation throughout the stakeholders.

Course Objectives

- ☐ Describe the keys success factors of an effective change initiative.
- ☐ List the stages of the change management lifecycle.
- ☐ Describe the critical dynamics at work in change initiatives.
- ☐ List common change management planning mistakes to avoid.
- ☐ Describe common behaviors that indicate resistance.
- ☐ Describe the importance and content of effective change management communications by sponsors, managers, and supervisors.

Formats

On-site training in 4-, 6-, and 8-contact hour versions

Breakout session formats in 60-90 minute versions

Web-delivery formats in single and multiple session programs

For keynote programs on leading change see ***The Art of Constructive Destruction*** and ***Leadership in Turbulent Times***

Course Outline

Why Change Management?
A Case for Change Competencies
Why Change Can be So Difficult
Factors Contributing to Success
Greatest Obstacles to Change
Five Improvement Areas

Leading Change
The Leader's Role in Change
Sponsor Roles and Responsibilities
Most Frequent Sponsorship Mistakes

The Dynamics of Change
Systems Thinking as a Perspective
Reinforcing and Balancing Processes
Change Archetypes
The Change Life-Cycle Model
A Process for Leading Change

Resistance to Change
Identifying Resistance
Manager and Supervisor Responsibilities
Ineffective Methods of Dealing with Resistance

Communications for Leading Change
Influence and Persuasion for Leaders
Most Important Messages for Employees
Most Important Messages for Managers
Timing and Delivery Considerations
Best Practices

Planning and Managing Change
Project Management Competencies
The Process of Change Initiatives
Creating Effective Change Plans
Change Readiness Assessment

Leadership in Turbulent Times

Transforming Comfort Zones into Achievement Zones

In a world of relentless change, growing complexity, and increasingly demanding markets, the defining quality of effective leadership is the ability to lead change.

This program helps leaders move people and organizations beyond comfort zones and into achievement zones. Crafted from hands-on experience leading change in both profit and not-for-profit organizations, you'll learn: the dynamics of change; how systems thinking can reveal high-leverage options; how to recognize the four change archetypes, their relative risk and difficulties; how to deal with resistance; what to do and what not to do when change is essential to success.

Applying these researched-based and experience-validated best practices will help you meet today's challenges, harvest potential opportunities, and maximize your organization's mission.

Content

- ☐ Identify outmoded systems, metrics, and assumptions
- ☐ Recognize leadership challenges at each stage of the change lifecycle
- ☐ Describe the keys success factors of an effective change initiative
- ☐ Choose an effective strategy: know when it's time to "tune it up", "shake it up", or when you must "break it up"
- ☐ Apply change management best practices
- ☐ Transform the comfort zone into an achievement zone

Format

This program is available in keynote and breakout formats of 60-90 minutes.

Web-delivery available

Onsite training formats are custom tailored – see ***Leading Meaningful Change*** and ***Putting Systems Thinking to Work***

Leading Radical (and not-so-radical) Change

Tune it Up, Shake it Up, or Break it Up

In a world of complexity and change, the ability to bring cross-functional expertise together, focus on results, and achieve timely success has become a defining quality of successful organizations. Those who understand the dynamics of change, who can apply best practices, and who are able to lead their teams to authentic participation greatly improve their organization's resiliency and success.

This program provides an introduction to the fundamental change management tools, techniques, and best practices that have been found effective in both the public and private sector organizations. In this session, sponsors, agents, and targets of change learn how to combine proven process methodologies with leadership competencies—converging process-essentials with people-essentials—to facilitate lasting and effective change. Participants will be able to:

- ☐ Describe the keys success factors of an effective change initiative
- ☐ List the stages of the change management lifecycle
- ☐ Describe the critical dynamics at work in change initiatives
- ☐ List common mistakes to avoid

Format

On-site training in 2- to 4-contact hour versions

Breakout session formats in 60-90 minute versions

Web-delivery formats in single and multiple session programs

For additional onsite training formats see ***Leading Meaningful Change*** and ***Putting Systems Thinking to Work***

The Fine Art of Constructive Destruction

Refocusing Today's Resources on Tomorrow's Success

Relentless change and ultra-competitive markets confront most organizations—but for the agile, opportunities abound. This program helps leaders move their organizations beyond today's constraints: limited resources, aging systems, outmoded assumptions, and deadly comfort zones.

Crafted from experience leading turnarounds and startups, this program stimulates thinking, offers a strategic framework, and provides guiding questions to help you work with the resources you have right now. Learn how to refocus your organization's attention from yesterday's paradigms, onto today's imperatives, for tomorrow's success.

- ☐ Identify outmoded metrics, systems, and assumptions
- ☐ Replace "lean" thinking with agility and achievement
- ☐ Lead people out of the comfort zone and into the achievement zone
- ☐ Refocus today's resources on tomorrow's success imperatives

Format

Keynote and breakout session formats of 60-90 minutes

Web-delivery available

Onsite training formats are available and can be custom tailored – see ***Leading Meaningful Change*** and ***Putting Systems Thinking to Work***

Leveraging Limited Resources for Lasting Change

Putting Systems Thinking to Work

This workshop provides the fundamentals of systems thinking for managers and leaders who want to improve their ability to lead meaningful change and organizational improvement. It teaches the principles of systems thinking as a process of learnable tools and approaches, enabling leaders to bring together seemingly disparate events, understand cause and effect relationships, and see beyond the surface to patterns and underlying structures.

Systems thinking helps leaders transform their perspectives, refocusing daily management efforts into meaningful and long-lasting continuous improvements. Provided in one- and two-day workshop formats.

Learning Objectives

- ☐ Adopt a big-picture perspective of cause and effect relationships as it applies to change, initiatives, and organizational improvement
- ☐ Describe complex systems and structures with causal loop diagrams
- ☐ Facilitate the collaborative discussion and understanding of problems, events, patterns, and structures
- ☐ Recognize common archetypes, interdependencies, and feedback loops
- ☐ Identify key interactive relationships
- ☐ List the four change archetypes and describe their relative difficulty, risk, and resource requirements
- ☐ Explain how systems thinking applies in change initiatives
- ☐ List common change management mistakes to avoid
- ☐ Lead a collaborative team discussion to identify and model problems and possible improvement initiatives

Formats

One- to two-day seminar formats tailored to organizational objectives

Break-out session format of 60-90 minutes

Multi-session web delivery available

For related onsite training in this content area see ***Leading Meaningful Change*** and ***Leading Radical (and not so radical) Change***

Course Content

Why Systems Thinking?
A Case for Systems Thinking
Linking Systems and Performance
Why Improvement Can Be So Difficult
Overcoming Obstacles to Improvement
Systems Thinking as a Leadership Skill

The Dynamics of Systems
Systems Thinking as a Perspective
Understanding Events, Patterns, and Structures
Reinforcing and Balancing Processes
Using System Archetypes
Using Process Improvement Tools

Applying Systems Thinking
Performance Improvement Initiatives
Leading Collaborative Communications
Identifying Opportunities
Defining the Problem
Visualizing and Verbalizing with Graphs, Diagrams, and Archetypes
Facilitation Tools - Root Cause; Five Whys; Force Field Analysis
Targeting Changes and Interventions
Evaluating Possible Consequences
Evaluating Potential Outcomes
Anticipating Pitfalls and Roadblocks
The Change System Life-Cycle
Implementation Best Practices

Acrobatics for Overachievers

Productivity and Life Balance for Today's Ultra-Busy Professionals

Missed deadlines, churning priorities, and long hours plague today's top achievers. This novel control-point technique obsoletes traditional time and task management and helps today's busy professionals manage multiple priorities and projects with ease.

Participants learn how to get in control of the results that really count to improve their productivity, effectiveness, job satisfaction, and sense of well-being. Combining the best of traditional approaches and the control-point management technique delivers practical strategies, tactics, tools and techniques that can be quickly learned and applied.

- How to use time control points to add hours back to your week
- Traction point thinking - that eliminates your "time wasters"
- The most common stressors – and how to bust them

Discover how to take control of your time, get more done and get home sooner with more energy left to live.

Learning Objectives

☐ Apply the control-point time and task management system

☐ Create a healthier and more productive work/life balance

☐ Create better teamwork with clear milestones and time-frames

☐ Describe how workload, productivity, and stress are interrelated

☐ Describe the Pareto principle and how it can be used to prioritize work

☐ List three ways you can reduce your stress

☐ List four common productivity killers and describe strategies to deal with them

☐ Rethink priorities with the urgency vs. importance principle

☐ Focus your energy and stay on track with clear and realistic traction-goals

☐ Describe the four key elements of effective work plans

☐ List three actions that will transform your intentions into reality

Formats

Keynote and break-out session format in 60-90 minutes

Web-delivered format available

For onsite seminars content see ***Control-Point Time and Task Management***

One-hour multi-media DVD program with Note Organizer available at $69 each

Control-Point Time & Task Management

Achieving in Today's Ultra-Busy World

Missed deadlines, churning priorities, and long hours plague today's top achievers. This novel control-point technique obsoletes traditional time and task management and helps today's busy professionals manage multiple priorities and projects with ease.

Participants learn how to get in control of the results that really count to improve their productivity, effectiveness, job satisfaction, and sense of well-being. Combining the best of traditional approaches and the control-point management technique delivers practical strategies, tactics, tools and techniques that can be quickly learned and applied.

Learning Objectives

- ☐ Apply the control-point time and task management system
- ☐ Set clear and realistic personal and professional goals
- ☐ Apply the strategic principle of urgency vs. importance in their daily work
- ☐ Describe the Pareto principle and how it can be used to prioritize work
- ☐ List four common productivity killers and describe strategies to deal with them
- ☐ Describe how workload, productivity, and stress are interrelated
- ☐ Describe three ways to reduce stress
- ☐ List four key elements of an effective work plan
- ☐ Identify and communicate realistic time-frames for tasks and deliverables
- ☐ Describe best practices for using email
- ☐ Describe best practices for leading meetings
- ☐ List the four essentials of planning and controlling small projects and workgroups
- ☐ Apply the small project definition checklist
- ☐ Create a task control chart for smaller projects and initiatives
- ☐ Create a personal action plan for applying your learning

Formats

On-site training in 3-, 4-, 6-, and 8-contact hour versions

Breakout session formats in 60-90 minute versions

Web-delivery formats in single and multiple session programs

For keynote program format see ***Acrobatics for Overachievers***

Three-hour self-paced seminar on DVD is available for $299

Content Outline

CREATING SUCCESS
Five Daily Productivity Imperatives
The Golden Rules of Achievement

THE ELEMENTS OF ACHIEVEMENT
Definitions—the Vocabulary of Success
Characteristics of Effective Goals
Right-Sizing Your Goals
Communicating Time Milestones
Describe the Results You Want

BALANCING YOUR TIME
Important vs. Urgent Decision Matrix

PRODUCTIVITY PRINCIPLES
Conventional Prioritization
Importance x Urgency = Priority
Pareto's Principle
Parkinson's Law
Slight-Edge Theory
Know Your Energy Cycle
Strategic Reserve Time

CONTROL-POINT TIME AND TASK MANAGEMENT
Establishing Daily Focus Zones
Activity and Task Control Points
Communicating the Control Points
Managing Success with Milestones

CONTROL-POINT PROJECT MANAGEMENT
Four Keys to Project Success
Work Breakdown Structure
Creating a W.B.S. Exercise
Task Analysis Chart / To-Do List
Creating Realistic Schedules
Gantt Chart Planning
Network Diagram Planning
White-Board Planning

DEALING WITH PRODUCTIVITY OBSTACLES
The Big Four Productivity Killers
Communication Effectiveness
Using Email Effectively
Leading Productive Meetings
Productivity/Stress Continuum
Dealing with Stress

APPENDIX
Work and Lifestyle Balance
Sleep, Performance, and Wellbeing
Multi-Tasking vs. Cognitive Ability
Overtime and Productivity Myth
Get in Control of Your Future Pocket Plan

Championship Teams

Harvesting the Wisdom of G.R.E.A.T. Teams

Improving teamwork is everyone's responsibility and requires appropriate action from the most senior to the most junior team member.

This course delivers the teamwork knowledge, competencies, and skills needed by all levels of the organization. These include the ability to: focus on true achievement with appropriate **Goals**; establish and communicate **Roles** and **Responsibilities**; develop and manage team **Rules** and standards of performance; create and maintain an **Environment** of mutual trust, respect, and commitment to success; thoughtfully adopt the **Attitude** and professional bearing conducive to teamwork; and maintain high levels of **Trust** and respect that fosters positive interdependence and authentic participation.

Course Objectives

- ☐ Describe the six core attributes of effective teamwork using the G.R.E.A.T. acronym.
- ☐ Describe the characteristics of a high-performance team.
- ☐ Describe the roles and responsibilities of an effective team member.
- ☐ Demonstrate an understanding of the stages of workgroup development.
- ☐ List observable behaviors that signal the team's stage of development and suggest actions the individual can take to facilitate higher levels of teamwork.
- ☐ Describe how team deliverables enable organizational success.
- ☐ List the seven essential competencies that embody high-performance teams.
- ☐ Describe six team decision-making techniques, their pros and cons.
- ☐ List five conflict management strategies and describe when each has merit.
- ☐ Define effective team communications and describe how this principle can be applied in their own workgroup.
- ☐ List actions that they can personally take, either now or in the near future, to improve their own workgroup's effectiveness.
- ☐ Enable participants at all levels of the organization to take actions that foster an effective and rewarding working environment.

Format

Delivered in one- and two-day seminars

Breakout sessions of 60-90 minutes are available

Web-delivery formats in single and multiple session programs

Course Outline

DEFINING HIGH PERFORMANCE TEAMS
Exploring our organization's work culture and beliefs
Connecting our vision and values
Establishing team ground rules and norms

PRINCIPLES OF DEVELOPING CHAMPIONSHIP TEAMS
Understanding how teams grow
Shifting the paradigm to team work
Teams, good teams, and GREAT teams
Describing the individual's role in team success

CREATING A FOCUS ON RESULTS
The job performance and job satisfaction connection
Creating SMART goals
Linking individual, team, and organizational goals

CHAMPIONING INDIVIDUAL AND TEAM SUCCESS
Individual motivations and group performance
Balancing individualism with teamwork
Defining our team responsibilities
How to establish team roles and responsibilities
Creating an environment for success
Situational leadership: releasing power
Team building for emerging leaders

COMMUNICATION SKILLS FOR TEAMS
Problem solving processes for high-performance teams
Decision making in a collaborative team environment
Managing conflict within our team
Managing team dynamics

STAFFING CONSIDERATIONS
Creating and managing team dynamics
Assigning responsibilities
Assessing workgroup development
Diagnosing team needs

FACILITATING SUCCESSFUL TEAMWORK
Conducting a fast-start team meeting
Visual planning techniques for team meetings
Facilitating group discussions
Problem solving processes and techniques for teams
Building team commitment
Managing virtual teams and remote team members

EXPERIENTIAL LEARNING SIMULATION
The Industrial Peg and Marble Game
Round One – Creating a GREAT Team
Round Two – Dealing with Adversity
Round Three – Achieving High Performance
Review and debriefing

The Master Facilitator’s Workshop

Leading Effective Collaborative Meetings, Teams and Workgroups

Every effective professional must be able to stand before a group and deliver—presenting important ideas, building support, leading collaboration, influencing opinions, and facilitating the organization’s success. Whether a manager, technical expert, project manager or team leader, meeting facilitation skills are essential to the individual’s and organization’s success.

The seminar provides a foundation of knowledge and techniques within a supportive-peer environment so that the participant can build upon their existing meeting facilitation skill set. The intention is to help participants conduct more productive meetings; facilitate collaborative work sessions; lead group brainstorming, prioritization and decision making; all with confidence and professional composure.

Course Objectives

- ☐ Prepare for and conduct effectively facilitated meetings
- ☐ Gain an understanding of the principles, values, and behaviors of effective facilitators
- ☐ Apply 16 basic facilitation process tools and techniques
- ☐ Lead purposeful and effective prioritization and decision making
- ☐ Design effective meetings quickly using process notes and meeting templates
- ☐ Prepare for common problems and interventions
- ☐ Manage communication dynamics to improve productivity and meeting outcomes

Formats

Provided in one- and two-day seminar formats

Custom tailoring available for technical initiatives, business planning, and project leadership

Break-out session format available – see ***Facilitation Essentials for Leaders***

Course Outline

UNDERSTANDING FACILITATION
Welcome and warm-up exercise
Content, objectives, and agenda
Roles and beliefs of facilitators
Interview exercise: core practices
The effective triad: process, content, and third-party facilitation
Best and worst practices

FACILITATION STAGES
Model for facilitation
Assessment and preliminary design
Refinement and final design
Conducting facilitations—from fast starts to productive finishes
Facilitation follow-ups

FOCUSING ON PARTICIPANTS
Assessing participants
Groups vs. teams
Facilitating group effectiveness
Improving conditions for participation
Techniques that build participation
Norms exercise: facilitating meeting rules

FACILITATING DECISION MAKING
Conversation types
Levels of empowerment
Decision making options
Building consensus
Application exercise: last time/next time

HANDLING CONFLICT
Debates vs. arguments
Two conflict management strategies
Five conflict resolution approaches, their pros and cons
Feedback principles and formats
Using common interventions
Intervention exercise: preparing your own words for common situations

MEETING MECHANICS
Jigsaw exercise: when meetings work well
Effective agendas and process notes
How to clarify roles and responsibilities
Balancing facilitator-chairperson roles
Process mid-point check-in techniques
Meeting evaluation tools

PROCESS TOOLS AND APPLICATIONS
16 process tools and techniques: purpose, outcomes, and step-by-step instructions
Handling common facilitation problem scenarios

MEETING DESIGN WORKSHOP
Design exercise: create an agenda and process notes for an upcoming meeting
Exit evaluation: facilitation skills self-assessment

Facilitation Essentials for Leaders

Harvesting the Wisdom of Collaborative Meetings

Designed for those who conduct meetings with diverse stakeholders, this program delivers meeting facilitation best practices for dealing with cross-functional teams, technical experts, and intra-organization work groups. Learn how to boost your meeting's authentic participation, build a shared clarity of purpose, generate better ideas, integrate competing demands and viewpoints, weight and prioritize options, and make better expert-group decisions.

With this easy-to-use three-step facilitation framework and selected process tools, you'll be able to lead even the most challenging meeting with complete confidence and professional composure—and harvest the wisdom of your team!

Learning Objectives

- ☐ Leverage your leadership skills with the principles, tools, and behaviors of collaborative facilitation
- ☐ Build authentic participation and buy-in throughout diverse stakeholder groups
- ☐ Create a shared clarity of the meeting's purpose, intended outcomes, and level of authority
- ☐ Integrate competing demands and viewpoints for better meeting outcomes

Formats

Provided in 60-90 minute breakout session formats

For onsite training options see also ***Mastering Facilitation Workshop***

Know Your Numbers!

Mastering the Metrics of Business Success

Profits, strength, growth. While there are many ways to measure success, business managers must constantly monitor and control their organization's profitability, strength, and growth. Yet most business owners and managers have little or no knowledge of how to measure these core indicators.

Using an adaptation of the DuPont R.O.I. success formula, participants explore traditional financial metrics and consider other metrics that can help them measure, evaluate, and control their organization's success.

Designed for the non-accountant, this program demystifies the income statement and balance sheet, describes how ratio analysis can be used to make better business decisions, and helps participants create their own key performance metrics.

Learning Objectives

- ☐ Master the time-honored R.O.I. success formula
- ☐ Learn the difference between leading and lagging indicators
- ☐ Read income statements and balance sheets like a pro
- ☐ Identify the operating metrics that drive your organization's success

Format

This program is available in breakout session to full-day seminar lengths

May be custom tailored with industry- or organization-specific data

Project Management Essentials

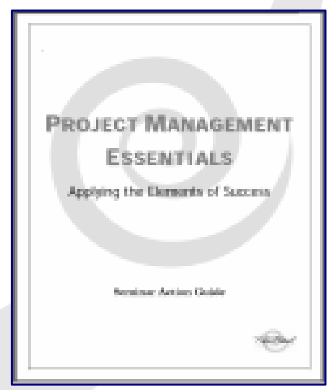
For Professionals Who Manage Projects and Initiatives

This comprehensive seminar provides the knowledge, insights, and techniques project teams need to accomplish even the most challenging project. From the seasoned veteran to the anxious rookie, the largest gains in project success come with a focus on the fundamentals—the process, the vocabulary, the tools and techniques of achievement.

Compliant with popular standards, tailored to your needs, and grounded in results-proven experience, this course delivers skills that drive consistent project success.

Learning Objectives

- ☐ List and describe the content and purpose of each of the five sets of processes in the project management lifecycle model.
- ☐ Be able to discuss the relationship between project initiation, project planning, and successful project implementation.
- ☐ Describe the purpose and content of commonly used project management control documents.
- ☐ Demonstrate how to use the work breakdown structure to decompose project goals and objectives into work activities, milestones, and constraining dates.
- ☐ Create a task analysis chart and describe what information is required to plan the types of projects in your profession.
- ☐ List six approaches to estimating task durations and be able to discuss their pros and cons.
- ☐ Be able to model workflow using commonly accepted terminology and formats.
- ☐ Assess resource requirements at the task and project level and be able to communicate with resource loading and leveling charts resource/duration relationships.



- ☐ Create a project schedule using the critical path method and communicate the information using both Gantt (time-line) and activity-on-node (network) charts.
- ☐ List the eight steps required to create a baseline plan.
- ☐ Describe the pros and cons of normal, fast-track, and expedite scheduling approaches and their effect on project durations, costs, resources, and risk.

- ☐ List seven tracking and control documents and describe their purpose.
- ☐ Discuss the role of the project manager in facilitating communication with the project sponsors, core team, remote team, and other stakeholder groups.
- ☐ Describe one or more project problems you have experienced, observed, or expect in your project environment and list how you might be able to avoid, mitigate, or prevent the problem in the future.

Format

On-site seminar tailored to the organization's project environment. Provided in one- to three-day formats.

For breakout session programs see ***Project Management Essentials*** and ***Creating an Environment for Project Success***

Course Outline

INTRODUCTION TO PROJECT MANAGEMENT
What to Expect in the Course
Project Management Survey
The Golden Rules of Project Success

THE PROJECT MANAGEMENT PROCESS
The Project Lifecycle Model
Project Decision Points
Managing the Process of Success

PROJECT INITIATION
Start Slow to Finish Fast
Creating Effective Project Goals
The Triple Constraints
Using a Preplanning Checklist

THE PLANNING PHASE
The Work Breakdown Structure
Activity and Task Analysis
Estimating Task Durations and Resources
Duration Estimating Techniques
Establishing Workflow
The Critical Path Method
Planning Strategies
Tool Tip—Planning Step-by-Step

TRACKING AND CONTROL
Facts and Data—Success / Failure Factors
Seven Essential Controls

BUDGETS AND FINANCIAL CONTROL
Financial Effectiveness
The Success Formula
Typical Cost Estimating Problems

PROBLEM SOLVING AND TROUBLESHOOTING
Exercise—Dealing with Typical Problems
Tool Tip—Problem Analysis
Problem Strategies
Problem Tactics

STAFFING AND RESOURCES
Project Stakeholders and Responsibilities
Predicting (and Avoiding) Team Problems
Project Team Essentials
Selecting a Project Manager
Three Steps to Building Better Teams

GLOSSARY
Project Management Terms

APPENDIX
Project Concept Checklist
Project Charter Form
Project Initiation Document
Statement of Work Form
Planning Checklist
Scope Change Request Form

Creating an Environment for Project Success

Executive Roles and Responsibilities

Many of today's most productive organizations are embracing the tenants of project management. No longer relegated to a few key individuals, the project management approach to achievement requires a broad-based understanding by all stakeholders. This includes not only the project manager and the project team, but also upper management, the customer, and end-user. Success comes faster and with less risk when all stakeholders understand the project management ***process***, share a common project ***vocabulary***, and thoroughly understand their own ***roles*** and ***responsibilities***.

This course provides the essential information a senior manager or extended stakeholder must know to interact with, participate in, and create a more effective project management environment.

Who Should Attend?

Management teams, vice presidents, division heads, project customers, project end-users, and supervisors of project managers will all benefit from this workshop.

Format

One-hour executive briefings to comprehensive seminars

On-site training in 4-, 6-, and 8-contact hour versions

Breakout session formats in 60-90 minute versions

Web-delivery formats in single and multiple session programs

Learning Objectives

- ☐ How to link project results to organizational goals and objectives
- ☐ Speak the language of project management
- ☐ Choose an effective process models
- ☐ How to use stage-gate and control-point management techniques
- ☐ What research tells us about project success and failure factors
- ☐ What management needs to know about the critical path method of scheduling, resource allocation, and progress control
- ☐ Balancing the triple constraints to manage risk at project and enterprise levels
- ☐ Expected return on planning and control investments
- ☐ Organizational, staffing, and leadership considerations
- ☐ Four essential planning and control documents
- ☐ How to help your project teams be successful
- ☐ What to ask your team before, during, and after every project
- ☐ How to setup and manage a portfolio of projects
- ☐ Examining the roles and accountabilities of stakeholder groups
- ☐ Proving progress and success to upper management
- ☐ Executive best practices—rules for project success

Microsoft Project Essentials

Managing Projects the Easy Way

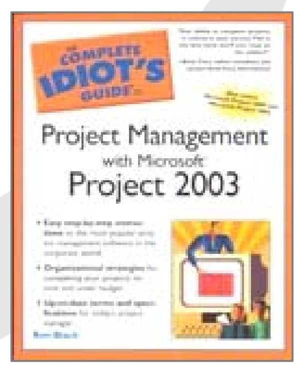
Manage your project's detail without losing sight of the big picture. This introductory course helps professionals new to project management software create schedules and control resources using MS Project Standard and Professional in stand-alone mode. The feature-rich software is tamed with a step-by-step approach, a comprehensive Action Guide, and hands-on exercises.

Participants master the basic skills and best practices to create realistic schedules, control resources, track progress, and manage costs for stand-alone projects and project portfolios with shared resource pools. For geographically dispersed teams, participants learn how to use MS Project's powerful collaboration and communication features.

Learn directly from the author of the popular ***Complete Idiot's Guide to Project Management with MS Project 2003***. Tailored for all stand-alone versions of MS Project.

Learning Objectives

- ☐ Demonstrate the ability to organize the project's work breakdown structure hierarchy using work summaries, tasks and milestones.
- ☐ Enter task durations into MS Project and describe how MS Project handles effort, work, and duration calculations.
- ☐ Model workflow using FS, FF, FS, and SS relationships and be able to adjust workflow starts or finishes with lead or lag time.
- ☐ Demonstrate the ability to load and level resources on a single project or across a project portfolio.



- ☐ Set, save, and modify baseline schedules.
- ☐ Enter actual schedule and resource performance data.
- ☐ Create tracking and control charts and reports.
- ☐ Setup project calendars, resource pools, and other scheduling options to your organization's standards and planning needs.
- ☐ Create, modify, and print custom views and reports.
- ☐ Exchange data with Word, Excel, and Access programs.

Formats

One- to two-day course. Often combined with Project Management Fundamentals.

Content Outline

INTRODUCTION TO MS PROJECT
Versions and Feature Changes
Getting Around in Project
Customizing Your Workspace
Using Basic Views, Sheets, and Charts
How MS Project Schedules

CREATING THE WBS
The Work Breakdown Structure
Making the List Easy to Understand
Using Work Summaries and Milestones

WORKING WITH DURATIONS
How Project Handles Durations
Work, Resource Effort, and Durations
Estimating Best Practices
Using PERT Analysis

MODELING WORKFLOW
Workflow Strategy Best Practices
Modeling Workflow with Project
Using Constraining Dates
Creating Realistic Dynamic Schedules

WORKING WITH RESOURCES
Defining Resources and Costs
Creating Resource Calendars
Taming the Duration, Units, Work Formula
Assigning Resources
Using a Common Resource Pool
Resource Leveling Techniques

MANAGING THE PROJECT
Setting Baseline Schedules
Entering Actuals
Tracking and Control Charts
Monitoring and Communicating Status
Creating and Printing Reports

Planning that Boosts Coordination, Control, and Cash Flow

Planning and Scheduling for Better Business Results

The greatest gains in operational success come with a focus and mastery of the basics of your business. Learn how to leverage the essential elements of planning and scheduling to boost the volume, value, and velocity of work your organization delivers. These essential planning and scheduling skills will help you get more done with limited resources, operate more efficiently, and improve the coordination and control of your projects. Learn how better planning can build your organization's profits, strength, and growth.

Learning Objectives

- ☐ Turn your planning investment into better financial performance
- ☐ Create schedules that improve coordination, control, and operational effectiveness
- ☐ Focus on the four keys to effective project planning and scheduling

Format

On-site training in 4-, 6-, and 8-contact hour versions

Breakout session formats in 60-90 minute versions

Web-delivery formats in single and multiple session programs

Unstoppable Sales and Marketing

Business Building Strategies and Tactics for Today's Entrepreneurs

Big marketing doesn't take big bucks! From strategy to tactics, this program reveals a seasoned startup and turnaround marketing consultant's secrets for building profits, market strength, and sales growth—while working with what you have. This practical approach helps business owners focus their limited resources where it really counts.

Zero in on the three success imperatives—worthy markets, effective process, and persuasive communications. Evaluate and optimize your organization's sales and marketing effectiveness with this practical model. Learn the secrets of volume, value, and velocity that drive sales success. Segment your markets, find and target profitable segments, and create marketing messages that really sell. Communicate like a marketing pro on the web, with email, social media, postcards, and even point-of-sale signage.

Content

- ☐ Evaluate your sales and marketing with an expert's eye
- ☐ Identify the success imperatives and focus your energies
- ☐ Communicate with greater credibility and persuasive pizzazz
- ☐ Tune up your sales and marketing system for maximum effectiveness

Format

Keynote, breakout session, and one-day workshop formats are available

This program is custom tailored for the participant's industries

Business-to-Business Negotiating Skills

Creating Profitable, Long-term Business Relationships

Whether your style is “love to bargain” or “please don’t make me dicker”, this session delivers the key principles, elements, and skills of creating successful deals for fruitful, long-term business relationships. Negotiating success depends on how well you can help others get what they want, on your terms. Maximize your results with vendors, customers, and colleagues in this power-packed program.

Participants learn why it’s important to bond before bargaining, how to identify the facts and feelings essential to a deal, how to create successful strategies, position interests, uncover what the other side really wants, and communicate it all with confidence, composure, and persuasive punch. You’ll learn how to prepare, probe, propose, and close deals that optimize your success.

Learning Objectives

- ☐ Learn to how prepare, probe, and propose with persuasive punch
- ☐ Create negotiated agreements that optimize both short- and long-term results
- ☐ Avoiding common mistakes, dirty tricks, and damaging haggling tactics
- ☐ Energize your success by knowing the facts, fears, friends and foes of a deal

Format

This program is available in breakout session to full-day seminar lengths

Web delivery is available in single and multiple sessions

Program can be tailored for select professions and industries

Course Outline

THE ART OF NEGOTIATING
What is Negotiating?
The Tactical Communication Process
Primary Skills and Activities
Choosing Your Strategic Approach

PREPARATION
Thinking through a Buy/Sell Deal
Key Concept—Position vs. Interest
Using the Preparation Checklist
Identifying the "Elements" of a Deal
Focusing on Facts AND Feelings
Know Your Limits!
Preparing Your Opening Statement

PROBE AND PROPOSE
The Thoughtful Exchange of Information
Core Communication Competencies
Observation and Listening Skills
Communication Effectiveness

NEGOTIATION TACTICS
Applying Positive, Negative, and Normative Leverage
Negotiating From Strength or Weakness
Concession-Making Do's
Common Concession-Making Mistakes
Eight Rules to Maximize Your Success

COMMON NEGOTIATION GAMBITS
Finding and Applying Your Power
Quid Pro Quo
Let's Split the Difference
Last-Minute Tricks
Appeal to Higher Authority
Diversions and Misinformation
The High-Low Game
Stonewalling
Good Cop / Bad Cop
The Sudden Changer
The Done Deal

Marketing for Non-Marketing Professionals

The Unified Approach to Building Profit, Market Strength, and Growth

This seminar provides a foundation of marketing knowledge and techniques for the non-marketing professional to better understand, communicate with, and serve their customers and end-users. This overview defines the current role of marketing in profit, non-profit, and governmental organizations in today's diverse environment. It introduces participants to the vocabulary, basic methods, and functions used within the marketing body of knowledge to identify the needs, wants, and preferences of markets and market segments.

The goal of this course is to improve the professional's ability to apply marketing fundamentals, communicate and interact more effectively with marketing service providers, and be a more effective core team member within their area of expertise on marketing campaigns and initiatives.

Learning Objectives

- ☐ The marketing function's role within the organization
- ☐ The marketing mix and how it applies to the organization's offers and initiatives
- ☐ Sources and uses of marketing information and research
- ☐ Branding, positioning, and understanding the market's viewpoint
- ☐ Marketing communication message essentials
- ☐ Using market segmentation, analysis, and target marketing to improve results
- ☐ Understand perspectives and influencers with focus groups and telling commentary
- ☐ Advertising and promoting to selected groups
- ☐ Creating and managing effective campaigns and initiatives

Formats

One- and two-day seminar formats

Breakout sessions tailored to current industry-specific needs

Web delivery is available for selected content areas

Content Outline

UNDERSTANDING MARKETING
Marketing myths debunked
Content, objectives, and agenda
Marketing as an art and science
Roles and beliefs of marketers
Core marketing functions
Business to business and business to consumer fundamentals
Managing the marketing mix
Results-driven focus and best practices

MARKETING INFORMATION
Sources of marketing information
Using secondary demographic research
Primary research types and uses
Testing assumptions, offers, and copy

FOCUSING ON THE MARKET
Marketing to end-users, buyers, and influencers
Market segment analysis techniques
Common market analysis descriptors
Assessing demographics and commonly used psychographics
Understanding needs and wants
Finding willing and able buyers

CAMPAIGN MANAGEMENT
Setting campaign goals and objectives
Testing and evaluating approaches
Campaign rollout and monitoring
Evaluating the results

FORMULATING YOUR STRATEGY
Basic strategies: push, pull, or both?
Strategies for end-users and influencers
Identifying and using channel dogs
Developing multi-media initiatives and campaigns
The promise of viral campaigns
Partnering and promotional programs
Creating advocacy-based campaigns

MARKETING COMMUNICATIONS
Factors of effective communications
Branding and positioning
Understanding decision making
Why A.I.D.A. still works
Keys to effective copy and offers
Advertising, promotions, and informational campaigns
Getting found in today's global market
Choosing a media, mix, and budget
Using the web and social media

Mastering Successful Sales Conversations

Knowledge is Important, But How We Relate to Others Matters the Most

When sellers genuinely care about buyers, respect their point of view, and act with authenticity, buyers not only respond, they tell their friends! This seminar teaches sales rookies and veterans alike how to build on their natural conversational style and innate values to create fruitful, long-term business relationships.

Participants learn how to use face-to-face communication skills to quickly build rapport, establish authentic trust and respect, create a collaborative sales relationship, effectively probe and refine mutual understanding, gain willing acceptance, build commitment, and lead their customer's decision making. A five-step sales communication process is provided.

Content

- ☐ Why the biggest mistake in selling is not paying attention to buying
- ☐ Understanding buyer attitude and receptivity signals
- ☐ Creating naturally persuasive and influential relationships
- ☐ Master conversational sales skills of rapport building, listening, reflecting, probing, alignment, and raising
- ☐ Using triangulation to defuse problems and issues
- ☐ Building collaboration, consensus, and commitment
- ☐ Leading confident decision making
- ☐ Planning for successful buy/sell meetings

Format

This program is available in breakout session to full day seminar lengths

Breakout session formats of 60-90 minutes

Custom tailoring is available for select industries and professions

Web delivery is available

Negotiating Skills for the Sales Professional

Creating Profitable, Long-Term Business Relationships

Your bottom line depends on how well you can get what you want, by helping others get what they want. This business negotiation workshop delivers the principles, elements, and skills of creating successful deals for fruitful business relationships.

Participants learn why it's important to bond before bargaining, how to identify the facts and feelings essential to a deal, how to create successful strategies, position interests, uncover what the other side really wants, and communicate it all with confidence, composure, and persuasive punch. You'll learn how to prepare, probe, propose, and close deals that optimize your success.

Content

- ☐ How to open negotiations and set expectations
- ☐ Recognizing and responding to common haggling tactics
- ☐ Identifying both factual and emotional elements of deal
- ☐ How to prepare, probe, and propose with persuasive punch
- ☐ How to use negative, positive, and normative leverage
- ☐ Overcoming obstacles, stalemates, and roadblocks
- ☐ Controlling the timeline and communications pace
- ☐ Creating agreements that satisfy and build repeat business

Format

Onsite seminars from 4 to 6 contact hours

Breakout session formats of 60-90 minutes

Custom tailoring is available for select industries and professions

Web delivery is available

Control-Point Sales Productivity

For Today's Ultra-Busy Sales Professional

Missed deadlines, churning priorities, and long hours plague today's top sales achievers. This novel control-point technique obsoletes traditional time and task management and helps today's busy sales professionals manage demanding schedules, focus on results, and optimize their sales achievement.

Participants learn how to build volume, velocity, and value results at every step in their sales cycle. Combining the best of sales funnel management with this novel time and task control-point technique delivers practical strategies, tactics, and tools that can be quickly learned and applied. Boost your sales with this practical control-point approach to sales success.

Learning Objectives

- ☐ Map your sales process with volume, velocity, and value control-points
- ☐ Apply control-point thinking, right-sized goals, and daily focus-zone controls to the contact, communicate, and closing process
- ☐ Communicate clear and realistic control-points to your sales team
- ☐ Identify core activity control zones to optimize daily sales productivity
- ☐ Apply the Pareto and urgency vs. importance principles to prioritize tasks
- ☐ List four deadly sales productivity killers and describe success strategies
- ☐ Plan your own optimal, high-performance week with right-sized goals, daily focus zones and effective control points

Format

This program is delivered in seminar, keynote, breakout, webinar and seminar formats

Maximizing Your Trade Show Leads

Harvesting the Full Value of Exhibition Marketing

Do your trade show results have room for improvement?

Learn how to tune up you systems, your staff, and your strategies for more and better qualified leads. Discover how to cut through today's information clutter and win the battle for your prospect's attention—before, during, and most importantly, immediately after the show. Teach your staff these simple steps and watch the value and volume of your leads dramatically improve. Use these current, research-based best practices to optimize your lead management strategies and maximize your trade show investment. Join us for this rapid-fire program for the checklists, staff training essentials, and state-of-the-art strategies designed with one goal: to maximize your exhibition results!

Content

How to prepare your team and your systems

- ☐ Six questions every successful trade show marketer must answer
- ☐ Hard-to-fix but easy-to-avoid show-stoppers—your pre-departure checklist
- ☐ Five big mistakes that a little planning can help you avoid

How to improve the volume and value of your leads

- ☐ Teach your staff this four-step process to gather more and better leads
- ☐ Building prospect rapport: why listening is more important than selling
- ☐ The four communication imperatives—brief your staff for better results
- ☐ How to qualify leads with the professionalism that prospects love

How to win the attention wars in our ultra-busy world

- ☐ Marketing communication essentials for today's ultra-busy world
- ☐ Optimize any lead management system: business cards, lead sheets, or CRM
- ☐ What research reveals about lead follow up timing and sales revenue results
- ☐ Use this simple strategy to turn more prospects into better customers

Format

Breakout sessions of 1 to 3 hours, tailored to current industry-specific needs

Web delivery is available in single and multi-session formats

Client Commentary

It was phenomenal! Rave reviews! I hope to get you back next year because I don't think the members can get enough of Ron Black!

Chuck Whitlock, President — Executive Officer's Club

Ron Black captivates and educates at PMI Dallas PDD. Ron Black, the keynote speaker during lunchtime at the PMI Dallas chapter's Second Annual Professional Development Day, delivered an animated, entertaining and very educational presentation. [He] captivated the audience, as he told stories, used anecdotes and presented useful suggestions based on elements of project management, time management, and organizational skills …the latest research on multi-tasking, sleep and other performance affecting choices. His humor transformed the presentation into an interactive and entertaining experience. His presentation was fantastic! His advice – invaluable! `Control-Point Thinking` can help us all improve our productivity at work, while achieving more in our personal careers and lives.

David Pells, Managing Editor — PM Forum

Simply amazing! Your content is as pragmatic, as it is poignant, as it is engaging.

Chris Duncan, Operations Manager — Quidel

I would like to formally thank you for making the trip to Moscow. Aside from your brilliant presentations, it put my mind at ease knowing you were there to help in any way necessary. Attendees were in complete agreement that this was indeed a very worthwhile event. The speaker presentation ratings produced the highest-rated exposition education program AEM has ever hosted. I appreciate your participation in helping us establish a solid foundation for future programs in Russia.

Heide Kraus, CMP, Show Management — CONEXPO Russia

We've had many PM courses but Ron's experience and energy made this the best ever. Simple yet powerful tools…

Joe Rollins, Director of Training — INTEL Corporation

Thank you for the outstanding job you did. Your style, confidence, and delivery of the material were outstanding. The evaluation survey results far exceeded expectations. As a result of the feedback from the attendees I have been asked to schedule another class to allow others an opportunity to get this information that is vital to our organization's future success. It was truly a pleasure working with you…

Shirley Miles, Planning and Administrative — UCLA

Ron's Control-Point Time Management program helped me better organize and maximize the use of my daily projects. His techniques helped me drive more output and produce effective results without the use of added resources. The ultimate result of these organizational time saving tips were seen when I left my role as a Channel Manager and they hired two full time people to replace my role!

Jim Gilheany, Finance Business Manager — CISCO

Ron is a very easy to work with and highly entertaining speaker that makes every meeting a success.

Aimee McAuliffe, Meeting Planner — Association of Nurseries

If Mr. Black is leading your next workshop have no doubt that it will bear high impact—more tools—more knowledge—more excitement! The productivity tools provided are proving to be tremendous assets in accomplishing my day-to-day-responsibilities, both professional and personal.

Majid Nikfarjam — Team Trawick

Ron has delivered training for us over the past 3 years. Ron is the absolute BEST to conduct training on Project Management and Productivity topics! He is an expert in the field, able to apply real life scenarios and examples, and a great presenter. He has consistently scored some of the highest post-training evaluations of all of our vendors. When Ron comes to teach a class, I never have to worry about the content, his ability to present, or the classroom materials. All of these are a top priority for Ron and it shows in his work. I highly recommend Ron as a trainer and coach for Project Management and Productivity topics. Ask him about his Acrobatics for Overachievers—it's a definite must in the current economic climate!

Colette Draper Training Consultant — PMI Mortgage Insurance Co.

It is my pleasure to give Ron Black an exemplary reference. We have used Ron as a speaker, facilitator, and trainer and could not be more pleased. His ability to get to the bottom of issues and problems is outstanding. His engaging speaking style keeps all in attendance interested and involved. I would recommend a business relationship with him without reservation or qualification.

Chris McDonald, President — Key Knife, Inc.

Ron Black is a consummate presenter, consultant and business coach. He's a bottom line oriented businessman with a joyful personality. Anyone who either hears him speak or engages his professional service will benefit from his depth of knowledge and real world experience.

Bob Chesney — Chesney Communications

In these tough economic times, there just could not be a better speaker or business consultant to help you… Time and time again over his career, Ron was thrown into tough business situations and through resourcefulness, drive, and an unrelenting belief in a positive outcome, he prevailed. Best of all, he knows how to work from where you are right NOW with what you got ON HAND to begin to move you forward again. In this economy, I want Ron Black on my team.

Bill Metcalf, PhD — TechnoShift, Inc.

Thank you again, this was truly a highlight of the conference for me! I just wanted to thank you so much for your wonderful and inspirational sales and marketing presentation at Cascadia [MPI educational conference] today. It was so refreshing to attend an informative presentation on this topic with a focus on sincerity and rapport building… in my perfect world 'sales' would be synonymous with educating and serving and your talk resonated with me on a lot of levels.

Elena McMichaels, Group Sales & Event Manager — Five Pine Lodge and Conference Center

About Ron Black

Ron knows what it takes to lead organizations through growth, turbulence, and change.

He is a former Fortune 500 defense electronics marketing division VP, the founder of nine businesses, and a four-time turnaround executive. He's consulted since 1989 to over 250 start-up businesses, authored two books on project management including the popular ***The Complete Idiot's Guide to Project Management with Microsoft Project 2003***, created the DVD program ***Acrobatics for Overachievers – Control-Point Time Management for Today's Ultra-Busy Professional***, and spoken to over 1200 groups in 47 states, throughout Canada and Australia, in Columbia, S.A. and Moscow, Russia.

Ron's timely content, real-world skills, and fun-loving delivery helps business leaders, managers, and professionals deal with complexity and change, focus on imperatives, and lead effective collaborative teams—helping them transform intentions into tangible results.

Schedule of Services

Keynote programs are tailored to your goals, objectives, and theme (60-90 min) .... $ call
Breakout programs and educational sessions (1 to 3 hours) .... $ call
Onsite seminars custom-tailored and delivered (up to 6 contact hours) .... $ call
Two-day programs custom-tailored and delivered (10 to 12 contact hours) .... $ call
On-site facilitation services (meeting design, facilitation, and process notes) ....$ call
Webinar delivery is available for all programs – turnkey or on your preferred system....$ call

Educational Materials

Keynote and breakout session programs include duplication-ready note organizers. Seminars include twenty comprehensive, custom-tailored Action Guides (comb-bound or saddle stitched of 30 to 90 pages).

Additional copies of seminar Action Guides $25
The Complete Idiot's Guide to Project Management with MS Project $20
Acrobatics for Overachievers 5-DVD 3-hour seminar set $299
Control-Point Time and Task Management 1-hr multimedia CD with PDF Action Guide.....$69

Shipping and handling of materials to one site within the U.S. is included. International shipments are subject to additional charges.

Travel and Venues

Transportation from Portland, Oregon International Airport (PDX) to meeting site, hotel accommodations, and a $60 per diem is additional. Meeting space and audiovisual equipment is not included. Fees are payable in U.S. dollars. Schedule applies to bookings reserved or performed after January 1, 2010.

References

References are available by program. Clients include UCLA, EATON, Thermo-Fisher, INTEL, Boeing, Amgen, Verizon, Texas Instruments, Edwards A.F.B., U.S. Army Special Forces Command, Association of Equipment Manufacturers, ADT Tyco, and many others.

Ron Black • The Mentor Group
(503) 618-8703 • (800) 381-8686 USA toll-free
www.TheMentorGroup.com