

Business Seminars for HR & Training Professionals

FEBRUARY–JUNE 2012

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Association®

DEVELOPMENT SUPPORT SOLUTIONS

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AMA's *Live Online Seminar*

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**Fundamentals
of Human
Resources
Management**

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 **AMA Blended Learning**—a dynamic and effective blend of live training, online tools, resources and events that provides the foundation for greater subject mastery and measurable performance metrics to back it up. 



HRCI. AMA is an HRCI approved provider. Many of our seminars have been approved for recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). 

TOP 40 AMA's most popular seminars 

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AMA Certificate Programs

Attendance at seminars in this catalog contributes to the requirements for earning an AMA Certificate—a recognized symbol of achievement in the business world. For information on how to qualify for an AMA Certificate, as well as special discount pricing, visit www.amaseminars.org/certificates or call 1-800-262-9699. 

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Fundamentals of Human Resources Management

SEMINAR #8506

This intensive, hands-on seminar will give you a solid overview of all aspects of HR.

Quickly learn the essentials of key HR functions and gain the confidence and know-how you need to succeed. You'll see how to develop a ready-to-use action plan to put to work in your own organization.

HOW YOU WILL BENEFIT

- Understand HR's role as a vital contributor to your organization's success
- Discover strategies to attract and retain top talent
- Examine best practices for managing performance and creating compensation, training and benefit systems that drive bottom-line results
- Identify and deal with potentially explosive issues with an eye to both legal requirements and the needs of your business
- Analyze HR issues and develop action plans you can implement in your organization

WHAT YOU WILL COVER

The Changing Role of HR

- A useful historical review of personnel/HR
- HR's role in today's workplace and beyond
- HR as a strategic business partner
- Organizational and external trends and challenges

The HR Function

- Key functional HR tasks in any organization
- HR functional responsibilities in small, mid-size and large organizations
- How HR relates to non-HR functions
- HR, non-HR and shared employee-related functional activities
- HR trends and challenges

Legal Responsibilities

- HR and managerial legal responsibilities
- Employment-related federal legislation
- Select legal terms and their impact
- Questions and categories to avoid during the employment process
- Workplace sexual harassment
- Legal trends and challenges

The Employment Process

- Key issues of employment concern for HR practitioners
- Matching applicants with job requirements and responsibilities
- Selection criteria, questioning techniques and background research

- Orientation and assimilation
- Current employment-related trends and challenges
- Critical learning points

Information Processing

- Employee handbooks
- Policies and procedures manuals
- Human Resources Information Systems (HRIS)
- Information processing trends and challenges
- Maximum HRIS utilization

Compensation

- Characteristics of an effective compensation system
- Job evaluations
- Salary surveys
- Traditional and dynamic compensation programs
- Compensation trends and challenges

Performance Management

- Objectives of performance management systems
- Coaching and counseling
- Performance management components and guidelines
- Respective roles among HR, managers and employees
- Performance management meetings: preparation, action plan, pitfalls
- Varied approaches to performance management
- Emerging performance management trends

Benefits

- Mandated and voluntary benefits
- Typical/popular offerings
- Maintaining a cost-effective emphasis
- Current trends: rising costs, next generation, global impact, the next wave

Organizational and Employee Development

- Respective responsibilities
- Types of employee training
- Career development
- Succession planning

FACULTY SPOTLIGHT*

Michael J. Simpson is a recognized expert in organizational development and progressive human resource management. He is a strong leader in business planning, employee development and facilitation skills and transforming corporate HR divisions. Michael has published many articles in his field.



*This seminar is also taught by other HR experts.

SCHEDULE

Feb. 22-24	New York, NY	8506-E1U-00805
March 12-14	Boston, MA	8506-E1U-00812
April 11-13	Chicago, IL	8506-E1U-00820
April 16-18	New York, NY	8506-E1U-00813
May 16-18	Philadelphia, PA	8506-E1U-00814
May 21-23	San Francisco, CA	8506-E1U-00815
June 6-8	New York, NY	8506-E1U-00816
June 18-20	Lake Buena Vista, FL	8506-E1U-00826

To register or for a complete schedule, visit www.amanet.org/8506

3 days/1.8 CEUs

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LIVE ONLINE SCHEDULE

1.2 CEUs/12 PHR • SPHR • GPHR
\$2,345/AMA Members \$2,095

Thursday 2-5 pm ET • 4 Lessons

April 5-26, 2012 8506-E1U-00837



- Employee retention strategies
- Trends and challenges in organizational and employee development

Final Activity

- Putting it together: understanding and implementing your role in the organization; creating your action plan

WHO SHOULD ATTEND

HR novices with fewer than three years of experience or long-time professionals looking for an HR management refresher.

Note: Session will cover employment law and employee benefits.



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

Recruiting, Interviewing and Selecting Employees

SEMINAR #8266

Everything you need to know before you say “you’re hired.”

When you’re recruiting, you can spend up to 60%–80% of your efforts on administrative tasks—hours you need to apply to recruitment and selection. Learn techniques that will get you out of the “time-trap” so you can focus on the crucial intricacies of the recruitment process.

Start with recruitment. This step-by-step process will help you:

- Adapt to the needs of our changing workforce
- Identify a wide range of possible recruitment methods
- Use the Internet, advertising and other referral techniques
- Create job-specific profiles

Prepare to interview by actually interviewing. You and your colleagues, under the careful monitoring of your seminar leader, will practice until you gain the confidence and skills you need.

HOW YOU WILL BENEFIT

- Effectively review a candidate’s application and résumé
- Filter out the wrong applicants early
- Understand a job description, even if you know little about the position
- Ask the right questions to stay out of legal trouble
- Build your questioning and listening skills
- Read the interviewee’s body language
- Get all the information
- Document the interviewing process
- Perform reference checks
- Ensure your new employee is a good fit
- Handle salary and other compensation and benefits issues

WHAT YOU WILL COVER

Recruitment Challenges

- Fluctuating economy
- Variable skill levels
- Loyalty and commitment
- Outsourcing
- Applicant expectations

Recruitment Basics

- Factors to consider
- Proactive and reactive recruitment
- Traditional and creative sources
- Electronic recruitment

Interview Preparation

- Job descriptions
- Applications and résumés
- Time and place
- Basic questions
- Stages of the interview

Legal Factors

- Federal legislation
- Recordkeeping and retention requirements
- Questions to avoid
- Handle discrimination charges

Interview Questioning Techniques

- Competency
- Open-ended
- Hypothetical
- Probing
- Closed-ended

Types of Employment Interviews

- Face-to-face exploratory
- Telephone
- Video
- Human resources
- Departmental
- Team

Interview Components

- Format
- Active listening
- Body language
- Balancing asking questions and providing information

Documentation

- Purpose and uses
- Objective language
- Job-related facts
- Guidelines
- Effective notes

References and Background Checks

- Defamation of character
- Negligent hiring and retention

FACULTY SPOTLIGHT*

Diane Arthur is a trainer and consultant whose work involves all aspects of HR, including recruiting, interviewing and selection, policies and procedures, performance appraisals, salary administration, equal employment opportunity, sexual harassment, employer/employee relations, communication skills and coaching and counseling. Ms. Arthur is the author of several AMACOM books.



*This seminar is also taught by other HR experts.

SCHEDULE

March 12-14	New York, NY	8266-E1U-00530
April 2-4	Chicago, IL	8266-E1U-00540
May 7-9	New York, NY	8266-E1U-00542
June 6-8	Arlington, VA	8266-E1U-00543

To register or for a complete schedule, visit www.amanet.org/8266

3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



- Reference check options
- Releasing and obtaining reference information
- Background checks: compliance and procedures

Selection

- Testing
- Selection guidelines

WHO SHOULD ATTEND

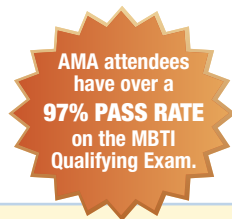
Professionals with two years or less of experience in hiring, including newly hired HR professionals, HR practitioners who lack formal training, non-HR specialists who recruit, interview and/or hire as part of their jobs and long-time HR practitioners who want to reinforce or update their skills.



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

AMA's Myers-Briggs Type Indicator® (MBTI®) Certification Program

SEMINAR #8592



Get certified to administer the world's most widely used personality assessment.

Apply the MBTI tool to empower employees, enhance team productivity and reduce conflict. AMA's newly updated MBTI program is a highly interactive, 4-day workshop that focuses on the key MBTI applications of team building, leadership and individual development. It features a hands-on, practical approach that prepares you to professionally and ethically administer and interpret the MBTI instrument—immediately upon your return to work.

Unlike earlier versions of the program, this seminar also includes training in MBTI Step II, which provides a more richly textured picture of type and behavior using 20 additional facets. Step II shows how people express their type uniquely and individually.

HOW YOU WILL BENEFIT

- Improve employee communication skills and interactions using the MBTI tool
- Gain greater understanding of your own and others' personality preferences
- Understand type theory and key MBTI applications
- Lessen "test anxiety," track your progress and self-correct with daily exams
- Experience effective ways to introduce type to teams to improve performance
- Get immediate feedback on your professional interpretation skills with role-play exercises
- Receive an MBTI toolkit and PowerPoint® template for presenting type to teams and senior management

WHAT YOU WILL COVER

- Introducing Type to Teams and Groups**
- Administering the instrument
 - Defining the MBTI dichotomies
 - Verifying type
 - Using the *Presenting Type in Organizations* presentation
 - Activities to use with teams

Using the MBTI Assessment

- Understanding the differences between trait and type instruments
- Appropriate and ethical use of the instrument
- Contracting to use the tool
- Psychometric aspects of the instrument

Using the MBTI Instrument with Individuals

- Practicing administering and scoring the instrument and interpreting results
- Practicing working with clients and interpreting results

Using the MBTI Instrument for Individual and Leadership Development

- Type dynamics: how the four preferences form a dynamic personality pattern
- Type development: the tasks of different stages of life
- Recognizing type and stress interactions
- Applying type to leadership styles
- Practicing using type dynamics and development with clients

Using the MBTI Step II Instrument and Interpretive Report

- The developmental and psychometric aspects of the Step II instrument
- Definition of the 20 Step II facets
- Practicing interpreting with clients
- Case studies of Step II results

WHO SHOULD ATTEND

HR professionals, training and OD specialists, career counselors, line managers and others responsible for developing human capital.

MBTI CERTIFICATION

CPP, Inc., the publisher of the MBTI instrument, establishes certification standards.

All the knowledge you need to successfully complete the certification exam is covered in the pre-work, workshop lectures and handouts.

In the unlikely event that you do not pass the exam, your AMA course leader will provide a short-answer retake exam.



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This program has been approved for 24 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

FACULTY SPOTLIGHT*

Dr. Joseph Reed helps organizations improve productivity by enhancing human performance. His focus areas include professional and team development and multirater assessment performance management processes. Dr. Reed has had managerial experience as a Marine Corps officer, university administrator and manager of training and development. His clients have included American Express, Comcast and USAir. He is an adjunct faculty member of Saint Joseph's University, Philadelphia.



*This seminar is also taught by other Certified MBTI® experts.

SCHEDULE

Jan. 31-Feb. 3	Chicago, IL	8592-E1U-00125
Feb. 7-10	San Francisco, CA	8592-E1U-00124
Feb. 14-17	New York, NY	8592-E1U-00123
March 6-9	Dallas, TX	8592-E1U-00122
March 13-16	Arlington, VA	8592-E1U-00126
March 20-23	New York, NY	8592-E1U-00127
March 27-30	Los Angeles, CA	8592-E1U-00112
April 10-13	Chicago, IL	8592-E1U-00145
April 17-20	Atlanta, GA	8592-E1U-00138
April 24-27	New York, NY	8592-E1U-00139
May 1-4	San Francisco, CA	8592-E1U-00144
May 8-11	Arlington, VA	8592-E1U-00140
May 8-11	Denver, CO	8592-E1U-00160
May 15-18	New York, NY	8592-E1U-00141
June 5-8	Boston, MA	8592-E1U-00143
June 5-8	Chicago, IL	8592-E1U-00161
June 12-15	Hilton Head, SC	8592-E1U-00162
June 19-22	New York, NY	8592-E1U-00146
June 26-29	Newport Beach, CA	8592-E1U-00149

To register or for a complete schedule, visit www.amanet.org/8592

4 days/2.4 CEUs

\$1,795/AMA Members \$1,595
AMA Members save \$200

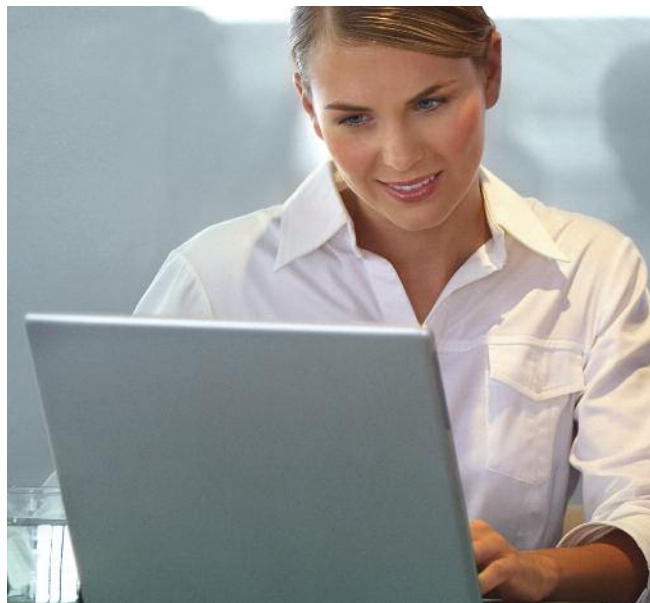


AMA Blended Learning—a blend of live expert training that merges in-person learning experiences with fully-integrated online and offline materials.

Pre-work required. You must complete 10 hours of reading and online review, including completion of the MBTI Form Q and MBTI Complete instruments. Instructions and materials will be sent to you digitally, with hard copies provided at the workshop. These materials provide a practical orientation to prepare you to fully participate in the program.

Note: If you cancel and are unable to attend, AMA will withhold \$250 for materials.

Post-seminar tools provide interactive support, including a video featuring an expert who provides tips for using the instrument in typical workplace scenarios.



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Recommended FREE webcasts

- Leadership Presence: How to Build Personal Influence in Your Organization
- Identity: Your Passport to Success

SIGN UP TODAY!

www.amanet.org/myama 

NEW!

Bridging the Myers-Briggs Type Indicator® (MBTI®), Temperament, and Situational Leadership® II SEMINAR #8596

Maximize leader effectiveness using two of the world's best known organizational tools.

Research reveals that leadership is the key factor for influencing employee passion, customer devotion and overall organizational vitality. Now you can leverage the power of both the Myers-Briggs Type Indicator® instrument, Temperament, and Situational Leadership® II concepts for maximum effectiveness in growing your people. This seminar will show you how to match your leadership style to an individual's development level, positively influence them and build their commitment to achieve better long-term results. You'll develop a clear blueprint for how to apply and implement your new skills.

HOW YOU WILL BENEFIT

- Distinguish between successful and effective leadership to take SLII® to the next level
- Discover opportunities for bridging effective leadership actions with the temperament needs of team members
- Be able to employ leadership style and temperament to positively impact employee or work-team performance
- Diagnose strengths and blind spots according to personality type
- Set more appropriate performance goals and keep peak performers from regressing

WHAT YOU WILL COVER

- Leveraging the SLII model as the organizing framework for individual development
- Reviewing MBTI type and Temperament
- Identifying ways to modify leadership style according to type and temperament needs
- Practicing the bridging process in a learning setting
- Using the concepts for performance evaluation, goal setting and task assignment
- Applying the bridging process to make your action plan

WHO SHOULD ATTEND

Experienced managers and leaders in all functional areas who have a working knowledge of MBTI, Temperament and SLII concepts.

Note: So that you may have the best experience possible in this seminar, it is required that you come to the session with a fundamental understanding of Situational Leadership® II and personality type concepts. You are also required to bring a copy of your MBTI® assessment results to the seminar. If you do not have them, please visit www.mbticomplete.com (mention discount code AMABRIDGE when prompted), take the MBTI® Complete and bring your results with you to class.

SCHEDULE

March 29-30 . . . Chicago, IL 8596-E1U-00002
 May 7-8 New York, NY. 8596-E1U-00006

To register or for a complete schedule, visit www.amanet.org/8596

2 days/1.2 CEUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



AMA's Employment Law Course: Avoiding the Legal Pitfalls of EEO, FMLA and ADA

SEMINAR #8502

Learn how to implement and apply legally defensible best practices in your organization.

This interactive and case-study-centered seminar combines a comprehensive overview of employee discrimination/EEO, the Family and Medical Leave Act and the Americans with Disabilities Act.

HOW YOU WILL BENEFIT

- Recruit, hire, discipline and terminate employees in a legal manner
- Confidently deal with complex employment law and employee relations issues
- Develop HR policies and procedures that do not violate federal statutes
- Know what constitutes "reasonable accommodations" and how to implement them without creating unique hardship
- Protect yourself and your organization from the damaging effects of ill-advised employment decisions
- Track court rulings in your organization's jurisdiction

WHAT YOU WILL COVER

- Title VII: major provisions...who is covered...the role of the EEOC...the BFOQ concept...types of discrimination...what Title VII does not cover
- Wrongful termination and at-will employment: definitions...the Model Employment Termination Act...contracts...public policy...negotiated resignations...discharge for cause
- Americans with Disabilities Act: defining "disability"...pre- and post-employment inquiries...reasonable accommodations...disability and benefits
- Family Medical Leave Act: major provisions...employee eligibility...FMLA leave and benefits...litigation

WHO SHOULD ATTEND

HR managers and professionals, as well as corporate attorneys.

SCHEDULE

April 16-17 Chicago, IL 8502-E1U-00059

To register or for a complete schedule, visit www.amanet.org/8502

2 days/1.2 CEUs

\$2,095/AMA Members \$1,895

AMA Members save \$200



This program has been approved for 12 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

Human Resources Measurement and Metrics

SEMINAR #8521

Use tools and metrics to confidently measure the quality and cost-effectiveness of HR in every area.

Use the hard numbers culled from easy-to-apply formulas and discuss benchmark database examples to support management decisions, talk to senior executives in the quantitative language they understand, and confirm HR's role in giving the company a competitive edge.

HOW YOU WILL BENEFIT

- Gain recognition as a valued business partner
- Show ROI from new HR programs, processes or strategies
- Project HR as a critical business activity
- Better measure and manage HR services and productivity
- Gain the knowledge and skills to articulate the value of HR
- Create reports that highlight HR services in business terms
- Evaluate HR's effect on company expenses and/or revenue

WHAT YOU WILL COVER

- Designing an HR measurement system that works
- What to do if you've never measured HR before
- How to design and present HR's value, validate HR's cost
- Repositioning HR as a strategic business unit
- Connecting compensation to profitability
- How to find value measures in your benefits plan
- Measuring training and development costs against performance
- Training value analysis: identifying problems training can solve
- On-boarding and counseling: measuring effects and costs
- Absenteeism and turnover: costs and reasons

WHO SHOULD ATTEND

Receive a complimentary copy of Jac Fitz-enz's* book *How to Measure Human Resources Management* and receive a USB flash drive pre-loaded with an HR metrics calculating tool.

**Course specially developed in conjunction with Jac Fitz-enz.*

SCHEDULE

March 8-9 New York, NY 8521-E1U-00056

May 21-22 Chicago, IL 8521-E1U-00060

To register or for a complete schedule, visit www.amanet.org/8521

2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



This program has been approved for 12 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

Training the Trainer SEMINAR #8507

Get the practical skills and the confidence you need to succeed.

This powerful seminar puts the latest trends and techniques at your fingertips. Whether you've been training for a while or never stepped onto a platform before, this workshop will show you how to become a facilitator of learning, not just a presenter. You'll build confidence, engage your audience from the beginning and leave your trainees praising your training abilities.

HOW YOU WILL BENEFIT

- Boost retention with the latest in adult and accelerated learning techniques
- Know the group's needs and adjust your material to meet them
- Build your credibility and trust with trainees and management
- Create training that has the right flow from segment to segment
- Open a workshop with confidence and close it with a wrap-up that guarantees learning

WHAT YOU WILL COVER

- Distinguishing problems that can be addressed by training
- Identifying and crafting learning objectives
- Facilitating presentations and activities
- Understanding and creating brain-friendly lectures
- Using learning tools and applying lecture alternatives
- Exploring when and how experiential learning approaches can meet training challenges
- Extending the value of training
- Evaluating training
- Delivering/facilitating an actual 10- to 15-minute training segment

WHO SHOULD ATTEND

Those new to training, subject-matter experts who need to train others or trainers looking for new, more effective approaches to learning.

EXTRA

Participants receive a complimentary copy of Mel Silberman's* book *Active Training: A Handbook of Techniques, Designs, Case Examples and Tips*.

*Course specifically developed in conjunction with Mel Silberman.

SCHEDULE

Feb. 29-Mar. 2 . New York, NY 8507-E1U-00916
 March 28-30 . . Chicago, IL 8507-E1U-00917
 April 2-4 Arlington, VA 8507-E1U-00922
 May 16-18 New York, NY 8507-E1U-00923
 May 30-June 1 . San Francisco, CA 8507-E1U-00925
 June 11-13 Atlanta, GA 8507-E1U-00924

To register or for a complete schedule, visit www.amanet.org/8507

3 days/1.8 CEUs
 \$2,345/AMA Members \$2,095
AMA Members save \$250



NEW!

Advanced Training Strategies and Techniques

SEMINAR #8105

Take your training skills from good to great.

Even if you know all the "ins and outs" of what a skilled trainer does, how can you make sure you'll hit the mark with everyone you train, every time you train? Attend this seminar and go "behind the curtain" to discover advanced techniques, tools and well-kept secrets that the very best trainers know and consistently apply in the classroom. Through hands-on exercises and practice sessions, you'll refine and deepen your training skills, assess your own preferences and instructional style, and learn how these can be flexed in order to meet a broad variety of learner needs and expectations. You'll gain more confidence as you discover how you can better engage and motivate learners, lead groups more effectively and bring out the maximum learning capabilities of every person you train.

HOW YOU WILL BENEFIT

- Identify and fine-tune your preferred instructional style
- Know how to apply different instructional styles to different areas of your training program
- Build a wider range of techniques for interesting all learners
- Be able to lead and debrief an action learning activity
- Deal with difficult classroom situations more effectively
- Know the different techniques for facilitating instructor-led and web-based training

WHAT YOU WILL COVER

- Recognizing the learning styles on which you rely most often
- Flexing your instructional style to positively impact the learning experience
- Asking questions that probe for clarification, purpose and other learning indicators
- The trainer's toolbox for creating an effective learning environment
- Knowing the unique requirements of training online
- Practicing the advanced techniques you've learned in a training activity

WHO SHOULD ATTEND

Anyone with a basic understanding of training methods and 3-5 years of experience as trainers. This can include full-time trainers, facilitators, speakers who teach, instructional designers, or anyone interested in improving their effectiveness with learners.

SCHEDULE

June 21-22 New York, NY 8105-E1U-00001

To register or for a complete schedule, visit www.amanet.org/8105

2 days/1.2 CEUs
 \$2,195/AMA Members \$1,995
AMA Members save \$200



Instructional Design for Trainers

SEMINAR #8509

Gain a practical, proven-in-action method for creating innovative and successful training programs.

This comprehensive method for designing powerful training takes you through the steps of task analysis to learning objectives and module design. At this applications-based workshop, you'll prepare a training plan or module designed to meet your company's every need. Start building your instructional expertise in only three days at this practical, hands-on seminar.

HOW YOU WILL BENEFIT

- Pinpoint training needs with a precise assessment of the specific audience
- Define individual training goals through a breakdown of job responsibilities
- Design all the training components necessary to see the job through
- Learn how to work around time, money and staffing constraints
- Make sure training really "takes" back on the job, not just in the classroom

WHAT YOU WILL COVER

- Adult learning principles
- The 4 Ds to follow for a successful module to complete your course: Define, Design, Develop, Decide
- Analyzing tasks and building learning objectives
- Designing a training module
- Planning for evaluation
- Preparing a design document
- Organizing for implementation and pilot
- Practicing the steps prior to building your own module design

WHO SHOULD ATTEND

Trainers without formal training in design, as well as those who are new to the training function and have less than one year of experience in instructional design.

SCHEDULE

March 26-28 . . . New York, NY 8509-E1U-00200
 April 23-25 . . . Arlington, VA 8509-E1U-00203
 May 14-16 . . . Atlanta, GA 8509-E1U-00209
 June 4-6 New York, NY 8509-E1U-00204

To register or for a complete schedule, visit www.amanet.org/8509

3 days/1.8 CEUs

\$2,345/AMA Members \$2,095

AMA Members save \$250



NEW!

Human Resources Essentials for Non-HR Managers

SEMINAR #8109

Get these comprehensive HR skills to protect your career and company.

Managers have never been more accountable, ethically and legally, for critical human resources issues and challenges—even when HR isn't their job. What's more, there's a minefield of potential vulnerability that a non-HR manager must be able to successfully navigate. This results-oriented seminar shows every manager in any non-HR function how to avoid HR-related pitfalls, while capitalizing on HR-linked opportunities with greater skill and confidence. You'll learn how to handle sensitive matters encountered in interviewing and hiring, conduct productive performance reviews, motivate and discipline—and a host of "people" issues and thorny legal concerns. Every manager needs to be well-versed in these HR essentials and this seminar can help ensure you're up to speed.

HOW YOU WILL BENEFIT

- Discover where the responsibilities of your organization's HR function end and where yours begin
- Master current best practices for conducting interviews and making "best hire" decisions
- Understand your role and responsibilities when facing a tangle of employment rulings
- Learn the mandated requirements for recordkeeping, as well as records security
- Know how to identify and stop "innocent" workplace practices that could expose your organization to lawsuits
- Understand how to handle requests for medical accommodation, disability and leaves of absence

WHAT YOU WILL COVER

- The non-HR manager's role in compliance: an introduction to state and federal laws
- Ensuring a harassment-free work environment
- Managing performance issues: diagnosis, documentation, discipline
- Interviewing and hiring: conducting interviews; assessing candidates
- Retaining top talent: from high-potentials to improved productivity
- Performance management: objectives; feedback and coaching; appraisals

WHO SHOULD ATTEND

Managers across all functions who understand the need to know more about critical HR issues; office managers; small- and mid-size business owners; "accidental" HR managers as well as those given "HR-by-default" responsibility.

SCHEDULE

March 19-20 . . . New York, NY 8109-E1U-00001
 April 16-17 . . . Chicago, IL 8109-E1U-00002
 May 17-18 . . . San Francisco, CA . . . 8109-E1U-00003

To register or for a complete schedule, visit www.amanet.org/8109

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NEW!

Succession Planning

Developing Leaders from Within

SEMINAR #8110

Ensure your organization always has well-trained, experienced people in key positions.

Research shows that most companies have little or no deliberate succession planning in place—and aren't fully aware of how much the lack of it can cost their organization, especially in an unstable economy. Managing the succession of talent is a vital strategic process that minimizes gaps in leadership and enables your best people to develop the skills necessary for possible future roles. This seminar will show you how to design and implement an effective and flexible succession plan that will help your organization continue to grow and achieve its business goals.

HOW YOU WILL BENEFIT

- Learn to formulate strategies for attracting, retaining and developing skilled individuals
- Know how to develop future leaders from within while retaining intellectual/operational expertise
- Be able to sustain business relationships that are vital to your organization's success
- Develop a targeted approach to identifying the competencies needed for specific positions
- Help increase retention by matching your company's needs with the aspirations of individuals

WHAT YOU WILL COVER

- Succession planning: an overview of its importance, function and methodology
- The role of HR in setting up a succession planning system
- Forecasting future needs and strategic alignment
- Developing the succession planning process
- Building individual development plans
- Effective monitoring, measuring and follow-up processes

WHO SHOULD ATTEND

Mid- to senior-level managers across all functions; business unit heads; human resources personnel and organizational development professionals.

SCHEDULE

March 15-16 . . . Atlanta, GA 8110-E1U-00004
 May 21-22 New York, NY 8110-E1U-00009
 June 25-26 San Francisco, CA 8110-E1U-00010

To register or for a complete schedule, visit www.amanet.org/8110

2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



This program has been approved for 12 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

Coaching and Counseling for Outstanding Job Performance

SEMINAR #2246

Empower every employee to become more effective, productive and committed.

Every employee can reach higher levels of performance, including your average and best performers. What they need is a coach who can routinely manage, think and interact in ways that maximize their individual effectiveness. This is your seminar to get their discretionary efforts and get the most out of your team.

HOW YOU WILL BENEFIT

- Minimize repeat performance failures
- Close the gaps between current and desired outcomes
- Assist and challenge your best performers to greater levels of success
- Integrate coaching seamlessly into everyday interaction

WHAT YOU WILL COVER

- Managerial coaching, why and how it works
- Tools and skills in support of coaching
- AMA guide to managerial coaching process
 - Gathering data on performance
 - Understanding the impact
 - Interviewing to discuss recent performance
 - Developing an action plan for constructive change
 - Executing plan; examining progress
- Individual and team coaching
- Issues related to effective coaching
- How to shift your mindset from a boss to a coach
- Creating a performance expectations planner

WHO SHOULD ATTEND

Managers who want to improve results and get discretionary efforts from their team.

Seminar Feature: Partner activity and coaching lab to reinforce learning and application.

SCHEDULE

Feb. 29-Mar. 2 . . San Francisco, CA 2246-E1U-00278
 March 12-14 . . . Arlington, VA 2246-E1U-00272
 April 2-4 Boston, MA 2246-E1U-00279
 May 9-11 Atlanta, GA 2246-E1U-00280

To register or for a complete schedule, visit www.amanet.org/2246

3 days/1.8 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org



Also available as a
Live Online Seminar



Successfully Managing People

SEMINAR #2295

Be the catalyst that motivates your teams to heightened productivity.

Utilizing extensive practice in the principles of emotional intelligence, *Successfully Managing People* underscores the importance of self-awareness in developing sensitivity and increased communication effectiveness with others. You'll leave this 3-day seminar well versed in the most effective methods for dealing with difficult people—winning cooperation and trust—and ensuring that your people's values and your organization's goals are in sync.

HOW YOU WILL BENEFIT

- Motivate and direct the employees you rely on—even when they don't share your values
- Adjust your management and personal styles to the needs of different situations
- Get more done by using the appropriate delegation techniques for any given situation
- Resolve conflict more effectively in a wide variety of situations
- Turn difficult people and poor performers into team players
- Win cooperation and trust from everyone in your organization
- Increase your confidence, leadership skills and personal and professional satisfaction in your job

WHAT YOU WILL COVER

The Experience of Being a Manager

- How to get people to want to do what they're supposed to do
- Specific challenges you face when motivating others

Values

- Values and their impact on work life
- How values can have productive and nonproductive results
- Identify value conflicts

Personal Styles

- Determining your own personal style profile
- Gaining insight into the strengths and limitations of your profile
- Using behavioral clues to determine others' personal styles
- How to work more effectively with others

Motivation

- Motivational factors and their impact on behaviors and work settings
- How to tailor your motivational efforts to individual employees and situations

Listening, Body Language, Giving Feedback and Dealing with Difficult People

- Using active listening to gain information and understand employees' perspectives
- Applying positive and corrective feedback
- Using appropriate values alignment when dealing with difficult employees

Conflict

- The dimensions of conflict management
- Identifying your own preferred conflict resolution styles
- Analyzing conflict-management techniques

Delegation

- Different delegation styles: how and when to use them
- Determining the appropriate delegation strategies for employees and situations

Understanding Organizational Culture and Subculture

- The impact of organizational culture and subculture and "cultural blinders"
- Exploring the assumptions that impact your team's thinking and actions
- Identifying and building on the strengths of your team's culture

Emotional Intelligence

- The components of emotional intelligence
- Gaining an honest and accurate assessment of yourself
- Developing an improvement strategy

Ethical Leadership

- Identifying your group's values
- Your vision for ethical leadership

Action Planning

WHO SHOULD ATTEND

Managers whose success depends on clear communication, a cooperative attitude and commitment to shared goals.

FACULTY SPOTLIGHT*

George Altman specializes in personal and organizational development and change. His work focuses on the role of mindsets and the relationship between thoughts, feelings and behavior and how they are expressed in terms of performance and workplace relationships. Mr. Altman has held several senior-level management positions for Fortune 500 companies.



*This seminar is also taught by other management experts.

SCHEDULE

Jan. 30-Feb. 1	Atlanta, GA	2295-E1U-01587
Feb. 6-8	San Francisco, CA	2295-E1U-01589
Feb. 8-10	New York, NY	2295-E1U-01591
Feb. 29-Mar. 2	Arlington, VA	2295-E1U-01593
Feb. 29-Mar. 2	Boston, MA	2295-E1U-01594
March 5-7	Chicago, IL	2295-E1U-01595
March 7-9	Garden Grove, CA	2295-E1U-01566
March 12-14	Dallas, TX	2295-E1U-01596
March 19-21	New York, NY	2295-E1U-01597
April 2-4	Chicago, IL	2295-E1U-01624
April 9-11	Atlanta, GA	2295-E1U-01625
April 11-13	San Francisco, CA	2295-E1U-01627
April 16-18	Arlington, VA	2295-E1U-01628
April 23-25	Cincinnati, OH	2295-E1U-01629
April 25-27	New York, NY	2295-E1U-01630
April 30-May 2	Chicago, IL	2295-E1U-01631
May 2-4	Houston, TX	2295-E1U-01634
May 2-4	Scottsdale, AZ	2295-E1U-01635
May 9-11	New York, NY	2295-E1U-01637
May 14-16	Minneapolis, MN	2295-E1U-01638
May 21-23	Arlington, VA	2295-E1U-01639

To register or for a complete schedule, visit www.amanet.org/2295

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LIVE ONLINE SCHEDULE

1.2 CEUs
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Apr. 23-May 14, 2012 2295-E1U-01672

Jan. 23-Feb. 13, 2012 2295-E1U-01600



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Also available as a
Live Online Seminar



Getting Results Without Authority

SEMINAR #2532

How do you get results from people who don't work for you?

- **You are asked to lead a task force** and one of the members just happens to be a VP. Do you have the confidence to handle this?
- **You're on a tight deadline.** Can you get another manager's assistant to set aside their tasks—and help you with yours?
- **You have to stand in for your boss.** Can you direct your colleagues without generating animosity?

Whether you're dealing with bosses, colleagues, staff members or senior management, winning respect and cultivating influence and cooperation are essential to career success. At this seminar, you'll focus on the key elements of influencing others when there is a lack of authority—personal power, persuasion and negotiation. You'll practice influencing techniques right from day one through the final activity on day three—and enhance your learning with videos, exercises, assessment tools and group discussions.

HOW YOU WILL BENEFIT

- Establish or regain credibility so you can begin to influence
- Use your power base to persuade
- Understand the person you're trying to influence
- Create a collaborative work environment for faster, better results
- Let work styles and communication differences work for, not against, you
- Sell ideas and implement change
- Achieve trust and give-and-take relationships up, down and across the organization
- Project self-confidence
- Adapt your style to the person or situation
- Identify various negotiating techniques that promote win-win outcomes

WHAT YOU WILL COVER

Personal Power

- Understanding your personal power
- Personal power behaviors
- Attributes of effective/ineffective influencers
- Your power relative to the other person
- Influence strategies
- Commitment Model: why commitment from others doesn't happen by chance

Reciprocity and Relationships: The First Step in the Influence Process

- Mental model of influence
- Principles of reciprocity
- Building relationships
- Creating partnerships

Personal Preferences

- Linkages between personal styles and reciprocity, relationship, partnership

- Style indicator and interpretation tool
- Blind spots in your self-knowledge
- The negative attribution cycle

Persuasion

- Key components of persuasion: discovery, preparation, dialogue
- Adjusting to different audiences
- Understanding the other person
- The role of investment and risk
- Achieving credibility
- Managing stakeholders
- Reaching a common goal
- Selling your position by providing evidence
- Connecting emotionally
- Listening and questioning
- Practicing persuasion techniques

When Conflict Comes Between You and Your Desired Results

- Approaches to conflict resolution
- Giving and receiving feedback
- Using a win-win mindset

Getting Better Results Through Negotiation

- Power, information, timing and approach
- Basic principles of negotiation
- Various steps in negotiation

Developing an Action Plan

WHO SHOULD ATTEND

Business professionals who need to get work done through others, as well as those who need to convince another person to buy into an idea or follow up on a request.

FACULTY SPOTLIGHT*

Betty A. Kildow, a Certified Business Continuity Professional (CBCP) and a Fellow of the Business Continuity Institute (FBCI), provides comprehensive emergency management and business continuity planning for a wide range of organizations throughout the country.



*This seminar is also taught by other business communication experts.

SCHEDULE

Feb. 6-8	New York, NY	2532-E1U-00819
Feb. 8-10	Princeton, NJ	2532-E1U-00820
Feb. 8-10	San Francisco, CA	2532-E1U-00837
Feb. 13-15	Dallas, TX	2532-E1U-00821
Feb. 22-24	Atlanta, GA	2532-E1U-00849
Feb. 29-Mar. 2	Chicago, IL	2532-E1U-00823
March 12-14	Boston, MA	2532-E1U-00838
March 19-21	Arlington, VA	2532-E1U-00822
March 19-21	Cincinnati, OH	2532-E1U-00826
March 26-28	San Francisco, CA	2532-E1U-00827
April 2-4	Denver, CO	2532-E1U-00853
April 4-6	New York, NY	2532-E1U-00852
April 9-11	Arlington, VA	2532-E1U-00915
April 11-13	San Francisco, CA	2532-E1U-00916
April 18-20	San Diego, CA	2532-E1U-00917
April 23-25	Chicago, IL	2532-E1U-00857
April 25-27	Morristown, NJ	2532-E1U-00858
Apr. 30-May 2	New York, NY	2532-E1U-00859
May 2-4	San Francisco, CA	2532-E1U-00861
May 7-9	Dallas, TX	2532-E1U-00918
May 14-16	Arlington, VA	2532-E1U-00863
May 21-23	Atlanta, GA	2532-E1U-00856
May 30-June 1	San Francisco, CA	2532-E1U-00866
June 11-13	Chicago, IL	2532-E1U-00867

To register or for a complete schedule, visit www.amanet.org/2532

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LIVE ONLINE SCHEDULE

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March 6-27, 2012..... 2532-E1U-00851

June 5-26, 2012..... 2532-E1U-00899



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

Taking On Greater Responsibility

Step-Up Skills for Non-Managers

SEMINAR #2132

Are you ready to grow in your job and meet new job demands?

Do you have what it takes to step up to the plate to lead, work in teams and juggle new assignments with your current responsibilities? A positive attitude? The necessary level of understanding to manage change and communicate strategically?

In this seminar, you will identify and master the competencies for exceeding your present role expectations (analytic thinking, problem solving and coaching/feedback seeking) as the foundation on which to achieve performance excellence. Upon completion, you'll possess the skills you need to take on new challenges and grow within the organization.

HOW YOU WILL BENEFIT

- Feel confident when asked to step up to the plate with new projects outside your regular work activities
- Take your skills and potential to new heights with proven-in-action, "get-ahead" career development strategies
- Understand your role in today's new workplace...and gain the new skills and competencies required for success
- Meet the rising pressure of tight budgets and lean organizations
- Map out a plan of action to enhance your efficiency and career development potential

WHAT YOU WILL COVER

Preparing for Greater Responsibility

- Determining how team building, on-the-job assessment and immediate learning involvement can occur at the earliest stages of a training program
- Mastering competencies for performance excellence
- Coaching and feedback strategies for career development
- Relevant analytic thinking and problem-solving skills
- Identifying and assessing your strengths/liabilities in the five key skill areas

First Key to Success: Business Smarts and Savvy

- Defining your organization's mission vision and strategy
- Articulating your role as a high-level contributor to business results
- Internal/external factors that impact your business environment
- Monitoring resources that enable you to create value-added contributions

Second Key to Success: Managing Change

- The link between dynamic business trends, accepting uncertainty and productively managing change
- Common reasons for resisting change, strategies for remaining resilient
- Assessing reasonable risk using a five-step process
- The value of maintaining a positive attitude toward change
- Applying creative idea generation to change management situations
- Leading others through change

Third Key to Success: Communicating Strategically

- How to flex your communication style to others' communication preferences
- Persuasion strategies to help you influence the way others feel, think and behave
- Applying communication skills in a context-specific situation

Fourth Key to Success: Juggling New and Current Responsibilities

- Taking responsibility for time management
- Setting goals and priorities
- Planning and organizing to avoid chaos
- Using low- and high-tech solutions to get more done in less time
- Negotiating to build commitment and creatively use time and resources

Fifth Key to Success: Leading and Working with Teams

- The roles you should bring into each team encounter
- Encouraging participation and idea sharing
- Motivating teammates through communication, cooperation and recognition

FACULTY SPOTLIGHT*

Laura Jacob specializes in helping organizations and employees get the most out of their relationships with each other. She has worked with organizations such as GE, Perot Systems and UBS. She also serves as adjunct faculty at the University of Phoenix in Norwalk, Connecticut and has a number of certifications.



*This seminar is also taught by other management experts.

SCHEDULE

Feb. 27-28	San Francisco, CA	2132-E1U-00252
March 1-2	New York, NY	2132-E1U-00253
April 5-6	San Francisco, CA	2132-E1U-00269
April 19-20	Chicago, IL	2132-E1U-00277
April 26-27	Arlington, VA	2132-E1U-00270
Apr. 30-May 1	New York, NY	2132-E1U-00271
May 14-15	Philadelphia, PA	2132-E1U-00286
May 17-18	Atlanta, GA	2132-E1U-00281
May 31-June 1	Arlington, VA	2132-E1U-00274
June 7-8	San Francisco, CA	2132-E1U-00275
June 14-15	New York, NY	2132-E1U-00276

To register or for a complete schedule, visit www.amanet.org/2132

2 days/1.2 CEUs/12 PDU's

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- Stepping up to leadership within the team
- Using analytic thinking, communication and decision-making skills with teams

Planning for Greater Responsibility

- Synthesizing strategic development and performance goals into a coherent presentation
- Overcoming potential barriers your manager may present to your career development plan

WHO SHOULD ATTEND

Those interested in greater career development and getting the skills to improve their performance and growth within their organization.



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).



Also available as a
Live Online Seminar

Building Better Work Relationships

New Techniques for Results-Oriented Communication

SEMINAR #2235

Don't let your work relationships work against you. Now, discover the basic competencies critical to solid work relationships—and career success.

In today's complex business environment, differences are a positive force within an organization. And it all starts with you. This seminar will prepare you to become a "conscious communicator." You'll return to work better able to build constructive and beneficial workplace relationships by learning how to analyze situations and consciously select and use productive communication strategies.

HOW YOU WILL BENEFIT

- Build better rapport and gain trust
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Avoid mistakes and conflicts that may result from misinterpreting others or ineffective listening
- Influence and motivate others to first-rate performance
- Use direct and indirect messages accurately
- Build your self-esteem as you discover a new self-awareness
- Identify strengths, weaknesses and opportunities
- Understand the roles of values, beliefs, attitudes, perceptual processes and emotional intelligence
- Master the keys to excellent communication: observe, listen, analyze, plan, communicate

WHAT YOU WILL COVER

Effective Workplace Relationships

- How do you build workplace relationships?
- Behaviors that support or undermine these relationships
- Assessing your relationships

Communication and Perceptions

- Trustbusters and how to fix them
- The five axioms of conscious communication
- Mirroring and rapport

Investigating Emotions and Emotional Intelligence

- Social and multiple intelligences
- Assessing your multiple intelligences
- The five domains of emotional intelligence
- Improving work relationships through emotional intelligence

Building Better Relationships with Ourselves and Others

- Perception, world view, emotional intelligence—and you

- Self-awareness, self-esteem and self-concept
- Work styles—and how to flex them

Relationship Building

- Managing assumptions in order to build trusting relationships
- Consciously building trust at work
- Developing and showing a positive attitude
- Eliminating the "attitude virus"

Expressing Needs Within Relationships

- Influencing others
- Performing an interpersonal needs inventory
- The shape and sound of assertiveness
- Completing an influential SWOT (Strengths, Weaknesses, Opportunities, Threats) Profile

Relational Communication

- Identifying your communication style: how you relate most often
- Sharpening verbal and nonverbal behaviors and skills
- Applying direct and indirect messages for more flexible communication
- Using feedback and questioning skills to better understand others

Relational Listening

- Listening barriers and their impact on effective workplace relationships
- A listening improvement map
- Improving listening by asking good questions
- Applying active and reflective listening skills
- Best practices for giving or seeking feedback

Addressing Relational Change and Conflict

- Selecting your conflict-resolution style
- Resolving conflicts assertively with the relationship in mind
- Developing and practicing a conflict-resolution plan

FACULTY SPOTLIGHT*

Stephanie L. Twin, PhD, a management and training consultant, employs interactive training sessions on a broad variety of management, supervisory, communication and leadership topics designed to improve productivity. Dr. Twin holds a doctorate from Rutgers University and has written books, articles and reports on a wide range of subjects.



*This seminar is also taught by other business communication experts.

SCHEDULE

Feb. 1-3	Atlanta, GA	2235-E1U-00911
Feb. 6-8	Boston, MA	2235-E1U-00932
Feb. 6-8	Chicago, IL	2235-E1U-00977
Feb. 15-17	New York, NY	2235-E1U-00913
Feb. 22-24	San Francisco, CA	2235-E1U-00914
Feb. 29-Mar. 2	Dallas, TX	2235-E1U-00915
March 7-9	Arlington, VA	2235-E1U-00916
March 12-14	Chicago, IL	2235-E1U-00912
March 19-21	Phoenix, AZ	2235-E1U-00917
April 16-18	Chicago, IL	2235-E1U-00939
April 18-20	Arlington, VA	2235-E1U-00938
April 23-25	San Francisco, CA	2235-E1U-00940
April 25-27	New York, NY	2235-E1U-00941
Apr. 30-May 2	Arlington, VA	2235-E1U-00942
May 2-4	Chicago, IL	2235-E1U-00943
May 7-9	New York, NY	2235-E1U-00944
May 9-11	Anaheim, CA	2235-E1U-00945

To register or for a complete schedule, visit www.amanet.org/2235

3 days/1.8 CEUs/18 PDUs

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LIVE ONLINE SCHEDULE

1.2 CEUs
\$2,345/AMA Members \$2,095

Monday 2-5 pm ET • 4 Lessons

Jan.23-Feb. 13, 2012 2235-E1U-00921

April 30-May 21, 2012 2235-E1U-00970



WHO SHOULD ATTEND

Business professionals who want to use effective communication and relationship management to maximize impact, productivity and results.



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).



Also available as a
Live Online Seminar

Responding to Conflict

Strategies for Improved Communication

SEMINAR #2115

Learn how to manage conflict rather than have it manage you.

Conflict is all around us, and most people try to avoid it. But conflict is not all bad. Rather than react to it on a purely emotional level, get the professional skills to manage disputes and disagreements positively and proactively.

HOW YOU WILL BENEFIT

- Gain a new understanding of conflict
- Understand your own conflict patterns
- Improve your listening and communication skills
- Learn to “read” conflicts by developing a “conflict map”
- Practice effective methods of intervention and conflict management

WHAT YOU WILL COVER

Developing Conflict Awareness

- Conflict vs. disagreement
- The five stages of conflict development
- Barriers to conflict management

Responding to Conflict

- Identifying and understand your own conflict behavior
- Applying active listening skills for conflict management

Different Ways to Manage Conflict

- The five-step “conflict map”
- What conflict management strategy is right for you?
- Content vs. relationship conflicts
- When not to ask “why?”

Conflict Strategies

- The 4 Cs: Competence, Credibility, Care, Communication
- How to reinstate trust
- How to become solution-focused, not problem-focused

Moving Beyond Conflict

- Difficult people vs. difficult behavior
- Asserting yourself
- Coping with resistance
- Saying “no” assertively

Mapping the Conflict

- Mapping a conflict in five steps, from positions to solutions
- Exploring a conflict from various viewpoints
- Determining common ground in a conflict
- Generating and implementing goal-oriented alternatives

Trust in Minimizing Conflict

- Learning key fundamentals for building trust
- Discovering how trust is lost and how it's reestablished
- Developing win-win solutions: interests vs. positions

Dealing with Difficult Behavior

- Differentiating between difficult people and difficult behavior
- Discovering a two-step process for handling passive and aggressive behaviors
- Learning to create a viable alternative to group conflict

Thunderstorms

- Addressing your own “thunderstorms” (emotionally explosive tense conflicts)
- Applying appropriate conflict strategies through role-play

WHO SHOULD ATTEND

Business professionals who want to expand their conflict management skills, understand their own emotions and behaviors when addressing conflict and find productive ways to manage conflict.

FACULTY SPOTLIGHT*

Larry Ray specializes in mediation, negotiation, arbitration and facilitation. Admitted to the bars of the District of Columbia and Ohio, Mr. Ray is senior lecturer on mediation and negotiation at The George Washington University Law School and an online instructor for Keller Graduate School/DeVry University.



*This seminar is also taught by other business communication experts.

SCHEDULE

Feb. 1-3 New York, NY 2115-E1U-00384
Feb. 29-Mar. 2 Arlington, VA 2115-E1U-00386
March 19-21 San Francisco, CA 2115-E1U-00387
April 9-11 New York, NY 2115-E1U-00397
April 23-25 Atlanta, GA 2115-E1U-00399
Apr. 30-May 2 San Diego, CA 2115-E1U-00402
May 7-9 Chicago, IL 2115-E1U-00398
June 6-8 New York, NY 2115-E1U-00401
June 18-20 Arlington, VA 2115-E1U-00403

To register or for a complete schedule, visit www.amanet.org/2115

3 days/1.8 CEUs/18 PDUs
\$2,345/AMA Members \$2,095
AMA Members save \$250



LIVE ONLINE SCHEDULE

1.2 CEUs/12 PDUs
\$2,345/AMA Members \$2,095

Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012 2115-E1U-00390



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How to Communicate with Diplomacy, Tact and Credibility

SEMINAR #2206

Get your point across with a positive professional image.

When challenged, overwhelmed or on the spot, can you hear others clearly and respond appropriately? When presenting ideas, do you seek to gain cooperation or to seize control? Do you avoid difficult situations and relationships—or collaborate through thoughtful and diplomatic interactions?

How well you communicate can make or break your professional image, influencing how others view your work, your performance—and your prospects for career mobility. Now you can learn how to choose and use the most appropriate words and emotional tone for every business situation. In just two days, this seminar offers insights into communication styles, while providing you with skills for clearly and effectively receiving and transmitting information, ideas, thoughts, feelings and needs.

HOW YOU WILL BENEFIT

- Communicate efficiently and tactfully with clients, direct reports, colleagues, your boss and senior management
- Respond in a professional manner, even when you're out of your comfort zone
- Strengthen your communication effectiveness with active listening
- Elicit cooperation and respect by modeling
- Improve your image through increased self-awareness

WHAT YOU WILL COVER

How Diplomacy, Tact and Credibility Influence How Others Perceive You

- How "image" impacts others' perception of you, your credibility and your job performance
- Using diplomacy, tact and credibility to positively impact your image

Communication Style Differences: The Insight Inventory®

- Awareness of your communication style
- How stress negatively impacts how you communicate
- "Reading" others so that you can communicate more effectively
- Utilizing diplomacy, tact and credibility when communicating across styles

Effective and Powerful Communication Skills

- Why miscommunication is "expensive"
- The communication-based components of image
- How to positively impact the visual, verbal and vocal components of communication
- The "Know-Feel-Do" model of communicating

Listening for Effective Communication

- The barriers and obstacles to listening
- How good listening is critical as a "receiver" of a communications message
- Building rapport through good listening
- How to use active listening skills
- Using listening skills to build and improve your image

Using Diplomacy, Tact and Credibility

- Understanding how and when to use diplomacy
- How and when to be tactful
- The concept of credibility: what it is, how to use it when communicating
- Five actions for credible communications
- How to handle difficult situations with diplomacy, tact and credibility

Your Communication Action Plan

- Creating an action plan to improve your communication skills back at work
- Signing a "follow-up" contract

WHO SHOULD ATTEND

Business professionals who want to advance their credibility with diplomatic methods of communication.



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FACULTY SPOTLIGHT*

Barbara Biziou brings more than 25 years of business experience to her work, which includes production, marketing, product development, communication skills development and sales. She has worked in a variety of industries, including fashion, television, financial services and not-for-profit. Clients have included The Red Cross, JPMorgan Chase, Morgan Stanley, Barneys, Coca-Cola and Procter & Gamble, among many others.



*This seminar is also taught by other business communication experts.

SCHEDULE

Feb. 2-3	Cincinnati, OH	2206-E1U-00768
Feb. 9-10	Dallas, TX	2206-E1U-00771
Feb. 9-10	New York, NY	2206-E1U-00772
Feb. 13-14	Boston, MA	2206-E1U-00769
Feb. 13-14	Chicago, IL	2206-E1U-00773
Feb. 16-17	Parsippany, NJ	2206-E1U-00779
Feb. 16-17	San Francisco, CA	2206-E1U-00776
Feb. 16-17	San Jose, CA	2206-E1U-00880
Feb. 23-24	Arlington, VA	2206-E1U-00777
Feb. 23-24	Minneapolis, MN	2206-E1U-00778
March 1-2	Atlanta, GA	2206-E1U-00781
March 5-6	Chicago, IL	2206-E1U-00785
March 5-6	New York, NY	2206-E1U-00783
March 8-9	Denver, CO	2206-E1U-00775
March 8-9	Fort Lauderdale, FL	2206-E1U-00784
March 12-13	Arlington, VA	2206-E1U-00780
March 12-13	Seattle, WA	2206-E1U-00786
March 19-20	San Diego, CA	2206-E1U-00789
March 19-20	San Francisco, CA	2206-E1U-00788
March 26-27	Pittsburgh, PA	2206-E1U-00790
April 2-3	Houston, TX	2206-E1U-00811
April 2-3	New York, NY	2206-E1U-00812
April 9-10	San Francisco, CA	2206-E1U-00813
April 12-13	Arlington, VA	2206-E1U-00814
April 12-13	Chicago, IL	2206-E1U-00815
April 16-17	Princeton, NJ	2206-E1U-00816
April 26-27	Durham, NC	2206-E1U-00818
April 26-27	Newport Beach, CA	2206-E1U-00826
Apr. 30-May 1	Boston, MA	2206-E1U-00830
May 7-8	Arlington, VA	2206-E1U-00821
May 10-11	Cincinnati, OH	2206-E1U-00820
May 10-11	Dallas, TX	2206-E1U-00822
May 10-11	New York, NY	2206-E1U-00823
May 10-11	San Francisco, CA	2206-E1U-00824
May 14-15	Atlanta, GA	2206-E1U-00825

To register or for a complete schedule, visit www.amanet.org/2206

2 days/1.2 CEUs/12 PDU's

\$2,095/AMA Members \$1,895

AMA Members save \$200





Also available as a
Live Online Seminar

The 7 Habits of Highly Effective People®: 3-Day Signature Program

SEMINAR #2601

By FranklinCovey—now available through AMA.

The 7 Habits of Highly Effective People® courses are based on the teachings of Dr. Stephen R. Covey.

Surveys* of thousands of people across the United States disclosed that while many people work hard, they are worried about their lack of effectiveness.

- Only 14% are accomplishing as much as they believe they could
- Only 17% prepare a plan for the day
- Rewards of working are low—only 50% feel satisfied and fulfilled with their work

*Results of xQ Surveys conducted by Harris Interactive

Develop a new outlook and create dramatic change. Problems caused by ineffectiveness cannot be solved with the same ineffective thinking that created them. For more than 15 years, *The 7 Habits of Highly Effective People®* has provided the ultimate in productivity training for thousands of people and organizations worldwide.

HOW YOU WILL BENEFIT

- Develop a clear definition of the results you want and live each day with a greater sense of meaning and purpose
- Focus on your top priorities, achieve balance and increase organizational productivity through a weekly and daily planning process
- End self-defeating behavior and gain the necessary security you need to change
- Develop strong relationships based on mutual trust
- Be prepared to deal with difficult circumstances before they happen

WHAT YOU WILL COVER

- **Habit 1: Be Proactive**—Recognize how choices based on personal experience or beliefs can profoundly impact your effectiveness, both positively and negatively
- **Habit 2: Begin with the End in Mind**—Develop a clear definition of what is and is not important to you by creating the most important roadmap you'll ever have—your Personal Mission Statement
- **Habit 3: Put First Things First**—Increase the balance and fulfillment of your professional and personal lives by investing a few minutes each day in the same planning process used by many of the world's most successful people

- **Habit 4: Think Win-Win**—Build a team that finds faster and better solutions through clear expectations, shared responsibilities and an understanding of priorities
- **Habit 5: Seek First to Understand, Then to Be Understood**—Develop the skills of effective communication that lead to greater influence and faster problem solving
- **Habit 6: Synergize**—Value and celebrate differences and understand how they contribute to more innovative and intelligent solutions
- **Habit 7: Sharpen the Saw**—Maintain and increase your newfound effectiveness by continually renewing yourself mentally and physically

WHO SHOULD ATTEND

Anyone who manages multiple projects, faces expanding workloads, tight time lines and increased uncertainty.

PRE-WORK REQUIRED

- **The 7 Habits Benchmark.** A questionnaire to help you consider your own effectiveness and give you the opportunity to see the viewpoints of others. This 78-question assessment gathers feedback from your manager, direct reports and peers who work closely enough with you to accurately assess your individual effectiveness.

ATTENDEES WILL RECEIVE

- **The 7 Habits of Highly Effective People®.** This bestselling book provides the basis for the concepts taught in this seminar.
- **The 7 Habits Benchmark Report.** A personalized report based on your pre-work assessment.

SCHEDULE

Jan. 30-Feb. 1	Dallas, TX	2601-E1U-00317
Feb. 6-8	Anaheim, CA	2601-E1U-00319
Feb. 8-10	Arlington, VA	2601-E1U-00321
Feb. 15-17	Durham, NC	2601-E1U-00323
Feb. 15-17	Hartford, CT	2601-E1U-00316
Feb. 15-17	New York, NY	2601-E1U-00324
Feb. 22-24	Chicago, IL	2601-E1U-00325
Feb. 22-24	San Francisco, CA	2601-E1U-00326
Feb. 27-29	Morristown, NJ	2601-E1U-00342
Feb. 29-Mar. 2	Boston, MA	2601-E1U-00327
Feb. 29-Mar. 2	Denver, CO	2601-E1U-00328
March 5-7	Arlington, VA	2601-E1U-00329
March 7-9	Atlanta, GA	2601-E1U-00322
March 12-14	New York, NY	2601-E1U-00330
March 19-21	Chicago, IL	2601-E1U-00331
March 21-23	Richmond, VA	2601-E1U-00311
March 21-23	San Francisco, CA	2601-E1U-00333
March 26-28	Houston, TX	2601-E1U-00334
March 26-28	Las Vegas, NV	2601-E1U-00339
April 2-4	Dallas, TX	2601-E1U-00344
April 2-4	Seattle, WA	2601-E1U-00345
April 9-11	Chicago, IL	2601-E1U-00346
April 11-13	New York, NY	2601-E1U-00349

To register or for a complete schedule, visit www.amanet.org/2601

3 days/1.8 CEUs/18 PDUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



LIVE ONLINE SCHEDULE

1.2 CEUs

\$2,195/AMA Members \$1,995

Monday 2-5 pm ET • 4 Lessons

June 4-25, 2012 2601-E1U-00473



- **The 7 Habits FranklinCovey Planning System.**
- **Participant Guidebook.** A manual filled with examples and exercises.

The 7 Habits of Highly Effective People® for Managers Seminar #2602

Attend this powerful 2-day workshop and discover the same principles that have led the world's foremost business leaders to the professional and personal success they dreamed of.



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

The 8th Habit®: Unleashing the Greatness in Yourself and Others

SEMINAR #2603

By FranklinCovey—now available through AMA.

The 7 Habits of Highly Effective People® and *The 8th Habit®* courses are based on the teachings of Dr. Stephen R. Covey.

How can you and everyone in your organization make the most of ALL your talents and skills?

When outstanding results are expected—or necessary—it isn't enough to just be effective. You have to unleash your ultimate potential to achieve your own level of individual greatness.

In his book, *The 8th Habit: From Effectiveness to Greatness*, Dr. Stephen R. Covey explored the next dimension of the principles he made famous worldwide in *The 7 Habits of Highly Effective People®*. Now, this groundbreaking course will show you how to harness the power of your own innate genius. The unique skills and insights you'll get will help you become your best possible self and inspire others in your organization to do the same.

NOTE: In order to participate in *The 8th Habit®*, it is NOT required that you first attend *The 7 Habits of Highly Effective People®* seminars (#2601 or #2602).

HOW YOU WILL BENEFIT

- Understand the personal and organizational drivers for today's professionals
- Get specific skills and knowledge for finding your voice and inspiring others to do so
- Inspire better focus and execution within your team
- Create healthy interdependencies within your organization
- Develop a culture of trust both at work and at home

WHAT YOU WILL COVER

- Bridging the gap between effectiveness and greatness
- The four imperatives of great leaders
- Discovering and expressing your voice, vision, discipline, passion and conscience
- The roles necessary to inspire others to find their voice
- Trust: the core of leadership
- The voice of discipline and execution

WHO SHOULD ATTEND

Directors, VPs, team leaders, executives, department heads and experienced managers who want to tap into a higher level of achievement and greatness within themselves, and bring the same qualities out in others.

All faculty are trained experts in FranklinCovey's *7 Habits of Highly Effective People®* and *8th Habit®* curricula.

SCHEDULE

Apr. 30-May 1 . New York, NY 2603-E1U-00009

To register or for a complete schedule, visit www.amanet.org/2603

2 days/1.2 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



Assertiveness Training

SEMINAR #2188



Gain more confidence, decisiveness and respect.

Learn powerful tools to help you deal with conflict at all levels in the organization, discover techniques on how to be an assertive communicator, acquire ways to handle receiving and giving feedback and address business etiquette when professionalism and assertiveness are required. You'll assess your areas of strength and growth in this critical skill, understand how social styles affect assertiveness behaviors and benefit by learning steps for conflict resolution. Overall enhance your assertiveness skills for immediate on-the-job use.

HOW YOU WILL BENEFIT

- Gain essentials of assertiveness
- Practice assertiveness behaviors through verbal and visual techniques
- Address assertive issues in both your personal life and business life
- Learn the nuances of etiquette and how it relates to assertiveness and self-esteem
- Apply your newly learned skills to relevant, on-the-job situations

WHAT YOU WILL COVER

- Differences in behavioral styles—passive, aggressive and assertive
- Identifying techniques to improve self-esteem
- Improving communication with different social styles
- Risks and benefits in becoming assertive
- Factors that influence your level of assertiveness
- The role of social styles in assertive communication
- A five-step model for conflict resolution
- Appropriate assertiveness in common workplace situations
- Achieving a healthy balance personally and professionally

WHO SHOULD ATTEND

Experienced managers and seasoned professionals with four or more years of experience who want to build their strengths, resolve conflicts smoothly and exercise greater influence on others.

SCHEDULE

- Feb. 6-8 San Francisco, CA . . . 2188-E1U-00111
- March 5-7 Los Angeles, CA 2188-E1U-00116
- March 5-7 New York, NY 2188-E1U-00112
- April 25-27 Arlington, VA 2188-E1U-00118
- May 9-11 Chicago, IL 2188-E1U-00117
- June 13-15 Atlanta, GA 2188-E1U-00120
- June 18-20 San Francisco, CA . . . 2188-E1U-00123

To register or for a complete schedule, visit www.amanet.org/2188

3 days/1.8 CEUs

\$2,195/AMA Members \$1,995

AMA Members save \$200



Leading with Emotional Intelligence

SEMINAR #2133

Lead with greater impact—apply emotional intelligence to manage and drive peak performance in your direct reports and team.

Recent studies indicate that emotional intelligence is a powerful key to effective leadership. This valuable seminar delivers the in-depth knowledge and practical emotional intelligence skills you need to ensure that you are a strong, emotionally intelligent leader. You will learn how to apply emotional intelligence to specific leadership situations to gain the authority and success you strive for as a leader. You will also keep current on cutting-edge developments in leadership theory and practice, to help you better collaborate and manage conflict.

HOW YOU WILL BENEFIT

- Motivate your team and generate buy-in by crafting an emotionally resonant, inspiring vision
- Utilize emotionally intelligent decision-making techniques
- Create an atmosphere that fosters emotional intelligence
- Positively influence the emotions and motivation of others
- Create cohesive, emotionally intelligent teams
- Monitor and adapt your own emotions and behaviors for the benefit of yourself, your team and your department

WHAT YOU WILL COVER

What Is Emotional Intelligence?

- Why emotional intelligence is important to effective leadership
- Case studies: examples of high and low emotional intelligence in the workplace

Understanding and Managing Myself

- Self-assessment exercise:
 - my emotional competency profile
 - my self-awareness inventory
- What makes people act the way they do
- How to manage anxieties and self-doubts as a leader
- How to enhance my self-awareness and self-management skills
- How to come back from a setback

Self-Assessment of My Relationships

- How to build emotionally intelligent relationships
- Reflection exercise and action planning

Leading with Emotional Intelligence

- Creating vision with emotional intelligence
- Delegating with emotional intelligence
- Influencing and motivating with emotional intelligence
- Coaching and confronting with emotional intelligence

Understanding and Managing Team Dynamics

- Assessing my group
- Recognizing the typical behaviors of people in groups
- Creating an organizational culture with emotional intelligence
- Promoting collaboration and consensus through emotional intelligence
- Handling adverse group dynamics with emotional intelligence
- Managing group emotions during conflict and change
- Group dynamic exercise

WHO SHOULD ATTEND

Leaders who want to create a healthy, productive workplace and organizational culture. OD and HR professionals will particularly benefit from this seminar.

FACULTY SPOTLIGHT*

David Wharton has a broad background in team development, executive coaching, organizational development and large and small organizational change management. Clients include ACNielsen, Aetna, Ameristar Casinos, Citigroup, Deloitte U.S. Entities, Diageo, Glanbia Foods plc, Greenpoint Bank, ING, Jose Cuervo International Inc., JPMorgan, Moy Park Ltd., Photocircuits, State Street and Stolt-Nielsen Transportation Group.



*This seminar is also taught by other leadership experts.

SCHEDULE

Jan. 30-Feb. 1	Chicago, IL	2133-E1U-00273
Feb. 22-24	Arlington, VA	2133-E1U-00275
March 12-14	New York, NY	2133-E1U-00276
March 28-30	San Francisco, CA	2133-E1U-00274
April 4-6	Boston, MA	2133-E1U-00320
April 11-13	Chicago, IL	2133-E1U-00294
April 16-18	San Diego, CA	2133-E1U-00297
April 23-25	Arlington, VA	2133-E1U-00296
May 2-4	Houston, TX	2133-E1U-00304
May 9-11	New York, NY	2133-E1U-00298
May 14-16	Chicago, IL	2133-E1U-00299
May 30-June 1	Arlington, VA	2133-E1U-00300
May 30-June 1	San Francisco, CA	2133-E1U-00301
June 6-8	New York, NY	2133-E1U-00302
June 13-15	Chicago, IL	2133-E1U-00303
June 20-22	Atlanta, GA	2133-E1U-00321

To register or for a complete schedule, visit www.amanet.org/2133

3 days/1.8 CEUs

\$2,545/AMA Members \$2,295

AMA Members save \$250



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org

Send your direct reports to AMA's seminar, **Developing Your Emotional Intelligence**, seminar #2144, to expand their self-awareness and learn the basics of emotional intelligence.



Also available as a
Live Online Seminar



Negotiating to Win

SEMINAR #2513

Gain the skills, insights and competencies required in all negotiations—in every industry—at every level.

Whether it's allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. But few people understand the structure, techniques and approaches available to them as they seek to positively influence an outcome.

This hands-on seminar gives you a step-by-step guide to effective negotiation. You must identify the problem, understand it from the other's perspective, generate alternative solutions and select a solution that benefits both sides. All parties need each other to achieve their goals. Negotiation focuses on solving the problem and closing the gap between what both parties want.

HOW YOU WILL BENEFIT

- Know when—and when not—to negotiate
- Develop an effective plan and strategy for any negotiation
- Know what behavior to adapt at each stage of the negotiation
- Adjust your communication style to achieve desired results
- Successfully apply the principles of persuasion to any negotiation situation
- Effectively negotiate face to face, on the phone or through email and other media

WHAT YOU WILL COVER

What Is Negotiation?

- The basic concepts of negotiation
- What is negotiable in typical business situations
- Identifying approaches to negotiation

Negotiation Stages

- Identifying the six stages of negotiation
- Using appropriate behaviors in each of the stages
- Defining the influences on the negotiation process

Planning Your Negotiation

- Planning a negotiation
- Determining a settlement range
- Applying the planning framework in practice negotiation

Persuasion

- Applying the persuasion process
- Using the frame/reframe process to understand the other party
- Examining possible approaches to use when there is confrontation
- Using listening skills in the negotiation process

Communication

- Explaining the four dimensions of DiSC® and the style tendencies of each
- Describing the characteristics of dual styles and their impact on negotiations
- Describing how to adapt style to maximize the results of negotiations
- Identifying why negotiations become derailed and how to avoid negotiation traps

Crafting a Strategy for Your Negotiation

- Planning a strategy to apply to your negotiations
- Describing the process of identifying a problem or issue for negotiation
- Identifying steps and techniques for choosing appropriate communication methods
- Creating and applying a strategy for a business negotiation simulation

Action Plan

EXTRA

Leave with AMA's Negotiation Planner to help you prepare your negotiations every step of the way and effectively apply your newly learned know-how.

WHO SHOULD ATTEND

Those responsible for negotiating the best possible terms of an agreement for their organization.

Note: This program is not intended for labor union negotiators on either side.

FACULTY SPOTLIGHT*

Sam Blank is certified as a conflict resolution specialist by the International Center for Cooperation and Conflict Resolution and the State of New York. An instructional designer and senior trainer for over 30 years, he has been involved nationally and internationally in the areas of negotiation and mediation, conflict resolution, communications, crisis management and leadership development.



*This seminar is also taught by other business communication experts.

SCHEDULE

Feb. 8-10 New York, NY 2513-E1U-01073
Feb. 22-24 Chicago, IL 2513-E1U-01077
Feb. 29-Mar. 2 Atlanta, GA 2513-E1U-01075
March 5-7 San Francisco, CA 2513-E1U-01076
March 19-21 Arlington, VA 2513-E1U-01074
April 11-13 New York, NY 2513-E1U-01094
April 18-20 Houston, TX 2513-E1U-01096
April 25-27 San Francisco, CA 2513-E1U-01119
April 30-May 2 Chicago, IL 2513-E1U-01105
May 7-9 Philadelphia, PA 2513-E1U-01120
May 16-18 San Diego, CA 2513-E1U-01099
May 30-June 1 New York, NY 2513-E1U-01100
June 18-20 San Francisco, CA 2513-E1U-01102
June 25-27 Arlington, VA 2513-E1U-01106

To register or for a complete schedule, visit www.amanet.org/2513

3 days/1.8 CEUs/18 PDUs
\$2,345/AMA Members \$2,095
AMA Members save \$250



LIVE ONLINE SCHEDULE

1.2 CEUs/12 PDUs
\$2,345/AMA Members \$2,095

Thursday 2-5 pm ET • 4 Lessons

April 5-26, 2012 2513-E1U-01113



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Also available as a
Live Online Seminar



Time Management SEMINAR #2233

Get more of the right things done.

Do you...

- Find yourself overloaded with work?
- Feel so stretched to the limit you can't set priorities?
- Exhaust yourself daily without accomplishing your goals?

If you answer yes to one or more of the above, it's time to make some tough choices about how and when to spend your time. Every minute of your day impacts the business. This seminar gives you the tools to find a balance, achieve your goals and be more effective and productive.

HOW YOU WILL BENEFIT

- Set and accomplish goals
- Create priorities and establish realistic boundaries
- Recognize and deal with time wasters
- Improve concentration and efficiency
- Break indecision and procrastination habits
- Use technology to help manage time
- Create and recharge positive energy

WHAT YOU WILL COVER

Time Management. Self-Management

- Shifting focus from managing time to managing self
- Identifying personal time wasters
- Creating a personal Time Mastery Plan

Planning for Success

- Using a robust planning process
- Defining goals; establishing important and valid priorities
- Creating a realistic and productive schedule

Concentration, Focus and Organization

- Creating productive and efficient routines to support core goals
- Organizing and managing work environment
- Identifying ways to deal with self-distractions and interruptions

Managing Technology

- Increasing productivity by using technology efficiently
- Selecting the right form of communication
- Identifying ways to manage email

Creating Boundaries and Balance

- Prioritizing and choosing activities to balance life and work
- Creating a personal "no" script

WHO SHOULD ATTEND

Business professionals who want greater control of their time, management style and life.



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FACULTY SPOTLIGHT*

Dennis L. Murchison is a dynamic sought-after keynote speaker who is an expert in training and development, focusing on issues such as leadership and individual development, team building, diversity education, discrimination investigations and facilitation. His industry experience encompasses both public and private sectors. He holds a bachelor's degree in Business Administration (concentration in Human Resource Management) from Eastern Michigan University.



*This seminar is also taught by other management experts.

SCHEDULE

Feb. 13-14	Atlanta, GA	2233-E1U-01395
Feb. 13-14	Melville, NY	2233-E1U-01402
Feb. 13-14	New York, NY	2233-E1U-01388
Feb. 16-17	Arlington, VA	2233-E1U-01390
March 1-2	Chicago, IL	2233-E1U-01392
March 5-6	New York, NY	2233-E1U-01393
March 8-9	San Francisco, CA	2233-E1U-01394
March 19-20	Philadelphia, PA	2233-E1U-01413
March 22-23	Indianapolis, IN	2233-E1U-01414
March 22-23	Kansas City, KS	2233-E1U-01381
April 2-3	Boston, MA	2233-E1U-01415
April 5-6	Arlington, VA	2233-E1U-01420
April 9-10	Atlanta, GA	2233-E1U-01417
April 9-10	New York, NY	2233-E1U-01418
April 16-17	Chicago, IL	2233-E1U-01419
April 26-27	Houston, TX	2233-E1U-01421
Apr. 30-May 1	New York, NY	2233-E1U-01422
Apr. 30-May 1	San Francisco, CA	2233-E1U-01423
May 14-15	Atlanta, GA	2233-E1U-01425
May 17-18	Arlington, VA	2233-E1U-01457
May 21-22	Chicago, IL	2233-E1U-01427
June 7-8	New York, NY	2233-E1U-01430
June 11-12	Durham, NC	2233-E1U-01431

To register or for a complete schedule, visit www.amanet.org/2233

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Jan. 23-Feb. 13, 2012	2233-E1U-01397
March 5-26, 2012	2233-E1U-01398
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Strategies for Developing Effective Presentation Skills

SEMINAR #2519

Transform yourself from inexperienced speaker to skilled presenter.

Learn how to present your ideas with conviction, control and self-confidence without fear. You'll gain the specific skills and direction to become comfortable with your own presentation style and receive expert advice on techniques. You'll learn how to present by presenting.

HOW YOU WILL BENEFIT

- Tailor your presentation to your audience
- Use relaxation techniques to overcome nervousness
- Project your voice and use pauses to dramatize your point
- Expertly handle difficult questions and situations
- Communicate with clarity and conviction

WHAT YOU WILL COVER

- How to balance verbal and nonverbal messages
- Developing and organizing presentation content
- Preparing to give the presentation
- Using visual aids and support materials
- How to respond to Q&A
- Managing the presentation environment

WHO SHOULD ATTEND

Those who give presentations, speak in front of groups or sell ideas to others and have little or no presentation experience.

EXTRA

Your presentations will be recorded for playback and review. See for yourself what comes across to an audience. It's a great way to get instant feedback and helpful recommendations. This recording is yours to keep.

SCHEDULE

Feb. 22-24	Arlington, VA	2519-E1U-01274
March 7-9	New York, NY	2519-E1U-01275
March 12-14	Arlington, VA	2519-E1U-01276
March 12-14	San Francisco, CA	2519-E1U-01277
March 19-21	Chicago, IL	2519-E1U-01278
April 2-4	Atlanta, GA	2519-E1U-01295
April 9-11	Arlington, VA	2519-E1U-01316
April 11-13	New York, NY	2519-E1U-01296
April 16-18	San Francisco, CA	2519-E1U-01297
May 2-4	Chicago, IL	2519-E1U-01299
May 7-9	New York, NY	2519-E1U-01301

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AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).

Essentials of Project Management for the Non-Project Manager

SEMINAR #6548

Learn and apply basic elements of PM to your job to support project success.

In just two days, you'll get an understanding of the essential terminology and apply basic PM tools and techniques to increase your effectiveness both on the team and in your own functional area.

HOW YOU WILL BENEFIT

- Know the purpose and process of project management
- Understand the roles, responsibilities and needs of project team members
- Identify and apply critical project management tools
- Identify stakeholders, their relationships to each other and how these relationships affect projects
- Recognize stakeholder issues within the organization
- Identify and apply critical communication tools and protocols

WHAT YOU WILL COVER

- Key project management terms
- The five groups of the project management process
- Estimating project activity accurately
- Identifying and aligning the project stakeholders
- Creating the project charter
- Estimating and planning the work
- Evaluating project requirements against the SMART Tool
- Understanding and creating the Work Breakdown Structure (WBS)

WHO SHOULD ATTEND

Those who are involved in projects but do not manage them, such as subject-matter experts, team members, project sponsors, contributors, facilitators and coordinators.

SCHEDULE

Feb. 23-24	New York, NY	6548-E1U-00025
March 22-23	Arlington, VA	6548-E1U-00024
April 5-6	New York, NY	6548-E1U-00042
April 23-24	Chicago, IL	6548-E1U-00056
April 26-27	Atlanta, GA	6548-E1U-00040

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LIVE ONLINE SCHEDULE

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Jan. 12-Feb. 2, 2012 6548-E1U-00028

Apr. 26-May 17, 2012 6548-E1U-00052





Also available as a
Live Online Seminar



Fundamentals of Finance and Accounting for Non-Financial Managers

SEMINAR #2218

Today, when every manager is being held accountable for the bottom line, you have to be “finance-savvy.”

You’ve got to know how to justify a request...quantify your contributions to the company...spot profit drains immediately. Because no matter how effective your management style or how innovative your ideas, your performance will be measured in dollars and cents.

This seminar offers exactly what you need to further your career and build your future. From accruals to writeoffs to receivables and payables, this course shows you the concepts, tools and techniques that can help you make each decision pay off—on the job and on the bottom line.

HOW YOU WILL BENEFIT

- Make better decisions with a working knowledge of the numbers end of business
- Gain a new sense of confidence when dealing with financial professionals
- Expand your professional expertise... add value to your future career
- Understand the business dynamics of dollars and cents—and take initiatives that optimize results in line with short- and long-term goals
- Take the guesswork out of your decision making and deliver the results you need
- Cultivate proactive working relationships with financial professionals and enhance your value to the organization
- Learn how to “think finance” and translate various measures of performance into financial terms

WHAT YOU WILL COVER

- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- The accounting process: journals and ledgers, how debits and credits work
- Basic accounting principles
- Accounting conventions and guidelines
- Working rules regarding your corporate financial statements

- Using the balance sheet to examine assets and liabilities
- Analyzing the income statement to assess revenues and expenses
- The statement of cash flow: sources and uses of funds
- Content and format of the annual report
- Debt vs. equity financing
- How leverage can increase return to shareholders
- Profit-planning tools, break-even analysis, financial forecasting and budgetary controls
- Cash flow and how it’s applied
- Elements of cost accounting
- Analyzing payback method, discounted cash flow, present value and present value index in making profitable capital investment decisions
- Criteria for examining the performance of divisions and product lines
- Understanding the cost of capital

WHO SHOULD ATTEND

Non-financial managers in every functional area of responsibility, in all industry types, in both the public and private sectors.

Note: Please bring a calculator and copy of your annual report (if available).



This program has been approved for 18 recertification credit hours toward PHR, SPHR and GPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at www.hrci.org



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FACULTY SPOTLIGHT*

Edward Zaik has held positions as CFO or senior vice president of major corporations and has worked as an auditor and tax accountant with PricewaterhouseCoopers. A former treasurer for a local congress-person’s campaign, Mr. Zaik has been a guest lecturer at various domestic and international conferences, speaking on finance, accounting and credit topics. He also has published in the *Journal of Applied Corporate Finance*.



*This seminar is also taught by other finance and accounting experts.

SCHEDULE

Feb. 8-10	Atlanta, GA	2218-E1U-01919
Feb. 15-17	Chicago, IL	2218-E1U-01922
Feb. 15-17	San Francisco, CA	2218-E1U-01923
Feb. 22-24	Houston, TX	2218-E1U-01924
Feb. 27-29	Arlington, VA	2218-E1U-01916
March 5-7	Chicago, IL	2218-E1U-01925
March 7-9	New York, NY	2218-E1U-01926
March 12-14	Los Angeles, CA	2218-E1U-01961
March 12-14	Pittsburgh, PA	2218-E1U-01928
March 19-21	San Francisco, CA	2218-E1U-01930
March 21-23	Dallas, TX	2218-E1U-01931
April 11-13	Atlanta, GA	2218-E1U-01977
April 11-13	Cincinnati, OH	2218-E1U-01978
April 16-18	San Francisco, CA	2218-E1U-01979
April 18-20	Philadelphia, PA	2218-E1U-02043
April 23-25	Denver, CO	2218-E1U-01988
April 23-25	Durham, NC	2218-E1U-01984
April 25-27	New York, NY	2218-E1U-01981
Apr. 30-May 2	Houston, TX	2218-E1U-01982
May 2-4	New York, NY	2218-E1U-01983
May 9-11	Arlington, VA	2218-E1U-01980
May 9-11	Chicago, IL	2218-E1U-01986

To register or for a complete schedule, visit www.amanet.org/2218

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March 6-27, 2012	2218-E1U-01934
May 1-22, 2012	2218-E1U-02024



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