

Executive Development

Popular Training Topics
Spring 2010

*Transforming the achievement
of today's Ultra-Busy
Professionals*




All training programs are
created and presented by

Ron Black

Executive Development

*Popular Training Topics
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All onsite training is created and tailored to the organization's objectives and learner needs. For schedule availability, additional information on courses not included in this listing, or for sample copies of our learner materials, please contact Ron Black directly:

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Project Management Essentials

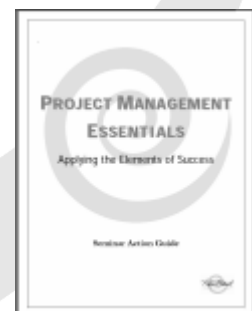
The Elements of Success

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.

Tailored to the organization's project environment and provided in one- to three-day formats.

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.

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

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 briefings to comprehensive two-day seminars

Content

- 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

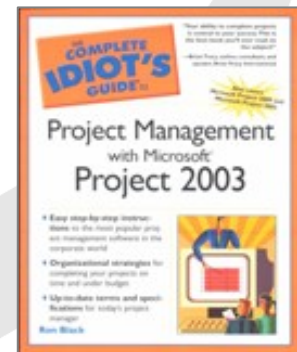
Manage your project's detail without losing sight of the big picture. This introductory course helps professionals new to project management software create schedules and control resources using MS Project Standard and Professional in stand-alone mode. The feature-rich software is tamed with a step-by-step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



Control-Point Time & Task Management

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.

Course 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
- 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 and face-to-face meetings
- Describe three ways to reduce stress
- Create a personal action plan for applying your learning

Formats

Delivered in 3- and 6-hour seminars.

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

CHOOSING HOW TO SPEND 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
Identifying Control Points

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
Multi-Tasking Myth
Overtime and Productivity



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

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



Facilitation 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 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.
- Be able to apply basic facilitation process tools and techniques.
- Be able to design the facilitated meeting’s process.
- Prepare for common problems and interventions.

Formats

Provided in one- and two-day seminar formats

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, 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



Leading Meaningful Change

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 session 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

Provided in a one- and two-day seminar formats

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



Putting Systems Thinking to Work

The Dynamics, Skills, and Tools of Improvement

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

Course Content

Why Systems Thinking?

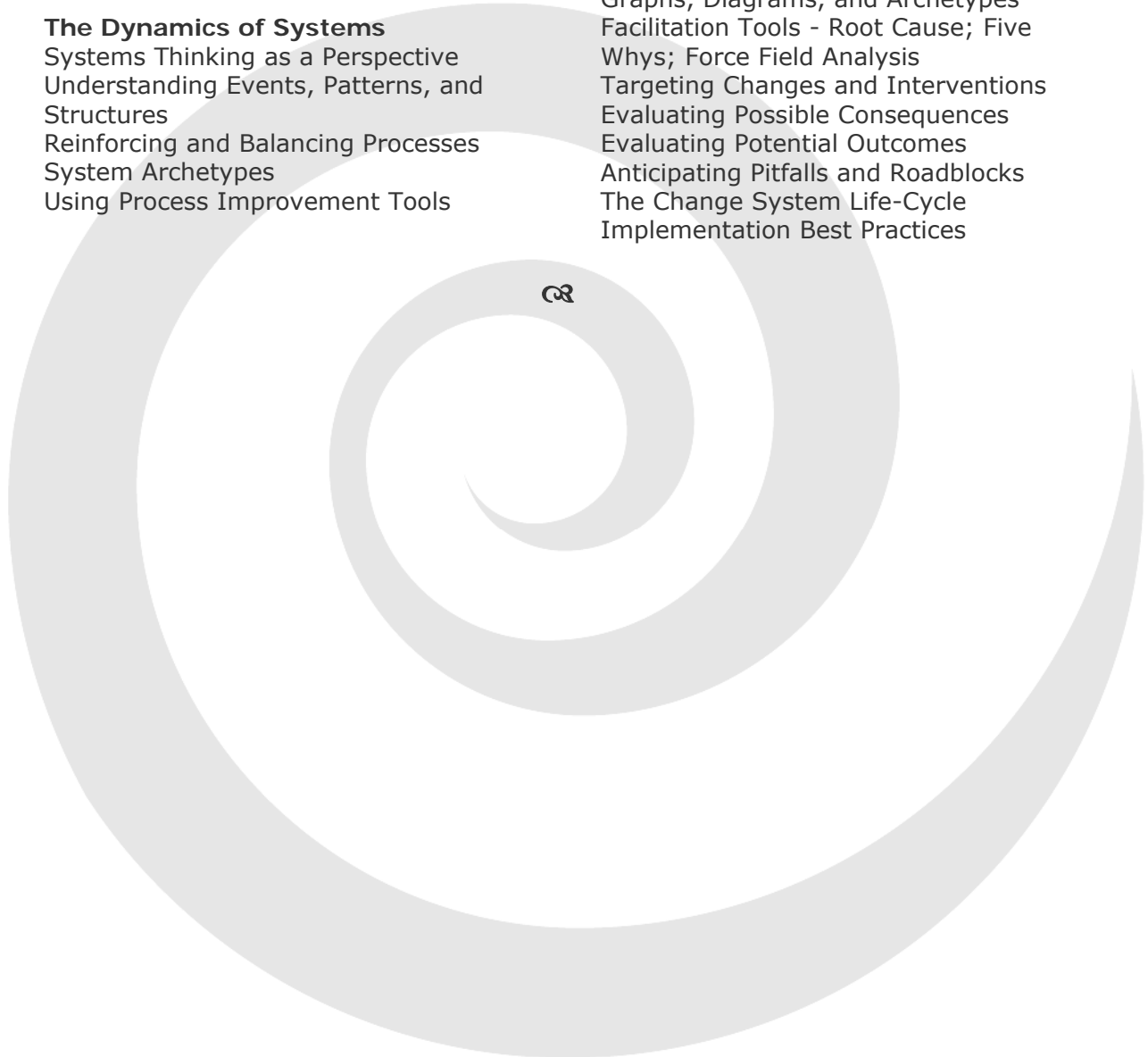
A Case for Systems Thinking
Linking Systems and Performance
Why Improvement Can Be So Difficult
Overcoming Obstacles to Improvement
Systems Thinking as a Leadership Skill

The Dynamics of Systems

Systems Thinking as a Perspective
Understanding Events, Patterns, and Structures
Reinforcing and Balancing Processes
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



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

- 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
- Learn to prepare, probe, and propose with persuasive punch

Format

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

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 Fundamentals for Technical Experts

The Essentials of Understanding, Communicating, and Serving Customers

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 technical 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

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
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
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.



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, and uncover what the other side really wants.

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

Half- and full-day sessions.



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 200 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 1150 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 Training Services

Training programs tailored and delivered within the U.S. (up to 6 contact hours)\$ call
 Two-day programs tailored and delivered within the U.S. (10 to 12 contact hours)\$ call
 Additional consecutive days\$ call

Educational Materials

Twenty comprehensive, custom-tailored Action Guides (comb-bound or saddle stitched of 30 to 90 pages) are provided for each seminar.

Additional copies of seminar Action Guides\$15
The Complete Idiot’s Guide to Project Management with MS Project 2003\$20

Price includes shipping and handling of materials to one site within the U.S. International shipments are subject to additional shipping and handling charges.

Expenses

Air travel, ground transportation, meals and miscellaneous travel expenses are included for the contiguous United States and when booked a minimum of 30 days in advance. Lodging is not included and will be billed separately within your guidelines. Additional fees may apply for U.S. Territories and international venues.

Meeting space and audiovisual equipment is not included and is the client’s responsibility. Projector, screen, and suitable sound system is required.

All fees quoted are in U.S. dollars. Prices are in effect for dates reserved after January 1, 2010 and before December 31, 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.



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