Seminars for Senior Management

SEPTEMBER 2008—JANUARY 2009

The most successful journeys begin with the right guidance
Great leaders turn visionary thoughts and words into decisive action. AMA can help map your ongoing success in leadership to create the results you envision for your organization. The dynamic seminars in this catalog will provide you with deeper insight into the challenges you face as a senior manager and inspire you to lead with greater clarity and effectiveness.

- **Build Management and Leadership Expertise**
  Master the skills and techniques essential to every successful leader.

- **Manage Strategic Issues**
  Take tactical control at the project and process levels to improve efficiency and increase profits.

- **Communicate for Maximum Impact**
  Understand how the messages you create impact your organization’s bottom line.

- **Sharpen Your Financial Aptitude**
  Enhance your “nuts and bolts” knowledge of your organization’s fiscal operations.

NEW! AMA’s Green Leadership: Implementing Sustainability Strategies

NEW! AMA’s Advanced Executive Leadership Program

NEW! AMA’s Advanced Executive Leadership Program

NEW! Strategic Agility and Resilience: Embracing Change to Drive Growth

Leadership Smarts: Assess and Optimize the Hard-wired Skills That Drive Success

NEW! Leadership: A Strategic Tool for Effective Leadership

Critical Thinking

AMA’s 5-Day “MBA” Workshop

Successfully Managing People

NEW! Igniting Commitment: Engaging Employees for Breakthrough Performance

Manage Strategic Issues

- Essentials of Strategic Alliances and Partnerships
- Launching and Managing Strategic Alliances and Partnerships
- Evaluating Strategic Alliance and Partnership Success
- Strategic Planning
- Process Management: Applying Process Mapping to Analyze and Improve Your Operation

NEW! Strategy Execution: Getting It Done

Communicate for Maximum Impact

REVISED and UPDATED! Negotiating to Win

Advanced Negotiation Strategies

Effective Executive Speaking

Storytelling: The Secret of Great Communicators

Mastering Challenging Management Conversations

Sharpen Your Financial Aptitude

- AMA’s Finance Workshop for Nonfinancial Executives
- Fundamentals of Finance and Accounting for Nonfinancial Managers
- AMA’s One-Day Sarbanes-Oxley Workshop
- Real World Financial Decision Making: Applying the Tools of Corporate Finance

NEW! Driving Organic Growth: How to Maximize All of Your Company’s Assets

AMA’s Course on Mergers and Acquisitions

Course for Presidents

The Course for Presidents and CEOs
Preparation for Leadership
What It Takes to Take the Lead

You want to become a leader, but are you ready to take that step?

Learn how to get noticed and selected for a leadership position and develop the skills every confident leader needs. This course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You’ll discover the heart, soul and mind of true leadership.

You’ll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you’ll learn how to develop your unique leadership style for maximum impact.

**TOPICS COVERED**

**Is There a Leader in You?**
- Discuss which qualities senior management looks for in candidates for leadership positions
- Understand the challenges you will face

**What Do Leaders Talk About?**
- Discover your leadership style
- Learn to adapt your style to the needs of others

**What Is Your Leadership Image?**
- Describe how to project the positive professional image of a leader

**How Can You Build Your Influence and Power?**
- Illustrate ways that leaders can build their power and influence

**How Can You Develop Key Relationships?**
- Identify the strategic alliances you need to build

**How Should You Handle Organizational Politics?**
- Explain strategies for getting others to support your agenda

**How Can You Motivate People?**
- Assess the things that really motivate

**Methods to Approach the First Day, Week, Month and Year of Leadership**
- Design your strategies for being noticed and selected to be a leader

**FACULTY SPOTLIGHT**

*Ane Powers is an organizational planning and development expert and an executive coach. For more than 20 years, Ms. Powers has led change initiatives in mergers and acquisitions, business development, reorganizations and business dispositions for clients, including the Association of Trial Lawyers of America, Jefferson Government Relations, Marriott International, Inc., U.S. Conference of Catholic Bishops and Volunteers of America.*

*This seminar is also taught by other leadership experts.*

**SCHEDULE**

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2 days/1.2 CEUs
$1,995/AMA Members $1,795
AMA Members save $200.

“**The course created a very constructive, interactive and engaging experience. Content was offered at an appropriate level of detail with key principles and topics presented in a very clear and concise manner.**”

—David Lange
Astrazeneca Pharmaceuticals
Developing Executive Leadership

SEMINAR #2501

Deepen your self-awareness, empower your staff and improve performance.

This intensive three-day program combines proven techniques with peer interaction and insights from the latest research to help you master the competencies of effective leadership. Discover how to use your power and influence to achieve goals, build alliances across departments, establish strong working relationships and create passion in your department, your team and your organization.

BENEFITS OF ATTENDING

- Build a leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Identify the characteristics of effective leaders and the most common saboteurs
- Develop an executive leadership style that adapts to the person and situation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations

WHO SHOULD ATTEND

Mid-level managers or executives who lead others with managerial responsibility. It will benefit executives who require strong decision-making skills and the ability to lead and motivate others.

TOPICS COVERED

Understanding Today’s Leadership Expectations
- Examining your leadership challenges
- Exploring the fundamental concepts of leadership
- The four-factor model of effective leadership
- Differentiating between leadership and management
- Identifying the leadership requirements for the 21st century

Leadership with the Head: Exploring the Strategic Elements of Leadership
- Defining mission, vision and values
- Focusing on the “big picture” when building the culture
- The importance of planning and prioritizing in day-to-day activities
- Taking the time to focus on envisioning the future
- How a personal vision statement helps you achieve your organizational vision

Leadership with the Hands: Examining Situational Leadership®
- Effectively influencing the performance of others
- Applying Situational Leadership® in coaching situations: delegating to high-performing employees, properly addressing performance issues
- Giving positive and constructive feedback: “you” vs. “I” messages
- Coaching role-plays and other techniques that help you effectively lead the team, boost creativity and improve communication, problem solving and decision making

Leadership with the Feet: Personal Values and Ethics at Work
- Understanding the challenges you face—and the various ways you can manage them
- Creating a culture of trusting relationships
- How individualized “passionate purpose” provides a context for consistency and credibility

Leadership with the Heart: Practicing Ways to Communicate
- How to enhance pride in the work and the organization
- Motivating the workforce: three elements that ensure increased job satisfaction and productivity
- Examining the role of “emotional intelligence” in successful leadership
- Assessing your “emotional intelligence”: your strengths and areas that need development

Creating an Executive Leadership Development Plan
- Developing a plan based on your goals and your organization’s strategy

AMA Members save $250.

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3 days/1.8 CEUs/18 PDUs

$2,345/AMA Members $2,095

AMA Members save $250.
Leadership and Team Development for Managerial Success  
SEMINAR #2239

Inspir and influence your people to achieve your goals as a team.

Managers who will be promoted are the ones who not only manage efficiently but also lead their teams successfully. Learn how to assess your performance in your current leadership position, diagnose and apply the most effective leadership style and develop the keys to a motivated work force. Build a high-performing team by understanding team dynamics, aligning vision and performance and applying a consistent theory in leading your team.

BENEFITS OF ATTENDING

• Know when to manage and when to lead your team
• Assess your leadership behavior and determine the best style to generate results
• Clearly visualize your goals and communicate them to your team
• Work in a horizontal mode of operation instead of managing only one piece of the process
• Develop a high-performance team
• Use effective communication to motivate and coach

WHO SHOULD ATTEND

New managers, team leaders and other business professionals.

TOPICS COVERED

• Understanding leadership style and the situation and learning to apply the most effective approach
• Emphasizing the importance of vision in aligning team performance
• Integrating your leadership and managerial roles
• Examining the leader's role as motivator and coach
• Distinguishing the four team types
• Exploring the principles that make teams work
• Diagnosing work-teams: employing a work-team simulation

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2 days/1.2 CEUs
$1,895/AMA Members $1,695
AMA Members save $200.

Leadership Skills and Team Development for IT and Technical Professionals  
SEMINAR #2569

Each year, hundreds of professionals gain the “people” skills they need to master the art of leadership at this powerful seminar.

Leaders of technical professionals face a substantial challenge: to achieve successful task completion through positive work relationships. In this highly interactive seminar, you will learn how to build and lead a team, evaluate your team’s performance and develop an action plan for continued leadership success.

BENEFITS OF ATTENDING

• Hands-on practice building and leading teams
• Maintain team performance during times of change
• Manage and resolve team conflict
• Develop the skills to manage the day-to-day challenges of team leadership

WHO SHOULD ATTEND

IT and technical professionals, including team leaders, managers, directors and others who want to enhance their team-building and leadership skills.

TOPICS COVERED

• Technical vs. nontechnical professionals: differences that impact the leader’s role
• Various types of teams: functional, cross-functional, self-managed and self-directed—how to vary your leadership style to meet the needs of the team
• Key steps to building high-performance teams
• Evaluating individual and team performance
• Using discipline, coaching, communication, problem solving and authority to better manage your people

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3 days/1.8 CEUs
$2,095/AMA Members $1,895
AMA Members save $200.

This course qualifies for 18 PDUs toward maintaining the EMCF (Engineering Management Certification Fundamentals) and EMCP (Engineering Management Certification Professional) credentials. This course may also be useful for those preparing to take the EMCF or EMCP examination and require review in this functional area.

All AMA seminars are GSA approved and can be delivered on-site. 1-800-262-9699 www.amanet.org
Leading Virtual and Remote Teams  SEMINAR #2280

Master new competencies to meet the challenge of leading a virtual team.

You need to build a team identity and process, balance technical and social systems within your team, and facilitate the development of long-distance relationships and trust among your team members. Communication takes on a whole new meaning when you’re not face-to-face with your direct reports and team members. You need to understand the channels of communication open to you as a virtual team leader, and then choose the right channel for the tasks at hand.

BENEFITS OF ATTENDING
- Define and apply a proven and successful virtual team process model
- Learn how to utilize unique virtual team members’ characteristics to promote productivity
- Create a truly cohesive team
- Build trust in your virtual team and enhance risk-taking and creativity
- Apply effective communication channels to achieve desired team relationships and goals
- Become a successful virtual coach

WHO SHOULD ATTEND
Managers, directors, project leaders of global teams, senior managers and regional team members.

TOPICS COVERED
- Identify the roles and concerns of a virtual team leader
- Understand what virtual team members want from their team leader
- Effectively unifying the virtual team's culture and relationships
- Methods to build trust and overcome team-busting behaviors in virtual teams
- Understand virtual communication channels and cross-cultural interactions
- Setting performance goals—defining, organizing, communicating and reinforcing
- Motivating and recognizing virtual team performance

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Sept. 3-5 . . . . . . . . . . . . . . San Francisco, CA . . . . . . . . . . . . 2280-CXM-00108
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Dec. 15-17 . . . . . . . . . . . . Chicago, IL . . . . . . . . . . . . . . 2280-CXM-00103

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

Situational Leadership® II Workshop  SEMINAR #2901

Adopt a situational leadership style that generates heightened performance and improved productivity.

Does your organization lack passion, energy, self-reliance and drive? If so, the technique of situational leadership has the answers that will take your managers and your company to the head of the pack.

Specially developed for AMA by The Ken Blanchard Companies® (and delivered by AMA expert faculty), the Situational Leadership® II Workshop will help you apply the most effective leadership style in any given situation.

BENEFITS OF ATTENDING
- Improve communication and enhance your credibility
- Achieve greater productivity by infusing energy, self-reliance and drive within your employees
- Create a collaborative work environment
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs

WHO SHOULD ATTEND
Individuals in leadership roles, including executives, managers, project managers, team leaders and supervisors.

TOPICS COVERED
- The core competencies of a situational leader
- Leadership for the future
- Why leadership depends on the specific situation
- Diagnosis: the first skill of the situational leader
- Flexibility: the second skill of the situational leader
- Partnering for better performance: the third skill of the situational leader

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2 days/1.2 CEUs
$1,995/AMA Members $1,795
AMA Members save $200.
The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results  SEMINAR #2130

It’s a fact of organizational life: To lead well, you must communicate well. No communication, no leadership—no question about it.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You’ll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

**BENEFITS OF ATTENDING**
- Become a more effective communicator—and leader
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension
- Overcome resistance to change
- Motivate followers and inspire them to action
- Rally support in difficult situations

**WHO SHOULD ATTEND**
Experienced managers and executives and anyone who aspires to a leadership position or who is expected to provide leadership.

**TOPICS COVERED**

**The Voices of Effective Leaders—Past and Present**
- Describe typical situations requiring leadership, and assess how well you use the language of leadership in these situations
- Identify five traits of effective leaders as communicators and assess how well you demonstrate those traits

**Finding Your Leadership Voice**
- Learn the two components of a leader’s voice
- Describe several leadership styles and describe your dominant style

**Crafting Compelling Messages That Inspire Action and Produce Results**
- Pinpoint the desired results of your leadership message by using a results matrix
- Shape your leadership message

**Setting the Stage for Powerful Communication**
- Pick the right forum and create a winning setting for your key messages
- Overcome stage fright and communication anxiety

**Taking the Lead**
- Generate presence and charisma that command respect
- Send clear messages that maximize audience understanding

**Setting the Direction You Want Others to Travel**
- Communicate a clear mission and inspire vision and values
- Delegate authority in ways that prompt others to take responsibility

**Influencing and Inspiring Others Into Action**
- Identify the factors that demotivate
- Light a fire in the hearts of others

**Coaching, Counseling and Mentoring for Improved Performance**
- Stimulate and guide authentic coaching, counseling and mentoring sessions

**Addressing Tough and Touchy Topics in Ways That Defuse Tension**
- Handle conflict and hostile disputes

It’s a fact of organizational life: To lead well, you must communicate well. No communication, no leadership—no question about it.

This fast-paced, results-oriented seminar is uniquely designed to strengthen your leadership communication skills. You’ll learn practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

**FACULTY SPOTLIGHT**

**John W. Egan** combines a broad business background with expertise in organization development to help organizations competitively leverage their human resources potential. He works with companies globally to design and deliver leadership and management development programs to facilitate strategic planning activities and to conduct process reengineering and continuous improvement workshops. Mr. Egan is a certified facilitator for SmartSkills and Myers-Briggs.

*This seminar is also taught by other leadership experts.

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

"Excellent course. I gained lots of tools that will be beneficial in my leadership role."

—Laura Luttrell
Blue Cross/Blue Shield of Illinois

All AMA seminars are GSA approved and can be delivered on-site. 1-800-262-9699 www.amanet.org
Coaching: A Strategic Tool for Effective Leadership  SEMINAR #2506

Use coaching to improve the effectiveness of individuals and teams.

This seminar gives you a variety of coaching tools, techniques and best practices—from analyzing performance to creating a climate for effective coaching and learning—from giving corrective feedback to handling difficult responses to coaching. You’ll leave this seminar more aware of your personal habits, styles and preferences in coaching through assessment, role-plays and exercises.

BENEFITS OF ATTENDING
- Confront difficult situations with confidence
- Reinforce the behavior and motivation of peak performers
- Develop a team environment that fosters synergy
- Turn around disruptive behavior
- Build the trust and rapport necessary for effective coaching
- Learn to listen with an empathetic ear and encourage open two-way communication

WHO SHOULD ATTEND
Team leaders, managers and executives.

TOPICS COVERED
- What leaders do and why they need to be coaches
- Obstacles to coaching: the three-part coaching process
- Creating a climate of trust and confidence
- Sustaining trust when you confront poor performance
- How to be confident in the face of a difficult challenge
- Guiding a dialogue on performance
- The delegation process, signs of poor delegation and difficulties
- Why leader-coaches must be teachers and trainers: six learning styles
- Guiding the development of a performance improvement plan

SCHEDULE
Sept. 17-19 .............. San Francisco, CA .............. 2506-CXM-00162
Oct. 20-22 .............. New York, NY .............. 2506-CXM-00163
Nov. 3-5 .............. Chicago, IL .............. 2506-CXM-00164
Nov. 12-14 .............. Arlington, VA .............. 2506-CXM-00165
Dec. 8-10 .............. New York, NY .............. 2506-CXM-00166
Dec. 15-17 .............. Atlanta, GA .............. 2506-CXM-00167
3 days/1.8 CEUs
$2,345/AMA Members $2,095
AMA Members save $250.

NEW! AMA’s Green Leadership Implementing Sustainability Strategies  SEMINAR #2107

The future of business is being built on “green” and socially responsible organizations. Are you leading your organization to win the sustainability challenge?

The unprecedented urgency around matters of the environment, sustainability and stewardship is causing dramatic change in how companies operate. Organizations of all sizes are working to green their processes, products and facilities and turn sustainable business practices into competitive advantage. In this seminar, you’ll learn to translate green and socially responsible business strategies into triple bottom line—economic, social and environmental—results.

BENEFITS OF ATTENDING
- Integrate green and socially responsible practices to leverage short- and long-term performance
- Understand the current global trends that affect your business
- Identify stakeholders and engage them in the sustainability planning process
- Enroll others in sustainability enhancing initiatives
- Measure performance results related to your sustainability initiatives

WHO SHOULD ATTEND
Experienced leaders, directors, change agents and influencers.

TOPICS COVERED
- Understanding the global context, mindset and consciousness
- Discovering your sustainability direction
- Managing the change to sustainability
- Leading and engaging others in the sustainable enterprise
- Implementing sustainability programs

EXTRA
- Before attending the session, you must complete two short online reading assignments and a personal ecological footprint evaluation.
- Participants are required to bring a laptop with wireless capability to the session to access an online portal that will provide tools and resources that complement in-class work.
- Post-seminar access to the portal will provide ongoing support to successfully implement your action plan and sustainability strategy back on the job.

Developed in conjunction with the Institute for Sustainable Enterprise at Fairleigh Dickinson University.

SCHEDULE
Oct. 8-10 .............. Arlington, VA .............. 2107-CXM-00004
Nov. 12-14 .............. New York, NY .............. 2107-CXM-00005
3 days/1.8 CEUs
$2,345/AMA Members $2,095
AMA Members save $250.
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.

BENEFITS OF ATTENDING
• 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

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.

TOPICS COVERED
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
• Assessment of my group
• What are 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

OF RELATED INTEREST
Developing Your Emotional Intelligence  SEMINAR #2144

Enhance your self-awareness and make emotions work for you to build more productive relationships—professionally and personally.

Understanding and improving the connection between emotions and actions is crucial to business and personal success. Without such insights, even seemingly successful relationships may be courting disaster. Now you can actually develop and enhance the skills that will positively impact your work—and in doing so, tap into a whole new level of achievement in your career.

FACULTY SPOTLIGHT*
Barbara Jean, an executive consultant and business trainer, has been advising management teams of major corporations and high-tech companies around the world for 30 years on issues regarding leadership, managing diversity and team development in a global environment. Among her clients are Amgen, Eastman Kodak Company, Genentech, ITT, Sheraton Hotels, MGM, Lawrence Livermore National Labs, Nokia, Westinghouse, the U.S. Navy and the U.S. Army.

*This seminar is also taught by other leadership experts.

SCHEDULE

Leading with Emotional Intelligence

Sept. 15-17 Arlingon, VA . . . . . . . . . . .2133-CXM-00127
Oct. 1-3 San Francisco, CA . . . . . . . . . .2133-CXM-00146
Oct. 15-17 New York, NY . . . . . . . . .2133-CXM-00130
Oct. 20-22 Chicago, IL . . . . . . . . . . . . .2133-CXM-00131
Oct. 29-31 Arlington, VA . . . . . . . . . .2133-CXM-00133
Nov. 19-21 Las Vegas, NV . . . . . . . . . .2133-CXM-00134
Dec. 1-3 Chicago, IL . . . . . . . . . . . . . .2133-CXM-00136
Dec. 10-12 Atlanta, GA . . . . . . . . . . .2133-CXM-00145
Dec. 15-17 New York, NY . . . . . . . .2133-CXM-00137

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

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

All AMA seminars are GSA approved and can be delivered on-site. 1-800-262-9699 www.amanet.org
Advanced Leadership Communication Strategies  
SEMINAR #2134

Motivate action at every level, and influence even the toughest executives, customers, subordinates and stakeholders.

You’re already successful as a leader and communicator. But now you must exercise greater influence, solve bigger problems and drive unprecedented performance improvements.

BENEFITS OF ATTENDING
• Discover breakthrough communication techniques for driving business value and becoming a more powerful leader
• Master best practices for influencing peers, managers, subordinates, customers and other stakeholders
• Become more effective at handling your specific challenges, from delivering bad news to increasing team motivation
• Communicate confidently in any environment, from spontaneous “elevator pitches” to high-stakes reports and proposals
• Make the most of today’s electronic communications tools
• Deliver powerful messages that win hearts and minds: messages that are short, simple, strong, credible, tailored to your audience and lead rapidly to action

WHO SHOULD ATTEND
Experienced leaders determined to achieve even greater success at the highest levels of their organizations.
Also recommended to past attendees of seminar #2130, The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results, page 5.

TOPICS COVERED
• Influencing employees, customers, partners and stakeholders, both internally and externally
• Developing the trust, credibility, rapport and relationships you need to deliver superior results
• Building consensus, cohesion, buy-in and team commitment
• Organizing and packaging your message for maximum impact
• Controlling all elements of your message: written, verbal, visual and symbolic
• Choosing the best tools and channels for delivering messages
• Maximizing effectiveness with electronic communications
• Successfully communicating in spontaneous situations

SCHEDULE
Sept. 22-24 .................Las Vegas, NV ..........2134-CXM-00037
Nov. 17-19 .................San Francisco, CA ..........2134-CXM-00039
Dec. 3-5 .................Arlington, VA ..........2134-CXM-00040
3 days/1.8 CEUs
$2,445/AMA Members $2,195
AMA Members save $250.

AMA’s Advanced Executive Leadership Program  
SEMINAR #2104

An intensive three-day exploration into your role as a leader, visionary, strategic thinker.

You’ll understand what makes a leader, the practices and commitments of effective leadership, how to shape organizational excellence, which global competencies are critical to success today and how to gain personal mastery of your own leadership. You’ll profit from the shared insights and experiences of your peers.

BENEFITS OF ATTENDING
• Become a change master who encourages innovative thought and behavior
• Set the right vision for your team, department and organization
• Understand how to plan for a successful future
• Align the workforce to achieve heightened performance and increased bottom-line results
• Discover the power of emotional intelligence—leading with a healthy and wise demeanor
• Flex your leadership styles when there are changes in people and conditions
• Ensure that your behavior is always ethical, reflective of your organization’s values

WHO SHOULD ATTEND
Executives, directors and managers who are seeking strong leadership skills to help them motivate and inspire others to drive results.

TOPICS COVERED
• How to drive change in the workplace by applying actions that address employee doubts
• Applying the concepts of manager vs. leader roles
• How to identify and assess your personal behavioral preferences
• Promoting organizational vision and values through ethical leadership behaviors
• Forming “virtual partnerships” in the work environment
• Performing a situation analysis of various work units to align the organization
• Applying leadership concepts in a simulated business case
• Developing a plan for action

SCHEDULE
Sept. 8-10 .................Atlanta, GA ..........2104-CXM-00050
Oct. 6-8 .................Las Vegas, NV ..........2104-CXM-00052
Oct. 15-17 .................Arlington, VA ..........2104-CXM-00058
Nov. 3-5 .................Chicago, IL ..........2104-CXM-00051
Dec. 8-10 .................Scottsdale, AZ ..........2104-CXM-00053
Dec. 15-17 .................New York, NY ..........2104-CXM-00054
Jan. 28-30 .................Marco Island, FL ..........2104-CXM-00055
3 days/1.8 CEUs
$2,445/AMA Members $2,195
AMA Members save $250.

American Management Association  
1-800-262-9699 www.amanet.org
Strategic Agility and Resilience: Embracing Change to Drive Growth  **SEMINAR #2546**

Enhance your ability to respond to complex and unpredictable business changes—master the competencies of agile leadership.

Leadership success depends on your ability to be future-oriented, seize external opportunities and bounce back from unforeseen changes. Lead with greater foresight and entrepreneurial thinking and expose yourself to the behaviors and processes associated with agile people and agile organizations. You’ll learn how to understand and explore customer and marketplace opportunities and capitalize on them.

**TOPICS COVERED**

- Understand strategic agility and why it’s crucial for organizations
- Align people, processes and technology with the AGILE Model™ and learn to put it into action
- Create a culture that promotes action and resourcefulness
- Engage in a constant “outside the box” search for ideas
- Identify and maintain a performance scorecard with balanced key metrics, including company, team and customer measures

**EXTRA**

Before attending the session, you will receive three articles and a link to an online Leadership Agility Profile™ self-assessment. You must familiarize yourself with the articles and complete the self-assessment to fully participate in this seminar.

**SCHEDULE**

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2 days/1.2 CEUs

$2,195/AMA Members $1,995

AMA Members save $200.

**BENEFITS OF ATTENDING**

- How agile organizations differ from fragile organizations
- Keep your competitive edge by anticipating and adapting to change
- Identify rapid response mechanisms to environmental shifts
- Be recognized as a “change agent” and engage and empower employees to implement your vision
- Establish compelling communication strategies to drive change in your team and align your organization

**WHO SHOULD ATTEND**

Those with strategic leadership roles.

Leadership Smarts: Assess and Optimize the Hard-wired Skills That Drive Success  **SEMINAR #2105**

Is your team hardwired for success? Learn to maximize employee strengths to create a competitive advantage.

This seminar revolutionizes the concept of intelligent leadership.* It introduces a new assessment that will help you identify individuals’ top strengths and weaknesses in key management areas. Discover how those innate strengths can be aligned with business objectives and leveraged across jobs, tasks and projects to create high-performing teams.

**BENEFITS OF ATTENDING**

- Determine the “best fit” for every role by identifying key employee strengths and weaknesses, known as Executive Skills
- Build teams that combine individuals with complementary strengths
- Guide employees’ career development to meet current and changing demands
- Deploy your knowledge of Executive Skills in recruitment and retention

**WHO SHOULD ATTEND**

Vice presidents, directors and managers across all functional areas and HR executives.

**TOPICS COVERED**

- Executive Skills and their effect on individual and team performance
- Inventory and recognize the “Executive Skills” in yourself
- Identify the top three strengths and weaknesses of your direct reports
- Strategies for managing others and helping them maximize their strengths
- Apply Executive Skills to improve team performance
- Align individual skills with organizational values and key deliverables
- Use Executive Skills assessment as a tool for hiring and retaining employees

**THE EXECUTIVE SKILLS**

1. self-restraint
2. working memory
3. emotion control
4. focus
5. task initiation
6. planning and prioritization
7. organization
8. time management
9. defining and achieving goals
10. flexibility
11. observation
12. stress tolerance

*Based on the cutting-edge research in Chuck Martin’s new book, SMARTS: Are We Hardwired for Success? Receive a complimentary copy when you attend.

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2 days/1.2 CEUs

$1,995/AMA Members $1,795

AMA Members save $200.

All AMA seminars are GSA approved and can be delivered on-site. 1-800-262-9699 www.amanet.org
For managers and executives who want to improve performance by developing more effective leadership skills. The Certificate is awarded to those participants who successfully complete three qualifying seminars within 24 months.

Qualifying Seminars

Core Leadership Skills
- Preparing for Leadership: What It Takes to Take the Lead (page 1)
- Developing Executive Leadership (page 2)
- Leadership and Team Development for Managerial Success (page 3)
- Leadership Skills and Team Development for IT and Technical Professionals (page 3)
- Situational Leadership® II Workshop (page 4)
- Critical Thinking (page 11)

Advanced Leadership Skills
- Leading Virtual and Remote Teams (page 4)
- The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results (page 5)
- Coaching: A Strategic Tool for Effective Leadership (page 6)
- AMA’s Green Leadership: Implementing Sustainability Strategies (page 6)
- Leading with Emotional Intelligence (page 7)
- Advanced Leadership Communication Strategies (page 8)
- AMA’s Advanced Executive Leadership Program (page 8)
- Strategic Agility and Resilience: Embracing Change to Drive Growth (page 9)
- Leadership Smarts: Assess and Optimize the Hard-wired Skills That Drive Success (page 9)
- The 21st Century Global Leader (page 10)

Strategic Planning
- Strategic Planning (page 16)
- Process Management: Applying Process Mapping to Analyze and Improve Your Operation (page 17)
- Strategy Execution: Getting It Done (page 17)

Qualifying seminars may be any three from the selected certificate/business topic listing above, or two seminars from the listing and one elective seminar of your choice.

NEW! The 21st Century Global Leader  SEMINAR #2129

Successfully lead and implement your strategic business initiatives in a global environment.

The impact of globalization on businesses of every type and size is being increasingly felt on a daily basis. The organizations that succeed in this perpetually changing global arena are those that develop people who can lead and implement business strategies across borders, cultures and a host of logistical and legal complexities. This highly interactive seminar will help you focus and refine your own competencies in this area, providing skills and tools to develop a real-time global mindset.

BENEFITS OF ATTENDING
- Ensure effective local execution of global business strategies in rapidly changing, cross-cultural environments
- Align global and cross-cultural project teams to leverage distinct business advantages
- Identify new and constantly emerging global trends that will impact your organization
- Practice in managing, leading, and establishing influence across cultures through case studies
- Learn to establish and expand your own and your organization’s reputations in both local and global commerce

WHO SHOULD ATTEND
CEOs, vice presidents, division managers and other senior and mid-level managers whose organizational responsibilities include oversight and/or implementation of global and cross-cultural business enterprises.

TOPICS COVERED
- The highly challenging 21st century global business environment and its impact on your organization and teams
- Understanding how cultural differences impact the success of global leaders
- Using the Organization and Cultural Assessment Tool
- Ensuring effective local implementation of your global business strategies
- Managing, developing and communicating with key players across cultures
- Leading your international management teams to successfully implement business strategies
- Successfully influencing negotiations and conflict resolution
- Understanding the implications of international laws and regulations on global commerce

SCHEDULE
Oct. 20-22 . . . . . . . . . . . . .Chicago, IL . . . . . . . . . . . . .2129-CXM-00001
Nov. 12-14 . . . . . . . . . . . . .New York, NY . . . . . . . . . .2129-CXM-00002
Dec. 10-12 . . . . . . . . . . . . .San Francisco, CA . . . . . . . . . .2129-CXM-00003
3 days/1.8 CEUs
$2,745/AMA Members $2,495
AMA Members save $250.
Learn how to build and expand your thinking skills.

By applying critical thinking to the tasks and challenges you face in your work, you will begin to experience breakthroughs you never thought possible. You will feel sure you really are on the thinking edge—that you really have “thought of everything.”

This seminar includes several videotapes, as well as case studies and a self-scoring thinking-style assessment.

How Can I Develop and Apply Excellent Critical Thinking Skills?
- Develop a path to reasoned judgment
- Explore new approaches for developing all four brain systems
- Follow a structural critical thinking process to keep track of your thinking

How Can I Use More of My Brain to Sharpen My Critical Thinking Skills?
- Discover your own thinking style preference
- Identify the four brain quadrants and their respective multiple intelligences
- Build a metaphoric model for “thinking teams”
- Perform contrastive analysis of individual thinking styles and data

Why Do We Need Critical Thinking in the 21st Century Workplace?
- Apply the Socratic method for problem solving in a team setting and personal goal setting
- Develop a working understanding of whole-brain thinking as a tool for building intellectual empathy
- Influence others with clear thinking

**FACULTY SPOTLIGHT**

*Jane Maloney* founded her organization development consultation practice in 1987. She has since helped managers to develop their personal leadership capacities and management skills, build high-performance teams and improve employee satisfaction and motivation. She has also helped organizations to resolve conflicts and manage organizational change.

*This seminar is also taught by other leadership experts.*

**SCHEDULE**

Sept. 8-10 . . . .New York, NY . . 2533-CXM-00611
Sept. 10-12 . . . .Chicago, IL . . . . 2533-CXM-00612
Sept. 15-17 . . . .Newport Beach, CA . . 2533-CXM-00613
Oct. 15-17 . . . .Chicago, IL . . . . . . 2533-CXM-00620
Oct. 20-22 . . . .Atlanta, GA . . . . . 2533-CXM-00621
Nov. 3-5 . . . .Las Vegas, NV . . . . . 2533-CXM-00622
Nov. 10-12 . . . .Chicago, IL . . . . . 2533-CXM-00624
Nov. 10-12 . . . .Morristown, NJ . . . . 2533-CXM-00616
Nov. 12-14 . . . .Dallas, TX . . . . . . 2533-CXM-00641
Nov. 17-19 . . . .Arlington, VA . . . . 2533-CXM-00625
Dec. 1-3 . . . .Boston, MA . . . . . . 2533-CXM-00627
Dec. 1-3 . . . .Chicago, IL . . . . . . 2533-CXM-00626
Dec. 3-5 . . . .Atlanta, GA . . . . . . 2533-CXM-00628
Dec. 8-10 . . . .New York, NY . . . . 2533-CXM-00629
Dec. 15-17 . . . .Arlington, VA . . . . 2533-CXM-00631
Dec. 15-17 . . . .San Francisco, CA . . 2533-CXM-00630

3 days/1.8 CEUs
$2,095/AMA Members $1,895
AMA Members save $200.

“The seminar has been a wonderful experience for me. It has been an eye opener and ignited my self reflection.”

—Dorothy Angura
Education Development Center, Inc.
Get grounded in the essential elements of high-level business courses in just one week.

This accelerated, five-day presentation surveys the core curriculum covered in most university-level graduate business programs. The knowledge you’ll acquire in this interactive learning experience will provide you with a strong overall business foundation. You’ll discover how various components of a business must be linked, aligned and integrated into a successful business system. And you’ll gain a firm grasp of modern management practices. While this seminar is no substitute for a two-year MBA degree, it will equip you with the ability to identify the most effective business tools and strategies.

**BENEFITS OF ATTENDING**
- Discover how all components of a business fit together
- Read and understand financial statements and analyze the financial health of a business
- Gain insights into the economy and its impact on business
- Develop a business strategy and a sustainable competitive position
- Learn the language of business and communicate effectively on business matters to any audience level
- Develop an effective organization and successfully manage people
- Enjoy an invaluable peer-to-peer learning experience

**WHO SHOULD ATTEND**
Anyone interested in obtaining an effective, broad-based overview of the functional areas addressed in university-level MBA programs.

**TOPICS COVERED**

**Accounting Basics**
- Basic accounting and its impact on financial reporting
- Financial statements: income statement, balance sheet, retained earnings statement, cash flow statements
- The accounting process and annual report
- How to evaluate financial statements: understand nonfinancial considerations, liquidity, leverage and profitability
- Case study: Sara Lee

**Finance Fundamentals**
- Performance measures and key indicators: Return on Net Assets (RONA), Economic Profit (EP), Weighted Average Cost of Capital (WACC)
- How to improve business unit operating performance
- Finance the business: leveraging, short- and long-term financing alternatives, equity financing

**Cost Analysis and Profit Planning**
- Fixed, variable and semi-variable costs
- Break-even analysis and contribution margins
- Cost allocations and reduce inefficiencies

**Capital Expenditures**
- Types of capital expenditure decisions
- Calculate Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI)
- Estimate project’s cash inflows and outflows
- Exercise: discount cash flow

**Corporate Strategy**
- What is strategy? Understand relationship between vision, mission and strategy
- Strategy formulation—the SWOT approach
- Conceptual model for strategy development: cost leadership, differentiation and cost focus strategy
- Analysis phase of the strategy development: examine competitive advantage, predict future trends, evaluate competitive position
- The creation and selection process: generate strategy alternatives
- How to use quantitative analysis to screen, evaluate and select strategies

**Marketing**
- The marketing mix and application: positioning, product/service, price, place/distribution channels, promotion
- Guiding principles for effective marketing
- Product and market development
- Commoditization and product innovation
- Case study: Mercedes, Cadillac and Sara Lee

**Management and Leadership**
- The basic functions of management
- EI and leadership: lead employees toward organizational goals
- How to motivate, increase morale and enhance productivity
- Being a team leader and building effective teams
- Performance management and conduct effective performance reviews
- How to manage organizational change
- The 7S Model: align skills, shared values, staff and other factors to support your organizational strategy and change

*Note: This workshop does not award a degree.

**SCHEDULE**

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5 days/3.0 CEUs

$3,295/AMA Members $2,995

AMA Members save $300.
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 three-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.

**TOPICS COVERED**

**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**
- Determine your own personal style profile
- Gain insight into the strengths and limitations of your profile
- Use 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**
- Use active listening to gain information and understand employees’ perspectives
- Apply positive and corrective feedback
- Use appropriate values alignment when dealing with difficult employees

**Conflict**
- The dimensions of conflict management
- Identify your own preferred conflict resolution styles
- Analyze conflict-management techniques

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

**Understanding Organizational Culture and Subculture**
- The impact of organizational culture and subculture and “cultural blinders”
- Explore the assumptions that impact your team’s thinking and actions
- Identify and build on the strengths of your team’s culture

**Emotional Intelligence**
- The components of emotional intelligence
- Gain an honest and accurate assessment of yourself
- Develop an improvement strategy

**Ethical Leadership**
- Identify your group’s values
- Your vision for ethical leadership

**Action Planning**
- Develop a specific plan for applying what you’ve learned back on the job
- Identify people who can support your plans

**WHO SHOULD ATTEND**
Managers and individuals with management responsibilities whose success depends on clear communication, a cooperative attitude and commitment to shared goals.

**SCHEDULE**

**BUILD MANAGEMENT AND LEADERSHIP EXPERTISE**

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**3 days/1.8 CEUs**
$2,095/AMA Members $1,895
AMA Members save $200.
NEW! Igniting Commitment Engaging Employees for Breakthrough Performance

SEMINAR #2276

It's a simple fact: Organizations that have a high degree of employee engagement outperform those that don't.

Unfortunately, less than one-third of U.S. employees are engaged, while 17% are actively disengaged.* As a front-line manager, it’s up to you to create and maintain the relationships that stimulate employee engagement while reducing physical and psychological turnover. In this seminar, you’ll learn proven strategies for generating enthusiasm and involvement, igniting commitment and driving results.

*Benchmarking Report 2012

BENEFITS OF ATTENDING
• Build trust, loyalty and commitment across your organization
• Align employees with your organization’s strategic plans
• Improve engagement, motivation and retention of key employees
• Maximize the talents and strengths of your entire workforce
• Energize and excite everyone in your organization

WHO SHOULD ATTEND
Front-line managers across all functional areas who want to build high levels of employee commitment in order to reach significantly greater levels of business success.

TOPICS COVERED
• Identifying the employee commitment and motivation challenges facing managers
• Defining employee engagement and its link to the bottom line
• Describing the attributes and actions of engaged employees
• Implementing strategies for driving engagement in your organization
• Discovering best practices for employee engagement
• Understanding your role as manager in building an engaged workforce
• Creating your personal action plan

EXTRA
Attendees will receive a complimentary copy of the book One Foot Out the Door by Judith Bardwick, Ph.D. and an “Employee Engagement Kit,” including job aids, worksheets and tips.

SCHEDULE
Sept. 22-23 .................Chicago, IL ...............5221-CXM-00009
Oct. 20-21 .................San Francisco, CA ............5221-CXM-00010
Nov. 17-18 .................Chicago, IL ...............5221-CXM-00013
Dec. 11-12 .................Atlanta, GA .................5221-CXM-00011
2 days/1.2 CEUs
$1,895/AMA Members $1,695
AMA Members save $200.

Endorsed by
ASAP is the leading global association dedicated to alliance professionals across all industries. The Association is focused on enhancing the success of alliance formation through best practices and professional development activities.

Essentials of Strategic Alliances and Partnerships
SEMINAR #5221

Manage your strategic alliances more successfully by mastering the essentials.

This informative seminar provides complete exposure to the fundamentals of strategic alliances and partnerships. Through lectures, exercises and case studies, you’ll gain a grounding in the mechanics of partnerships and the organizational factors necessary for alliance success. In just two days you’ll find out about the various forms of alliance relationships—and their life cycles—and walk away with the knowledge you need to ensure that all of your organization’s strategic alliances are successful.

BENEFITS OF ATTENDING
• Articulate the factors common to all successful alliances
• Prioritize the key components necessary to guide each phase of the alliance life cycle
• Recognize today’s best practices in alliance management
• Assess your organization’s competency in forming partnerships
• Evaluate your organization’s attractiveness as a “preferred partner”

WHO SHOULD ATTEND
Cross-functional managers and leaders who want to explore and understand the fundamental elements (mechanics) of successful alliances and partnerships and why these relationships are crucial to business growth and innovation. This course is also suited for new alliance managers and individuals (stakeholders) who support the organization’s alliance and partnerships.

TOPICS COVERED
• Discovering and exploring the fundamentals of successful alliances
• Understanding the alliance life cycle
• Identifying, establishing and managing partnerships
• Creating formal and informal structures for governing your alliances
• Recognizing the competencies of alliance-savvy organizations
• Benefiting from upside of alliances

SCHEDULE
Sept. 22-23 .................Chicago, IL ...............5221-CXM-00009
Oct. 20-21 .................San Francisco, CA ............5221-CXM-00010
Nov. 17-18 .................Chicago, IL ...............5221-CXM-00013
Dec. 11-12 .................Atlanta, GA .................5221-CXM-00011
2 days/1.2 CEUs
$1,895/AMA Members $1,695
AMA Members save $200.
Evaluating Strategic Alliance and Partnership Success  

SEMINAR #5901

What are your strategic alliance performance criteria?

There’s no doubt that forging strategic alliances is a key strategy for growing your business. But can you demonstrate the positive impact that these partnerships have on the organization?

In this workshop, you will gain the insight into how to evaluate the success of your organization’s strategic relationships.

**BENEFITS OF ATTENDING**

- Develop alliance performance scorecards that you can use at every level of your organization
- Learn how to lay the foundation for structuring and managing results-oriented alliances
- Assess the effectiveness of your current strategic relationships to get buy-in for future alliances
- Identify where you are in an alliance life cycle and use the appropriate tool for each stage
- Identify processes for driving, measuring and rewarding peak alliance performance

**WHO SHOULD ATTEND**

Experienced alliance managers, senior managers and executives who want the tools to evaluate their strategic relationships.

**TOPICS COVERED**

- Building organizational capability through strategic alliances
- What performance criteria are important and why, what they do and why they are required
- Using metrics to assess organizational performance
- Understanding the importance of evaluation at the project level
- Evaluating individual and team performance and aligning them with organizational objectives
- Assessing the performance of the entire alliance portfolio
- Compiling your scorecard
- Creating your personal action plan

**SCHEDULE**

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2 days/1.2 CEUs

1-800-262-9699 www.amanet.org

This course qualifies for 12 CEUs toward your certification as a Certified Professional Services Marketer (CPSM). For more information, please visit www.cpsmnow.org.

**Endorsed by**

ASAP is the leading global association dedicated to alliance professionals across all industries. The Association is focused on enhancing the success of alliance formation through best practices and professional development activities.
Strategic Planning  SEMINAR #2526

Develop the best strategies to support your company’s goals.

This course is designed to combine proven-by-practice methods with new insights and ideas from a wide range of current strategic thinking. Gain a wider perspective of management practice through breakout sessions, exercises and case applications. Bring your strategic dilemmas to this program and get direction on analytical and organizational approaches.

**BENEFITS OF ATTENDING**
- Identify strategies in order to develop a unique competitive advantage
- Learn key analytical and conceptual approaches to expand your understanding of the marketplace
- Align your organization with your strategic planning goals by integrating strategy, objectives, metrics and performance
- Identify evolving strategic patterns and generate ideas on how they can be applied to your organization
- Incorporate customer needs into the strategic plan
- Use a case study to examine the strategic planning process in detail
- Recognize how the actions of customers, competitors and your own company determine the outcomes in your markets
- Determine the best approach to effectively implement your strategy

**WHO SHOULD ATTEND**
Executives, division leaders and other senior managers involved in the formation and implementation of strategy.

**TOPICS COVERED**

**Strategic Planning Principles**
- Determining a frame of reference for strategic planning concepts
- Schools of thought in strategic planning
- The evolution of strategy

**An Overview of the Planning Process**
- Basic elements of strategic planning
- Developing and managing the strategy formation process

**Understanding Your Organization’s Mission**
- Your organization’s core values
- Creating a mission statement for your organization

**Assessing the External Environment**
- Identifying macro and micro factors
- Responding to changes in the environment
- The I/P (Importance/Performance) matrix as a competitive tool

**Understanding Your Internal Environment**
- How to become a high performing organization
- Financial elements of developing strategy

**Formulating a Strategy**
- Data synthesis
- SWOT analysis

**Competitive Strategy**
- Defining your competitive advantage
- The product/industry/life cycle curve
- Understanding mega patterns

**Ensuring Strategic Alignment**
- Creating organizational accountability
- How to translate the grand design into strategy execution

**Strategy Execution**
- Key building blocks
- Learning the three core processes
- Understanding resource allocation and strategy formation

**A Planning Process**
- Determining the best processes for your business

**FACULTY SPOTLIGHT**

Arthur “Clint” Burdett is a strategy formulation consultant with more than 15 years of experience facilitating high-level strategic planning teams, negotiating strategic alliances and teaching the art of strategic planning. Recent clients have included international and United States publicly- and privately-held businesses, nonprofit and government organizations.

*This seminar is also taught by other strategy experts.

**SCHEDULE**

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3 days/1.8 CEUs
AMA Members save $250.

This course qualifies for 450 Core/Elective Credits towards your CFE designation.

“Timing perfect for my company’s current situation. One of the best seminars I have attended in 30 years.”

—James C. Ellis
McDaniel & Associates CPA
Process Management
Applying Process Mapping to Analyze and Improve Your Operation  SEMINAR #6531

You can develop the best business strategy and hire the best talent—and still fail.
This seminar provides you with proven tools to successfully implement business improvements including process mapping techniques, documentation of standard operating procedures and value-added vs. nonvalue-added activity analysis.

BENEFITS OF ATTENDING
• Identify process improvement opportunities
• Manage bottlenecks to enhance workflow and productivity
• Determine if operations should be outsourced
• Know where excess inventory can be reduced or eliminated
• Achieve more realistic and effective scheduling based on process lead-time data
• Know how each process relates to the whole operation

WHO SHOULD ATTEND
Senior and mid-level managers responsible for process mapping and process quality improvement, project managers, industrial engineers, IT analysts and VPs of manufacturing.

TOPICS COVERED
• Critical success factors for process improvement projects
• Issues: business process elements, measuring and controlling performance
• Using project management techniques to improve processes
• Process mapping: collecting the data
• Analyzing the data and identifying desired improvements
• Why standard operating procedures (SOPs) are important
• Cultural and organizational issues and barriers

SCHEDULE
Sept. 8-10          . . . . . . . .  San Francisco, CA . . . . . . . . . . . 6531-CXM-00095
Sept. 22-24         . . . . . . . .  New York, NY . . . . . . . . . . . . 6531-CXM-00098
Oct. 1-3            . . . . . . . .  Arlington, VA . . . . . . . . . . . . 6531-CXM-00101
Oct. 13-15          . . . . . . . .  Atlanta, GA . . . . . . . . . . . . 6531-CXM-00099
Dec. 1-3            . . . . . . . .  San Francisco, CA . . . . . . . . . . . 6531-CXM-00103
Jan. 21-23          . . . . . . . .  New York, NY . . . . . . . . . . . . 6531-CXM-00105
3 days/1.8 CEUs/18 PDUs
$2,095/AMA Members $1,895
AMA Members save $200.

NEW! Strategy Execution
Getting It Done  SEMINAR #2209

Get the skills and knowledge to accomplish what so many others don’t—the successful implementation of strategic goals.

BENEFITS OF ATTENDING
• Apply the steps of strategic execution to your own strategic initiative
• Break large, long-term strategic plans into smaller, achievable projects and initiatives
• Develop the skills needed to gain and sustain support by working effectively across organizational boundaries
• Get tools and techniques for measuring and managing execution and sustained mobilization
• Leave with a well-developed and focused plan

WHO SHOULD ATTEND
Experienced leaders who need to successfully execute their part of larger scope, mission-critical strategic initiatives.

TOPICS COVERED
• Designing a strategic execution goal for a successful outcome
• Using the “strategy testing process” to gain input and support
• Creating a compelling kickoff and driving a strategic plan through tracking controls
• Following up to ensure compliance with commitments to a strategic initiative plan
• Identifying key lessons from how a strategic initiative was implemented

EXTRA
Two weeks before your seminar, you will receive a pre-work assignment. You will need to identify a strategic initiative you have responsibility for executing, meet with your manager to clarify the project specifications and complete the Strategic Initiative Summary Worksheet.
You will receive a complimentary copy of Execution Plain and Simple: Twelve Steps to Achieving Any Goal on Time and on Budget, by Robert A. Neiman when you attend, as well as a flash drive loaded with templates and worksheets to assist in measuring your implementation back at your job.
Remotely attend an instructor-led post-seminar virtual session, designed to help participants execute their strategic initiatives (exclusive to seminar participants—optional):
• Share and benefit from other participant success stories in strategy implementation
• Review challenges that have arisen during the application of strategic plans
• Receive tips and advice from both faculty and other seminar participants
For virtual session dates and times, call 1-800-262-9699.

SCHEDULE
Oct. 15-17  . . . . . . . .  New York, NY . . . . . . . . . . . . 2209-CXM-00007
Nov. 3-5  . . . . . . . .  Chicago, IL . . . . . . . . . . . . 2209-CXM-00008
Dec. 3-5  . . . . . . . .  Arlington, VA . . . . . . . . . . . . 2209-CXM-00009
3 days/1.8 CEUs
$2,345/AMA Members $2,095
AMA Members save $250.

AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI).
**REVISED and UPDATED!**
**Negotiating to Win**  
SEMINAR #2513

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

**BENEFITS OF ATTENDING**
- 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 e-mail and other media

**WHO SHOULD ATTEND**
Those responsible for negotiating the best possible terms of an agreement for their organization.

**TOPICS COVERED**
- The basic concepts of negotiation
- Identify approaches to negotiation
- Define the influences on the negotiation process
- Plan a negotiation
- Apply the persuasion process
- Use the frame/ reframe process to understand the other party
- Identify why negotiations become derailed and how to avoid negotiation traps
- Identify steps and techniques for choosing appropriate communication methods

**EXTRA**
Leave with AMA's Negotiation Planner to help you prepare.

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

**SCHEDULE**
- Sept. 3-5 ................. New York, NY ............. 2513-CXM-00925
- Oct. 1-3 ................. Dallas, TX ............. 2513-CXM-00945
- Oct. 6-8 ................. Chicago, IL ............. 2513-CXM-00929
- Oct. 20-22 ................. San Francisco, CA ............. 2513-CXM-00930
- Oct. 22-24 ................. New York, NY ............. 2513-CXM-00931
- Nov. 3-5 ................. Las Vegas, NV ............. 2513-CXM-00947
- Nov. 5-7 ................. Parsippany, NJ ............. 2513-CXM-00932
- Nov. 10-12 ................. Arlington, VA ............. 2513-CXM-00933
- Nov. 17-19 ................. Chicago, IL ............. 2513-CXM-00934
- Dec. 3-5 ................. San Francisco, CA ............. 2513-CXM-00936
- Dec. 8-10 ................. New York, NY ............. 2513-CXM-00935
- Dec. 15-17 ................. Atlanta, GA ............. 2513-CXM-00937
- Jan. 14-16 ................. New York, NY ............. 2513-CXM-00939
- Jan. 19-21 ................. Chicago, IL ............. 2513-CXM-00938

3 days/1.8 CEUs/18 PDUs
$2,095/AMA Members $1,895
AMA Members save $200.

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**Advanced Negotiation Strategies**  
SEMINAR #2589

Successfully negotiate multi-party, multi-issue and intercultural business situations with confidence and skill.

This seminar will provide you with the expert techniques required to achieve success in even the most involved, transactional negotiations. You’ll be better able to manage emotions, verbal/nonverbal communications and the negotiation environment.

**BENEFITS OF ATTENDING**
- Understand the dynamics of multi-party negotiations and how to approach them
- Recognize the impact of cross-cultural and global difficulties and be prepared to resolve them
- Prepare for complex scenarios in order to defend positions successfully when up against hard negotiators
- Explore ways to change negotiation styles to achieve the best results
- Select and apply techniques for dealing with conflict

**WHO SHOULD ATTEND**
Top level leaders who need to enhance their negotiation skill set in order to deal with complex, transactional negotiations.

**TOPICS COVERED**
- Stepping up to multi-party negotiation
- Implementing strategies in multi-party negotiation
- Creating common ground: leveraging the interests of all parties
- Guidelines for team negotiations
- Identifying the five management conflict approaches
- Successfully apply the principles of persuasion to any situation
- Adjust your communication style to achieve desired results
- Plan a negotiation
- Explore ways to change negotiation styles to achieve the best results
- Select and apply techniques for dealing with conflict

**Note:** This program is designed for those who already have a solid knowledge of the fundamentals of negotiating. We have designed a series of pre-qualifying questions that we recommend you take online at [www.amanet.org/2589](http://www.amanet.org/2589) before registering.

Two weeks before your seminar, you will receive a copy of Negotiation: Readings, Exercises, and Cases, 5th Edition, by Roy J. Lewicki ($90 value). You are required to read the “Pacific Oil Case Study” (pp. 588-607). You will need to bring the book with you when you attend the seminar.

**SCHEDULE**
- Sept. 18-19 ................. New York, NY ............. 2589-CXM-00016
- Nov. 17-18 ................. San Francisco, CA ............. 2589-CXM-00013

2 days/1.2 CEUs
$1,995/AMA Members $1,795
AMA Members save $200.

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**AMA Members save $200.**
Effective Executive Speaking  SEMINAR #2522

Speak, present and communicate with poise, power and persuasion.

Learn to use powerful tools and techniques to turn every speech or presentation into a rewarding experience.

BENEFITS OF ATTENDING
- Speak and think with greater clarity and purpose, stressing key ideas
- Face an audience or camera with confidence and control, and make the most of your own natural speaking style
- Shape and organize your speech or presentation to persuade listeners and get the response and results you want
- Conquer fear and negative stress
- Make your performance skills, your sense of humor and your own personality work for you
- Give impromptu and prepared speeches to the class and receive personalized feedback

WHO SHOULD ATTEND
Executives with some prior public speaking experience.

TOPICS COVERED
- Preparation and the importance of research and organization
- Planning and preparing strong beginnings and endings
- Focusing on your delivery skills as well as the effective use of voice, action, image and language in speechmaking
- Addressing speech anxiety
- Choosing appropriate strategies for reaching reluctant, uncommitted and inactive audiences
- Responding in a focused and controlled fashion to Q&A

EXTRA
You’ll be recorded in action and will see yourself improve, relax and refine your techniques with each performance.

SCHEDULE
Sept. 3-5 ............... Arlington, VA ............... 2522-CXM-01121
Sept. 8-10 ............... New York, NY ............... 2522-CXM-01122
Sept. 15-17 ............. San Francisco, CA ............. 2522-CXM-01119
Oct. 1-3 ................. Chicago, IL ................. 2522-CXM-01123
Oct. 6-8 ................. New York, NY ................. 2522-CXM-01124
Oct. 22-24 ............... Atlanta, GA ............... 2522-CXM-01126
Nov. 3-5 ................. Chicago, IL ................. 2522-CXM-01145
Nov. 10-12 ............. Arlington, VA ............. 2522-CXM-01127
Nov. 10-12 ............... New York, NY ............... 2522-CXM-01128
Nov. 19-21 ............. Las Vegas, NV ............. 2522-CXM-01146
Dec. 8-10 ............... San Francisco, CA ............. 2522-CXM-01130
Dec. 15-17 ............... New York, NY ............... 2522-CXM-01132
Dec. 17-19 ............... Chicago, IL ............... 2522-CXM-01131
Jan. 21-23 ............... New York, NY ............... 2522-CXM-01135
Jan. 26-28 ............... Atlanta, GA ............... 2522-CXM-01147

3 days/1.8 CEUs
$2,095/AMA Members $1,895
AMA Members save $200.

Storytelling: The Secret of Great Communicators  SEMINAR #2102

Expand your influence, build your credibility and communicate with passion by mastering the techniques of strategic storytelling.

Among the traits shared by inspirational leaders, one of the most important is the ability to tell stories. From myths and fables to personal anecdotes, stories possess a unique power to create connections quickly. People connect with the emotional power of stories—the potent impact of a story lingers long after mere facts and figures are quickly forgotten (or dismissed).

BENEFITS OF ATTENDING
- Appeal to listeners’ emotions and drive your points home
- Relay facts in an experiential manner for better retention
- Be more effective in meetings, presentations and internal and external business communication venues
- Win over, influence and gain trust
- Engage listeners in a way that naturally leads them to reach the conclusions you want them to

WHO SHOULD ATTEND
Leaders at all levels who need to communicate and build relationships within their organizations, departments and teams and who are looking for an innovative and fresh way to stimulate and engage others.

TOPICS COVERED
- Develop the mental agility to alternate between objective (facts) and subjective (story) analysis and know when each is appropriate
- Build a bridge of trust to carry your facts, proof and benefit messages, provide experiences of your qualities
- Learn the six kinds of stories: who I am, why I am here, my vision, my values-in-action, teaching, “I know what you’re thinking”
- Practice the six principles of storytelling: information in a story develops, oral communication, intention, concepts, connecting with a listener and identification
- Develop, test and tell stories that suit the situation

EXTRA
Specially developed in conjunction with Annette Simmons, author of the book Whoever Tells the Best Story Wins. Receive a complimentary copy when you attend, as well as an audio CD of the six kinds of stories identified during your seminar.

SCHEDULE
Sept. 15-17 .......... San Francisco, CA .......... 2522-CXM-01119
Dec. 18-19 ............... Chicago, IL ............... 2522-CXM-01123
Dec. 18-19 ............... New York, NY ............... 2522-CXM-01124
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Jan. 8-10 ............... New York, NY ............... 2522-CXM-01132
Jan. 8-10 ............... San Francisco, CA ............. 2522-CXM-01131
Jan. 22-24 ............... Atlanta, GA ............... 2522-CXM-01147

2 days/1.2 CEUs
$2,095/AMA Members $1,895
AMA Members save $200.

All AMA seminars are GSA approved and can be delivered on-site. 1-800-262-9699 www.amanet.org
Mastering Challenging Management Conversations

SEMINAR #2126

Step-up conversation skills to deliver difficult and challenging messages.

Put an end to sweaty palms, sleepless nights, racing heartbeats. Stop putting it off or looking for a way out. Now you can conduct those challenging conversations with tact and confidence. Address sensitive personal issues, confront performance liabilities, persuade key players to support your ideas, disagree without sounding judgmental and more. The secret: advanced planning, style flexing and one-on-one conversation skills. The payoff: be seen as a strong, decisive manager who can face tough issues, improve relationships and achieve results.

BENEFITS OF ATTENDING
• Identify strategies for hurdling challenging conversations
• Project clarity, confidence and assuredness
• Flex your communication style to improve rapport and results
• Exhibit empathy while maintaining a leader’s demeanor
• Use planning skills to achieve a specific desired result of your conversation
• Motivate others to high performance and sustain positive workplace attitudes
• Gain support from senior management in implementing change or initiatives

WHO SHOULD ATTEND
Team leaders, managers, directors, vice presidents and others with direct reports who need to successfully conduct difficult or challenging conversations.

TOPICS COVERED
• The fundamentals of business conversations
• Emotional intelligence: controlling emotions, avoiding defensiveness
• Overcome resistance
• Plan and conduct difficult conversations
• Gain skills in five key performance conversations: hygiene and personal behavior, discipline and poor attitude, unacceptable performance, downsizing, changes or layoffs
• Converse with senior management and the boss: focus on their needs, gain credibility

SCHEDULE
Sept. 22-23 . New York, NY . . 2126-CXM-00021
2 days/1.2 CEUs
$1,995/AMA Members $1,795
AMA Members save $200.

AMa’s Finance Workshop for Nonfinancial Executives

SEMINAR #1104

Get a complete financial education in just four days—make more powerful, informed business decisions.

From finance basics to understanding cash flow and corporate value creation, this comprehensive program covers it all. Through actual case studies and annual reports of major U.S. public companies, you’ll come away better equipped to speak and interact intelligently with your finance colleagues, analyze financial statements, know the workings of the financial markets and understand that the core purpose of your firm is to increase shareholder value.

BENEFITS OF ATTENDING
• Gain a thorough understanding of every financial concept, including a complete finance and accounting vocabulary
• Make the right buy/lease decisions and take advantage of cash discounts offered by vendors
• Effectively assess investment opportunities
• Make more profitable sales by understanding fixed vs. variable costs
• Monitor operating results to achieve long-term financial goals

WHO SHOULD ATTEND
Experienced managers, general managers, directors, vice presidents and top executives in sales, marketing, production and manufacturing, as well as those in managerial positions (and up) throughout the organization.

TOPICS COVERED
• Accounting essentials: basics of booking transactions, cash and accrual methods of accounting, categorizing assets, liabilities and capital
• Understanding and evaluating financial statements
• Understand financial ratios used by analysts to assess liquidity, profitability, leverage and risk
• Preparing and using operational and capital budgets
• How financial markets value a business
• Cost analysis, profit planning and exposures to volume/price risks

Note: Please bring a laptop or calculator to this meeting.

SCHEDULE
Sept. 22-25 . San Francisco, CA . . 1104-CXM-00077
Sept. 29-Oct. 2 . Chicago, IL . . . 1104-CXM-00081
Oct. 20-23 . New York, NY . . . 1104-CXM-00082
Nov. 10-13 . Arlington, VA . . . 1104-CXM-00092
Dec. 8-11 . Atlanta, GA . . . 1104-CXM-00088
Dec. 8-11 . San Francisco, CA . . 1104-CXM-00086
Jan. 19-22 . Chicago, IL . . . 1104-CXM-00087
Jan. 26-29 . Scottsdale, AZ . . 1104-CXM-00083
4 days/2.4 CEUs
$2,445/AMA Members $2,195
AMA Members save $250.
Fundamentals of Finance and Accounting for Nonfinancial Managers  SEMINAR #2218

In today’s uncertain economy, 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 and 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 write-offs 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.

BENEFITS OF ATTENDING
• Get a firm grasp of the numbers side of your job
• Gain greater confidence with a working knowledge of business financials
• Learn how to “think finance” and translate performance into financial terms
• Cultivate proactive working relationships with finance professionals and enhance your value to your organization
• Understand the business dynamics of dollars-and-cents—and take initiatives that meet short- and long-term goals
• Take the guesswork out of your decision making and deliver a better bottom line
• Expand your professional expertise—and your career opportunities

WHO SHOULD ATTEND
This program is designed for nonfinancial managers in every functional area of responsibility, in all industries.

TOPICS COVERED
• Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
• Master the mind-set: see business in terms of dollars-and-cents decision options that pay off—over the short and long terms
• Basic accounting principles
• Applying accounting conventions and guidelines
• Developing 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
• Keeping your plan on target with budgetary controls
• Using profit-planning tools, break-even analysis, financial forecasting
• Cash flow: where cash comes from 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

Note: Please bring a calculator and copy of your annual report (if available).
Real World Financial Decision Making: Applying the Tools of Corporate Finance

SEMINAR #1102

Illustrated with real-world case studies, this fast-paced seminar demonstrates how to apply targeted financial tools that drive smarter business decisions.

Every company must decide which projects offer the greatest potential for profit and growth. This high-level seminar will show you how to assess those capital projects, apply a battery of financial metrics to determine the highest value projects, select successful merger candidates and influence how corporate resources are best allocated.

BENEFITS OF ATTENDING

- Align financial objectives with your company's strategic vision
- Capitalize on the success of some companies—and avoid the costly mistakes of others
- Reduce the risk of funding low-profit projects and allocate funds with the highest revenue potential
- Put your company in a better position to grow
- Help achieve your company's profit goals by understanding the implications of financial decisions on your business unit, group or division

WHO SHOULD ATTEND

CFOs, vice presidents and directors of finance, treasurers, controllers (and their assistants), corporate planning directors, and others with substantial financial responsibility, as well as operations and administrative managers.

TOPICS COVERED

- Overview of basic financial analysis techniques
- Case Study on capital budgeting and investments, present value, project evaluation, and securities analysis
- The audit committee's responsibilities
- Managing the auditor and other mandates
- Protecting the audit committee from claims of failure
- The PCAOB and its relationship to the SEC

SCHEDULE

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<td>New York, NY</td>
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2 days/1.2 CEUs

$2,195/AMA Members $1,995

AMA Members save $200

Recommended CPE Credit: 14 hours/Advanced

Understanding of corporate governance requirements recommended.

Advance Preparation: None

Instructional Method: Group Live

SHARPEN YOUR FINANCIAL APTITUDE

Approved for up to 7 CTP/CCM recertification credit(s) by the Association for Financial Professionals.
NEW! Driving Organic Growth
How to Maximize All of Your Company’s Assets  SEMINAR #1120

Shareholders demand consistent annual growth from their investments. One-shot “deals” don’t repeat and are difficult to predict. Organic Growth (OG) can supply continued expansion leading to sustained success.

Every company operates under relentless pressure to develop sustainable growth. While headline-grabbing takeovers and mergers are one option, they’re risky and not easily repeatable. As many companies have learned, implementing a dynamic OG initiative is the most reliable avenue to ongoing, long-term success.

BENEFITS OF ATTENDING
• Harvest intangible assets in Intellectual Asset Management
• How to find your company’s next “blockbuster” product
• Identify and develop the ideas with the best potential
• Monetize what your company does well
• Understand people (i.e., employees) as intellectual assets
• Drive an OG initiative into the culture of your organization

WHO SHOULD ATTEND
CFOs, controllers, treasurers and VPs of finance.

TOPICS COVERED
• Intellectual property: identifying and assigning value
• Optimizing untapped intellectual property assets for maximum return
• Understanding the risks while moving forward with OG initiatives
• Legal pitfalls and opportunities
• The critical elements that constitute Organic Growth
• Joint ventures and strategic alliances
• Explanation of opportunity cost and hidden assets
• Ways to “discover” external growth by maximizing assets
• Licensing and franchising options
• Expansion of distribution channels (global and domestic)

SCHEDULE
Sept. 11-12 .......... Arlington, VA .......... 1120-CXM-00004
Oct. 16-17 .......... New York, NY .......... 1120-CXM-00005
Nov. 17-18 .......... Atlanta, GA .......... 1120-CXM-00006
2 days/1.2 CEUs
$2,095/AMA Members $1,895
AMA Members save $200.

Recommended CPE Credit: 14 hours/Advanced
Recommended for optimum learning benefit: Familiarity with basic financial concepts like those covered in seminar #2218, page 21.
Advance Preparation: None
Instructional Method: Group Live

AMA’s Course on Mergers and Acquisitions  SEMINAR #1521

Thousands of executives achieved the negotiation edge they needed right here.

You’ll cover all the crucial elements that can make or break a merger or acquisition, “preview” the type of problems you’re likely to encounter and learn how to avoid the common pitfalls.

BENEFITS OF ATTENDING
• Screen candidates and identify bona fide prospects
• Evaluate synergies and how much a company is really worth
• Weigh legal, tax and accounting implications
• Set appropriate offering prices
• Structure the best deal and negotiate to your advantage

WHO SHOULD ATTEND
Top-level management, including CEOs, CFOs, owners of companies, presidents, vice presidents of finance, treasurers, controllers, corporate planning directors, financial planners and analysts, directors of new business development, directors of mergers and acquisitions and accountants.

TOPICS COVERED
• The rationale for diversification strategies
• Organizing the mergers and acquisitions function
• The search, screening and evaluation process
• Financial analysis
• Accounting, antitrust, tax and legal aspects
• Negotiating techniques
• Analyzing the acquisition contract
• Implementing due diligence

SCHEDULE
Nov. 3-5 ............ Scottsdale, AZ ........... 1521-CXM-00381
Dec. 8-10 ............ New York, NY ........... 1521-CXM-00382
3 days/1.8 CEUs
$4,195/AMA Members $3,795
AMA Members save $400.

Recommended CPE Credit: 21 hours/Advanced
Recommended for optimum learning benefit: Familiarity with financial analysis.
Advance Preparation: None
Instructional Method: Group Live

Certified Treasury Professional®
Approved for up to 22 CTP/CCM recertification credit(s) by the Association for Financial Professionals.
The Course for Presidents and CEOs  SEMINAR #16501

Before you spend valuable time away from your office, you have to ask yourself: “On Monday, will anything be different?”

Often, programs for senior executives talk about the challenges leaders face, present numerous concepts with vague application and give feel-good pep talks about what it means to be on top. But when you get back to the office, what have you really learned? What is really different?

■ Rapid-cycle learning. Ideas that work, a focus on business issues, peer group discussion, action planning. The workshop features a new design, one that reflects important changes in the business world and the feedback we’ve received from alumni. The new course is hard-hitting and results-focused, with daily attention to the “so what?” of learning and a keen eye on “Monday morning” application.

■ Innovative leadership assessment. Look at your own versatility or “lopsidedness” on key dimensions of “strategic vs. operational” focus and “forceful vs. enabling.” The workshop now features the Leadership Versatility Index (LVI) from Bob Kaplan and Rob Kaiser, an exciting (and new) approach to senior leadership assessment. The LVI accounts for the complexities of leadership while addressing both the interpersonal and business aspects of your position.

■ Players, not spectators. Active, not passive. In this workshop, roll up your sleeves and create action plans you can implement when you return to your office. This is an opportunity to do some of your hard work in a learning environment. It may not always be fun—and it may take you outside your comfort zone—but you’ll walk away with plans and documents for Monday.

SCHEDULE

September 15-18, 2008
San Francisco, CA
Seminar #16501-CXM-00351
4 days
$5,500/AMA Members $5,000
AMA Members save $500.
Fee includes welcome reception, continental breakfasts, lunches, refreshment breaks and closing reception and dinner.

December 2-5, 2008
Naples, FL
Seminar #16501-CXM-00352

Program Guide

WHAT TO DO
A Vision that Inspires
• Vision Gallery: Doing that “vision thing”
• Make your vision compelling
A Strategy that Delivers
• The world around you. Any trains coming your way?
• Draw and sharpen your strategy
An Organization that Achieves
• Are you designed for results?
• Does your structure fit your strategy?
• Organizational culture. What culture do you have? Which one do you need?

Know Yourself
• Are you “in the weeds”? On the mountaintop?
• Do you know how (and when) to push, drive and how (and when) to enable others?
• Explaining and interpreting LVI Assessment feedback
• Adjusting your “over-doing” and “under-doing”

HOW TO DO IT
Build Your Team
• Succession: Who is ready to step up? Where’s your “bench”?
• Do you REALLY need a team? Will an effective group do?
• Demand making: “Crossing the Psychological Rubicon” draft directives for key staff

Execute with Excellence
• The “Zest Factor” and the rapid results strategy
• The CEO’s “To Do” list that drives change
• Stakeholders: Mapping who needs to be “in play”—and when?

PERSONAL PLANS
Mobilize for Results
• Monday’s meeting with your team—or your Board
• What’s going to be different?
• Peer input to strengthen presentation

The Future Starts on Monday
• View some executives who put it together well
• “Dress Rehearsal” for Monday’s meeting with management team or Board
• Making presentations
Registration Form

Please register me for:

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E-MAIL: customerservice@amanet.org

FAX: 1-518-891-0368

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CXM/116319/7-08
Seminars for Senior Management

SEPTEMBER 2008—JANUARY 2009

The most successful journeys begin with the right guidance

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