AMA Seminars

Leadership Strategies to Build a Customer-Focused Team
See page 74

Successfully Managing People
See pages 96-97

40+ Live Online Seminars See page 122

160+ Seminars in 40+ Cities

STEP INTO YOUR BEST FUTURE
(See page 2)

$250 OFF ANY AMA SEMINAR
See page 4 for details

www.amaseminars.org
Bring out the best in you—and your team—with AMA training

What’s your definition of greatness? Whatever it may mean to you, greatness doesn’t happen in a vacuum—it’s achieved through working, learning and problem-solving with others. Take a step now toward your best future possible, and your greatest achievements.

Zero in on your goals and the skills to achieve them. Start building and applying those skills so you can reach even the most challenging goals. During your journey, look for inspiration and insights from colleagues, mentors and leaders. This collaborative process is what productive work is all about—and it’s exactly what you’ll experience in an AMA seminar.

AMA has helped individuals, teams and organizations achieve greatness for 95+ years. Our proven adult learning methods are based on years of development, experience and continuous improvement. When you combine this with our great content, expert faculty guidance and the opportunity to practice what you learn in a safe, supportive environment—it’s a recipe for success.

We guarantee the quality of our seminars. It’s that simple. More than 98% of our participants would recommend the course they have taken to colleagues. If you are not satisfied with a seminar for which you have paid, AMA will give you credit toward another seminar of comparable price or will refund your fee.

Register today and SAVE $250! See details on page 4
Reach for greatness with every step you take.

An AMA learning experience is a step-by-step, continuous improvement process.

Whether you choose an AMA in-person classroom course or our real-time live online training, you will take critical steps to help you gain new knowledge, explore practical ways to apply it, and problem-solve so you can make a powerful impact on performance.

**STEP 1**
Get to know your peers. Share your goals with fellow course participants.

“I want to learn the foundations of project management.”

**STEP 2**
Acquire new knowledge about the subject from your course leader.

“Let’s walk through the steps of the Situational Leadership® model.”

**STEP 3**
Discuss your relevant work experiences and share input with other participants.

“My boss and I seem to have these breakdowns in communication.”

**STEP 4**
Problem-solve and apply new skills through exercises and group breakout sessions.

“Let’s role-play some manager/team member conversations.”

**STEP 5**
Fine-tune new skills and build an action plan so you’ll return to work ready to apply what you learned.

“Let’s have a team meeting to brainstorm new ideas for improving communication and workflow.”

Choose the Training Format That’s Right for You.

**CLASSROOM**
Join us for an immersive skill-building experience at one of our centers

**LIVE ONLINE**
Learn and interact with classmates in shorter online sessions

**AT YOUR LOCATION**
Enjoy the convenience of having any of our programs delivered onsite, at a location of your choice.
Stretch your training budget further with THE OFFER THAT’S RIGHT FOR YOU!

Call 1-800-262-9699 to speak to an AMA representative

START NOW! CHOOSE THE OFFER THAT WORKS FOR YOU.

For One Individual

SAVE $250 ON AMA SEMINARS when you register by March 31, 2019*. See back cover for your discount code.

REGISTER TODAY!
www.amaseminars.org or call 1-800-262-9699

*TERMS AND CONDITIONS: Discount expires March 31, 2019, and cannot be combined with any other promotional offer(s). This offer is valid only when applied to new registrations and cannot be applied to transfers, cancellations, or GSA or SLS contract pricing. Individuals eligible for GSA pricing receive this discount off the GSA rate and must reference the offer code when registering. Annual Passes, All-Access Passes, Certificates, Seminar Savings Passes, Webinars, Express Skills Courses and third party-delivered programs available through AMA are excluded. Prices and schedules are subject to change without notice.

For One Individual

Annual Pass
Get one year of unlimited access to AMA Classroom Seminars and ALL Live Online Seminars
$3,995! For details: visit www.amaseminars.org/annualpass or see page 70. (mention code L6M)

All-Access Pass
Get one year of unlimited access to ALL AMA Classroom Seminars, Live Online Seminars, Express Skills Courses and Webinars
$4,995! For details: visit www.amaseminars.org/annualpass or see page 70. (mention code L6M)

For 3 or More Individuals

Seminar Savings Pass
Call-in offer only. Mention offer code L6M. See back cover for details or visit amaseminars.org/ssp

Can be used by up to 3 people

3-Pack 3 AMA seminars in 6 months $5,250

Can be used by up to 6 people

6-Pack 6 AMA seminars in 12 months $9,995

Can be used by up to 12 people

12-Pack 12 AMA seminars in 12 months $18,995

Can be used by up to 24 people

24-Pack 24 AMA seminars in 12 months $35,995

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AMA Corporate Learning Solutions
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| 27 | How to Be a Successful Manager as an Introvert | Classroom |
| 28 | Developing Your Emotional Intelligence | Live Online |
| 29 | Assertiveness Training | Classroom |
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| 30 | AMA's 5-Day "MBA" Workshop | Classroom |
| **BUSINESS EXCELLENCE FOR WOMEN** | | |
| 33 | Assertiveness Training for Women in Business | Live Online |
| 34 | Executive Presence for Women | Classroom |
| 35 | Leadership Development for Women | Classroom |
| 36 | Negotiation for Women Adding Value to Your Organization | Live Online |
| 36 | NEW! Women's Leadership Certificate Program | Live Online |
| **COMMUNICATION** | | |
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| 41 | Building Better Work Relationships: New Techniques for Results-Oriented Communication | Classroom |
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| 43 | Interpersonal Skills for Managers | Classroom |
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| 44 | Mastering the Art of Critical Conversations | Classroom |
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Women at any level can be strong leaders. Get skills you need to be viewed as a present and future leader, and earn a special Women’s Leadership Certificate.

There’s no shortage of ways to communicate quickly in the 21st century. But what happens when you need to find the right words and communicate them in the right way, face to face? Learn how to connect with others using the most effective words, tone and body language.

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NEW Finding Common Ground  page 58
Are unconscious biases hurting your team and your organization—as well as your career? Gain a better understanding of the damaging impact of unconscious bias. Discover practical strategies to avoid bias and leverage the power of a more positive, inclusive work environment.

BEST SELLER Management Skills for New Supervisors  page 88
Develop the crucial management tools to lead and motivate your team to higher productivity. Leverage both your hard skills and people skills to meet new challenges with increased confidence, respect and power.
As a Corporate or Small Business Member, you’ll experience the best AMA has to offer:

» **FREE AMA seminar** for any employee in your organization (based on member type—member seminar price of $2,495 or less)

» **Preferred member pricing** for all employees on all AMA seminars

» **Members Only** quarterly surveys and results

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  - **Talent Playbook**—monthly eNewsletter with insights and resources to help you develop your talent

» **Invitations** to webinars, special events and participation in member surveys

» **Enrollment of up to 10 executives** as AMA Executive Members

» **Eligibility of all employees** to enroll as AMA Participating Members

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New Seminars
to drive peak performance

We’re keeping up with the rapid pace of business—so you can, too.
Check out our newest courses. Go to www.amaseminars.org/new

Design Thinking: A Customer-Centric Process for Rapid Innovation (seminar #2034)
Create your new competitive asset. Learn a proven creative and collaborative problem-solving methodology to generate more rapid, empathetic and innovative products and services.

Women’s Leadership Certificate Program (seminar #2960)
Women at any level can be strong leaders. Get skills you need to be viewed as a present and future leader, add greater value to your organization—and earn a special Women’s Leadership Certificate.

Developing a Culture of Respect: How to Cultivate a Harassment-Free Organization (seminar #8228)
Learn specific strategies to ensure your workplace can prevent uncivil and harassing behaviors, analyze processes to implement, and return to your job well-prepared to apply the principles in your organization.

Sexual Harassment Prevention Workshop (seminar #8860)
Attend this one-day course to help educate and prepare yourself and your team to prevent and address such occurrences in your organization.

Finding Common Ground (seminar #8802)
Gain a better understanding of the damaging impact of unconscious bias. Discover practical strategies to avoid bias and leverage the power of a more positive, inclusive work environment.

Leadership Strategies to Build a Customer-Focused Team (seminar #2608)
To win the loyalty of your customers, first win the hearts of the people serving your customers. Learn unique principles in this FranklinCovey course to help you model, teach and reinforce empathy, responsibility and generosity.
Developing Your Analytical Skills

How to Research and Present Information

SEMINAR #2162 Also available Live Online

Feel confident you’re making valid decisions. Through case studies, discussion and interactive learning, you’ll get skills to compare conflicting expert opinions—and decide whose advice to pursue. Improving your analytical skills is the key to understanding any question, problem or situation, and being able to support your conclusions with evidence.

HOW YOU WILL BENEFIT

- Organize information from multiple sources in various formats
- Categorize data so you can analyze it
- Uncover relevant information
- See contradictory data in different perspectives
- Analyze the facts to identify the best opportunity
- Recognize patterns and determine what they mean

WHAT YOU WILL COVER

Analytical Skills and Data Analysis

- Identifying core analytical skills
- Exploring the challenges of collecting, evaluating, and presenting information
- Describing the steps in the analytical process: plan, analyze, conclude

The Planning Phase

- Defining the purpose of the analysis
- Improving your analytical skills by clarifying relevant issues: Why? Who? What are the options, benefits, and risks?
- Identifying issues that are essential for comprehensive understanding
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information

The Analysis Phase

- Organizing, collecting, and evaluating data via graphic tools
- Performing affinity grouping to aggregate unstructured data into categories
- Using a 2x2 grid and SWOT analysis to evaluate ideas and analyze strategies
- Determining risks and performing cost-benefit analysis
- Evaluating data and addressing information gaps

The Conclusion and Reporting Process

- Understanding the characteristics of valid conclusions
- Getting from conclusions to recommendations
- Presenting conclusions graphically

Telling Your Story

- Utilizing tools, tips, and techniques to present your story to multiple audiences
- Creating and delivering a brief presentation that inspires and persuades

$2,195/AMA Members $1,995

1.2 CEUs/12 PDUs/12 CPUs/14 CPE
AMA Members Save $200

This proactive troubleshooter has a knack for finding solutions

MEET KAREN COPELAND

For more than 20 years, Karen has trained non-profits, for-profits and government agencies on performance management, team building, conflict resolution, negotiation skills, generational diversity, train the trainer, strategic planning and more. She’s also known for her business troubleshooting—she can rapidly identify a business problem, formulate a plan and implement new processes.

WHO SHOULD ATTEND

Business professionals who want to learn basic analytical skills to make more informed and successful business decisions.

Note: Please bring a laptop when attending this seminar.

This course qualifies for 12 CPUs toward your recertification as a CAP® (Certified Analytics Professional).
How to Turn Data Into Compelling Visual Presentations  SEMINAR #2012

Visualize your data to tell your story. Want to make your data come to life in a compelling presentation? This seminar is your answer. Using Microsoft Excel® and PowerPoint®, you will learn fundamental best practices in visual data design so that your data can be “seen” visually, in a business context that clearly demonstrates patterns, trends and correlations.

HOW YOU WILL BENEFIT
- Understand basic graphic design principles and how audiences process information visually
- Learn how to make use of emphasis, color, layout and typography to maximize the clarity of your messages
- Become familiar with available tools/techniques for data visualization
- Understand the differences between “Glanceable” and “Referenceable” visualizations and how to harness the power of each
- Increase the impact and strength of your messages by choosing the most effective chart

WHAT YOU WILL COVER
- Basic principles of graphic, information and layout design
- Advanced charts such as scatters, bubbles, histograms, bullet graphs, combos and Pareto
- Specialty charts including units, tree maps and proportional shapes
- How to make use of trend lines, reference bands and annotations
- When to use Excel or PowerPoint to create tables, how to properly design them and how to apply conditional formatting to create heat maps and table lenses
- Tricks, tips and techniques for overcoming Excel and PowerPoint limitations and creating proper workflows

WHO SHOULD ATTEND
Those with a foundational understanding of Microsoft Excel® and PowerPoint®, who work regularly with data and wish to design basic and more advanced charts, graphs and tables.

Visit www.amaseminars.org/2012 for details about CPE credits.

Note: Participants must bring a PC laptop equipped with Microsoft Office 2010 or later. Those with Mac computers may attend and will be able to follow and perform all exercises, but may not receive as detailed technical attention from the instructor.

This course qualifies for 12 CPUs toward your recertification as a CAP® (Certified Analytics Professional).

Data Analysis Fundamentals

A Hands-On Workshop  SEMINAR #1112

Make smarter business decisions using these powerful data analysis methods. Are you tired of being under constant pressure to make the right number-based decisions for your organization? Are you too often overwhelmed by an out-of-control flood of data, much of it conflicting and confusing?

Designed for those who have a basic familiarity with MS Excel and want to develop their ability to solve problems effectively and efficiently, this course goes beyond the qualitative side of data analysis to explore proven quantitative tools and methods for analyzing, interpreting and utilizing data, so that more informed and reliable business decisions can be made.

HOW YOU WILL BENEFIT
- Learn the best practices for organizing, summarizing, and interpreting quantitative data
- Create a repeatable process for analyzing your data
- Bring out patterns in data that were not apparent at first glance
- Identify and apply tools for data analysis
- Shorten the time between analysis and action to avoid “analysis paralysis”
- Use data to address business questions

WHAT YOU WILL COVER
- Recognizing the context and the need for information
- Using the Data as a Strategic Model (DASA) as a framing tool when approaching data analysis
- Framing the right questions to ensure the best results
- Collecting and organizing the “right” data for the questions being posed
- Selecting the right tools and techniques to analyze the data
- Identifying the relevance of the data you can access
- Interpreting and translating data into actionable insights

WHO SHOULD ATTEND
Business professionals who need the basic tools to quantitatively and accurately analyze the mountains of data that come across their desk each minute of every day to help make data-driven decisions.

Course Requirements: a laptop equipped with a mouse and Excel 2010. Your laptop must have the ability to load external files and add-in applications.

Note: This program is valid for 12 PDCs for the SHRM-CPSM or SHRM-SCP™.
**Advanced Tools and Techniques for Data Analysis**

**SEMINAR #2006**

Manipulate complex data sets to gain deeper insights and make better decisions. Get ready to learn predictive analytics techniques. Topics covered include a variety of analytics tools such as histograms, ANOVA analysis, A/B testing, Pareto analysis, clustering, box plots, scatter diagrams, partitioning, unstructured text analysis and multivariate regression analysis. Best of all, no background in statistics or programming is required. All you need is a basic understanding of spreadsheets to manipulate complex data sets so you can gain insights that are not possible with common business intelligence techniques.

**HOW YOU WILL BENEFIT**

- Go above standard business intelligence analysis techniques
- Get answers to complex data analysis questions without becoming a statistician
- Learn which data analysis technique to use for various business problems
- Extract the most meaningful results from large and small data sets and multiple data types
- Become familiar with basic text analysis tools and gain insights from unstructured text data
- Use advanced analysis functions in Excel and open source tools
- Build on your basic understanding of spreadsheets to access powerful analytic techniques
- Improve your business efficiency and effectiveness

**WHAT YOU WILL COVER**

- Data analytics and business; working with data
- Wrangling, cleansing and shaping data (data scraping)
- Using Google OpenRefine
- Selecting the right variables, KPIs, CSFs (data analysis)
- Becoming familiar with Excel's Analysis Tool Pack
- Utilizing multivariate statistics, T-Test, factor analysis, linear regression and other advanced techniques
- Reviewing additional tools—JMP, Tableau, SPSS, R

**WHO SHOULD ATTEND**

Business professionals looking for data analysis tools to solve complex problems such as customer churn, statistically valid web-page optimization and social media/online customer feedback analysis.

**PREREQUISITES**

Basic understanding of Excel and spreadsheets, including pivot tables and basic charting functions

**Note:** Please bring an MS Windows-based laptop with a working browser to connect to the internet and Excel® 2010 for PC installed.

**REGISTER TODAY!** www.amaseminars.org/2006

**2-Day Classroom Schedule**

<table>
<thead>
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<th>1.2 CEUs</th>
<th>$2,445/AMA Members $2,195</th>
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<td>Sept. 5-6</td>
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**Analytical Thinking, Problem Solving and Decision Making**

**SEMINAR #2558**

Apply proven analysis skills to make better-informed decisions with confidence. Almost every business today is increasingly complex, with fewer resources and less time to produce maximum results. Employees at all levels must be more independent and exercise effective problem-solving and decision-making skills. In this course, you’ll get an introduction to fundamental analytical skills that you can use to evaluate and solve a wide variety of business challenges. Learn how to apply deductive reasoning to complex problems, draw effective conclusions, and apply sound judgments. Build these powerful skills to help you gain a distinct competitive advantage.

**HOW YOU WILL BENEFIT**

- Successfully reason through multiple types of business challenges
- Break down complex problems to generate viable solutions
- Develop and test solutions to atypical problems
- Apply tried-and-true rational decision-making tools to help you be more decisive
- Feel empowered to make strategic and complex decisions under conditions of uncertainty

**WHAT YOU WILL COVER**

- Understanding how our brains function as we solve problems
- Identifying psychological factors that derail objective analysis
- Using data to form and test a hypothesis
- Comprehending the hypothetical method and its two stages: formation and testing
- Recognizing how to avoid making decisions too quickly or too slowly
- Analyzing your personal decision-making logic and knowing how to leverage it more effectively

**WHO SHOULD ATTEND**

Any individual who wants to be better equipped to face and solve today’s complex business problems by using a foundational process for reasoning, problem solving and tried-and-true rational decision-making tools.

**REGISTER TODAY!** www.amaseminars.org/2558

**2-Day Classroom Schedule**

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<td>Aug. 5-6</td>
<td>Chicago, IL</td>
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AMA seminars are GSA approved and are available for onsite group training — 1.800.262.9699 — www.amaseminars.org
Creative Thinking in Business  SEMINAR #2208

Inspire and facilitate creative thinking in your team and organization. Have you had difficulty integrating creative thinking and solutions into your organization’s culture? Experience this seminar and learn proven creative thinking techniques that can help you generate new ideas and develop a blueprint for establishing a climate of creativity. Discover new ways to break through mental barriers, “in the box” thinking and frustrating roadblocks—and dispel widely held myths about creativity. Return to work ready to apply these techniques so you can unleash the creative potential in yourself and your team.

HOW YOU WILL BENEFIT
- Develop a mindset that facilitates creative thinking
- Stimulate your own ability to ideate by mastering creative thinking techniques
- Understand how to turn ideas into new solutions, processes or products
- Create a motivational climate that stimulates creative thinking
- Master techniques for managing creative people

WHAT YOU WILL COVER
- Learning the brain functions associated with creativity
- Exploring cognitive techniques to stimulate your creative thinking
- Self-assessing your personal creative thinking assets
- Implementing the idea-to-innovation process
- Understanding what motivates creative employees
- Harnessing elements of a corporate culture that stimulate creativity

WHO SHOULD ATTEND
Managers, team leaders, directors, project managers, supervisors and staff in all industries—as well as anyone who has influence over the creation, adoption and execution of new products, services and processes.

“Very stimulating. Many useful concepts presented. Clear presentation, followed by exercises that will help me better understand and remember.”
—Amar C.

REGISTER TODAY!  www.amaseminars.org/2208

Strategic Thinking  SEMINAR #2018

Develop a strategic mindset to increase the success of your strategic plans. Learn how to strengthen your strategic thinking skills and encourage it in others. Through practical thinking exercises applied to your own work opportunities, you’ll stimulate your strategic thinking, learn to recognize patterns that impact strategy, and enhance your abilities to generate new insights and ideas.

HOW YOU WILL BENEFIT
- Learn to challenge your assumptions and view your business as it relates to the larger market systems
- Explore and apply different thinking methods to challenge group-think
- Control reactive fixes to problems with creative responses even in uncertain times
- Learn to shift between the current reality of your business and your desired future
- Generate new ideas and evaluate future scenarios before your competitors do
- Know when to embrace necessary risk even if resources are limited

WHAT YOU WILL COVER
- Introduction to strategic thinking: a new way of thinking and looking at the world
- Learning a model to support your strategic thinking skills
- Recognizing the business ecosystems that influence current and future strategic choices
- Practicing strategic thinking calisthenics and knowing how to use them
- Generating ideas and creating plans with a big-picture perspective
- Building an action plan to expand your own strategic thinking skills and those of your colleagues

WHO SHOULD ATTEND
Individual contributors, managers, directors and other leaders who need strategic thinking skills to gain better business insights and identify trends that can contribute to a more successful business strategy.

Visit www.amaseminars.org/2018 for details about SHRM credits.

REGISTER TODAY!  www.amaseminars.org/2018

2-Day Classroom Schedule

1.2 CEUs/12 CPUs $2,445/AMA Members $2,195
AMA Members Save $250

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2-Day Classroom Schedule

1.2 CEUs $2,095/AMA Members $1,895
AMA Members Save $200

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Design Thinking
A Customer-Centric Process for
Rapid Innovation  SEMINAR #2034

What if you could create radical solutions that could stimulate an emotional response? Better yet, what if you could do so rapidly? Experimental, collaborative and holistically innovative. That’s design thinking. It’s a mindset for success. It’s for anyone who wants to see infinite possibilities and turn problems into solutions.

Putting the customer front and center, design thinking offers a strategy to be more agile and innovative. You will work in small teams to visualize outcomes and challenge assumptions. Get a proven, repeatable, creative and collaborative problem-solving method that you can use to reframe problems and generate more rapid, empathetic and innovative products and services.

HOW YOU WILL BENEFIT
• Understand how design thinking can improve organizational and personal performance
• Embrace uncertainty and develop a mindset to iterate quickly
• Create a new process and attack problems from a new angle
• Convert ideas into customer value and market opportunity
• Release your group’s creative thinking and sharpen critical analysis
• Create progressive and practical solutions for real-world problems
• Balance constraints and technical limitations with customer preferences
• Foster collaboration across functions of the organization
• Learn how to use a repeatable process to drive rapid innovation

WHAT YOU WILL COVER
• Integrating design thinking into the fabric of your organization
• Adding design thinking tools and templates to help your work groups ideate solutions
• Developing a more collaborative and iterative style of work
• Understanding the drivers and inhibitors of innovation
• Leading collaborative problem-solving testing
• Mapping stakeholders and the complex network of beneficiaries
• Understanding the social-psychological aspect of user experience
• Exploring formal methods for usability testing to form customer behavior and emotional response
• Presenting your vision and inviting buy-in through storytelling

WHO SHOULD ATTEND
Business professionals in any functional area or role associated with revenue growth.

The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.

REGISTER TODAY!  www.amaseminars.org/2034

2-Day Classroom Schedule

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| March 4-5          | Chicago, IL | 2034-L6M-00007 |
| April 8-9          | Arlington, VA | 2034-L6M-00008 |
| May 13-14          | Atlanta, GA | 2034-L6M-00009 |
| June 20-21         | San Francisco, CA | 2034-L6M-00010 |
| July 22-23         | New York, NY | 2034-L6M-00011 |
| Aug. 22-23         | Chicago, IL | 2034-L6M-00012 |
| Sept. 12-13        | Arlington, VA | 2034-L6M-00014 |

Managers need to alter their thinking patterns and try new things to respond to change. But if they are stuck in a rut, those challenges may be hard to meet.

Jonah Sachs, co-founder of Free Range Studios, discussed this dilemma on AMA’s podcast program. “We run into change all the time, and we can sense that we need to change in order to meet it, right? But how do you change yourself when that’s really difficult for the human mind to do?” said Sachs, the author of Unsafe Thinking: How to Be Nimble and Bold When You Need It Most.

He offered several ideas to help people get unstuck:

Think of yourself as an explorer, not an expert. Everyone needs to build expertise, but we can reach a point at which what we know becomes a trap, said Sachs. We fit new information into old patterns.

Sachs noted that with a game like chess, where the rules never change, greater expertise leads to better intuition. But that’s not the case in a changing environment. His advice: “Gather as much knowledge, get as much expertise as you can. But never identify yourself…as an expert. Aim to be an explorer.”

Avoid always hiring for cultural fit. Sachs believes that new possibilities can sometimes open up when you work with people you don’t approve of or like. “Bringing people into our company who are our fiercest critics, or maybe see the world through a different political lens, can really make us understand our customers and the wider world a lot more,” he said.

Use stories to define yourself. By telling stories about breakthroughs you’ve had when facing change, for example, you’ll see that you overcame the challenges by moving toward your fears. You can “reframe anxiety as fuel for creativity,” Sachs said.

“Telling stories organizationally is incredibly important,” he added. “It’s how you define yourself. It’s how you define your organization and your purpose.”

Take the Next Step
• Seminar: Creative Thinking in Business, pg 13
• Seminar: The 7 Habits of Highly Effective People Signature Edition 4.0, pg 18
• Seminar: Improving Your Managerial Effectiveness, pg 98

How Managers Can Shift Their Thinking  BY AMA STAFF
Critical Thinking Seminar #2533

Demonstrate clearer and more effective thinking in business. Make better decisions and create better solutions. Learn hands-on techniques to generate breakthrough ideas and solve your most pressing problems. In this course, you'll discover how to ask the right questions, challenge assumptions, and see others’ viewpoints with clarity.

You'll Learn How To:
- Translate abstract ideas into tangible results
- Evaluate ideas objectively
- Solve problems more effectively
- Make dramatically better decisions

You'll Also Receive:
- The My Thinking Styles™ Assessment and your personalized development report, which looks at your thinking style preferences
- An action plan for implementing critical thinking and decision-making skills back at work
- A toolkit on a flash drive or mobile resource application

HOW YOU WILL BENEFIT
- Explore real-world examples of why critical thinking is so important in business
- Use the RED (Recognize assumptions, Evaluate arguments, Draw conclusions) Model when facing complex thinking challenges
- Discover 7 ways to spot a weak argument
- Identify 8 barriers to effective critical thinking
- Get a roadmap for developing your critical thinking skills
- Review your personal “My Thinking Styles” Development report

WHAT YOU WILL COVER
Recognizing the Value of Using Critical Thinking in Business
- Characteristics of effective critical thinkers
- The role of critical thinking in meeting business challenges

A Critical Thinking Process
- Using a framework to relate critical thinking to business challenges
- Describing critical thinking using the RED Model

Obtaining Feedback on Your Critical Thinking Skills
- Recognizing the value of gaining insight into one’s critical thinking skills
- Uses for the “My Thinking Styles” assessment
- Your personal development report

A Context for Critical Thinking
- Identifying personal situations where critical thinking has been or could be used
- Relating insight from your “My Thinking Styles” report and feedback to a personal critical thinking situation

Applying Critical Thinking Tools and Skills in Business Situations
- Practicing the use of critical thinking skills and techniques in a real business situation
- Creating an initial action plan for development of critical thinking skills

WHO SHOULD ATTEND
All business professionals who want to enhance their thinking processes to achieve better results in business.

You must complete the assessment to fully participate in this seminar.

Note: Before attending this session, you will receive a link to the online “My Thinking Styles” assessment.

Meeting Janine Sergay

With degrees in organizational and industrial psychology, Janine is a specialist in empowering, developing and energizing teams, managers, leaders and CEOs. Organizations around the world have called on her expertise in developing strategies toward enhanced bottom-line results. She often trains and speaks on strategic planning, change, team building, leadership, human resources and personal development.

Strategic & Business Management:
12 Classroom/Live Online PDUs
See page 104 for more details.

REGISTER TODAY! www.amaseminars.org/2533

2-Day Classroom Schedule
1.2 CEUs/12 PDUs/12 CPUs/14 CPE/12 PDCs

$2,445/AMA Members $2,195
AMA Members Save $250

- March 4-5 .......... San Francisco, CA .......... 2533-L6M-01537
- March 28-29 ...... Arlington, VA ............ 2533-L6M-01565
- April 8-9 ........ New York, NY .............. 2533-L6M-01538
- April 15-16 ...... Atlanta, GA ............... 2533-L6M-01539
- April 18-19 ...... Chicago, IL ............... 2533-L6M-01543
- April 25-26 ...... Houston, TX ............... 2533-L6M-01566
- May 2-3 .......... Arlington, VA ............ 2533-L6M-01542
- May 6-7 .......... Seattle, WA ............... 2533-L6M-01567
- May 20-21 ...... Las Vegas, NV ............. 2533-L6M-01544
- June 7-8 .......... New York, NY .......... 2533-L6M-01545
- June 10-11 ...... Chicago, IL ............... 2533-L6M-01560
- June 20-21 ...... Dallas, TX ................. 2533-L6M-01546
- June 24-25 ...... Boston, MA ............... 2533-L6M-01547
- July 15-16 ...... Arlington, VA ............ 2533-L6M-01549
- July 18-19 ...... San Francisco, CA ........ 2533-L6M-01550

Aug. 5-6 .......... Chicago, IL ............... 2533-L6M-01551
Aug. 22-23 ...... Atlanta, GA ............... 2533-L6M-01553
Sept. 12-13 ...... New York, NY .......... 2533-L6M-01569
Sept. 16-17 ...... Austin, TX ................. 2533-L6M-01555
Sept. 26-27 ...... Arlington, VA ............ 2533-L6M-01556

Recommended CPE Credit: 14 hours/Intermediate
Prerequisites: Familiarity with fundamentals of analytical skills

Advance Preparation: Online pre-assessment—
My Thinking Styles
Delivery Method: Group Live/Group Internet-based
Field of Study: Non-technical—Personal Development

4-Lesson Live Online Schedule
1.2 CEUs/12 PDUs/12 CPUs/14 CPE/12 PDCs

- March 18-27 ........... 2533-L6M-01524
- April 29-May 8 ........... 2533-L6M-01540
- July 8-17 .............. 2533-L6M-01548
- Sept. 9-18 .......... 2533-L6M-01554

Monday and Wednesday 2-5 pm ET

$2,345/AMA Members $2,095
AMA Members Save $250

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
Business Analysis Essentials  SEMINAR #72919  Also available as a Virtual Classroom

Understand the business analyst’s role and responsibilities in a successful project. In this introductory seminar, you’ll delve into the role and responsibilities of the business analyst—the communication link between all business areas and a critical player in project success. Learn techniques for ensuring project success every step of the way—from identifying and analyzing potential projects to making sure that the final project product meets the requirements you identified. Through hands-on exercises, you’ll learn to define the scope of work and master requirements—gathering techniques that will work for a variety of projects and audiences. You’ll consider the unique needs of customers, stakeholders, and the IT department as you work toward building, documenting, communicating, and managing requirements.

WHAT YOU WILL COVER
- Role of the business analyst
- Build and evaluate a business case
- Plan, manage, analyze, document, and communicate requirements
- Conduct effective interviews, group workshops, and questionnaires
- Data mining
- Capture and document business rules
- Earn agreement
- Ensure requirements are met

HANDS-ON EXERCISES
- Identify Business Analysis (BA) concepts and activities in your organization
- Propose project scope based on your analysis of a business architecture, feasibility study and risk assessment
- Define team roles and work division strategy
- Plan requirements activities for a project
- Plan scope and requirements change management
- Choose elicitation techniques
- Choose techniques to structure, model, and analyze requirements
- Identify project assumptions and constraints
- Determine requirements verification and validation activities
- Draft a requirements communication plan
- Prepare for requirements presentation and signoff

- Determine solution assessment and validation activities
- Compile an individual professional skills inventory
- Produce a professional growth plan

WHO SHOULD ATTEND
Systems analysts, business analysts, requirements analysts, developers, software engineers, IT project managers, project managers, project analysts, project leaders, senior project managers, team leaders, program managers, testers, and QA specialists.

CONTENT
Overview of Business Analysis
- The solutions life cycle
- What is Business Analysis?
- Business Analysis terminology
- International Institute of Business Analysis course
- CBAP® certification

Enterprise Analysis
- The business architecture
- Feasibility studies
- Project scope
- Business case
- Risk assessment
- Decision package
- Selecting and prioritizing projects

Requirements Planning and Management
- Team roles for the project
- Work division strategy
- Requirements risk approach
- Planning considerations
- Requirements activities
- Selection
- Estimation
- Requirements scope
- Requirements change management

Requirements Elicitation
- Elicit requirements
- Techniques
- Workshop
—Reverse engineering
—Survey/questionnaire

Requirements Analysis and Documentation
- Requirements package
- Business domain model
- Analyze user requirements
- Analyze functional requirements
- Analyze quality of requirements
- Assumptions and constraints
- Requirements management
- Modeling techniques

Requirements Communication
- Communication plan
- Manage conflicts

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

Delivered by Global Knowledge.

Endorsed Education Provider

3-Day Classroom Schedule

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3-Lesson Virtual Schedule

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You may also be interested in CBAP®/CCBA™ Certification Prep Boot Camp. For a detailed course description and schedule, visit www.amaseminars.org/76005

16  AMA seminars are GSA approved and are available for onsite group training — 1.800.262.9699 — www.amaseminars.org  L6M
Business Analysis in Agile Projects (ICP-BVA)  SEMINAR #76602

Traditional system-development methodologies are rapidly being replaced by more iterative or agile approaches. This indispensable course explores the contributions of good requirements development in an Agile environment and equips business analysts with the critical thinking, analytical skills, and necessary people skills they need to add value to every Agile project.

WHAT YOU WILL COVER
- Evaluate a variety of Agile “flavors”
- Review levels and types of requirements
- Define the roles of Agile project team members
- Review requirements elicitation and discovery methods
- Develop problem identification, definition, and solving capabilities

REGISTER TODAY!  www.amaseminars.org/76602

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2-Day Classroom Schedule

14 CDUs  $1,495
April 24-25  Sacramento, CA  76602-L6M-00081
May 9-10  Madison, WI  76602-L6M-00073
May 30-31  Houston, TX  76602-L6M-00074

3-Lesson Live Online Schedule

14 CDUs  $1,495
April 3-4  76602-L6M-00076
April 15-17  76602-L6M-00077

PMI-PBA Bootcamp  SEMINAR #76603

The world is moving toward project-based work. With the introduction of the PBA credential, PMI is formalizing the importance of business analysis work in the project management world. They have highlighted specific knowledge areas and skills, published materials which describe the value of business analysis to projects, and built the new PMI-PBA certification around them.

WHAT YOU WILL COVER
- Increase your odds of passing the PMI Professional in Business Analysis (PMI-PBA®) the first time
- Shorten study time by streamlining the recommended exam resources
- Run through simulated practice exams for the domains, tasks, knowledge and skills
- Learn the essential areas necessary to pass the exam

REGISTER TODAY!  www.amaseminars.org/76603

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4-Day Classroom Schedule

$2,695
April 29-May 2  San Diego, CA  76603-L6M-00037
May 13-16  King Of Prussia, PA  76603-L6M-00038
June 10-13  Austin, TX  76603-L6M-00042

5-Lesson Live Online Schedule

$2,695
April 1-5  76603-L6M-00039
April 15-19  76603-L6M-00040
May 6-10  76603-L6M-00041

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. Learn how to successfully implement improvements, including process mapping techniques, documentation of standard operating procedures, and value-added vs. non-value-added activity analysis.

WHAT YOU WILL COVER
- Critical success factors for process improvement projects
- 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

REGISTER TODAY!  www.amaseminars.org/6531

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3-Day Classroom Schedule

1.8 CEUs  $2,345/AMA Members $2,095
AMA Members Save $250
March 18-20  Atlanta, GA  6531-L6M-00225
April 8-10  New York, NY  6531-L6M-00223
April 29-May 1  Arlington, VA  6531-L6M-00224
June 19-21  Chicago, IL  6531-L6M-00225
July 17-19  San Francisco, CA  6531-L6M-00227
Sept. 18-20  Atlanta, GA  6531-L6M-00232

LEAN Process Improvement Delivering More with Less  SEMINAR #6108

Apply LEAN fundamentals to reduce inefficiencies, lower costs and increase revenue. LEAN process improvement tools offer simple fixes that will change your thinking, improve your operations and deliver quick solutions. In this course, you’ll discover there are 7 types of waste and several methods to eliminate. You will learn to map the customer value stream and determine which activities add value to the customer and which do not. A highly interactive case study will cement the learning as you participate in repairing a broken process with instructor guidance utilizing LEAN tools and principles.

WHAT YOU WILL COVER
- Understanding LEAN methodology concepts
- Mapping the customer value stream
- Identifying LEAN metrics
- Discerning the connection between LEAN and Six Sigma
- Grasping the 7 types of waste
- Implementing LEAN tools to decrease process waste

REGISTER TODAY!  www.amaseminars.org/6108

Table of Contents

2-Day Classroom Schedule

1.2 CEUs  $2,095/AMA Members $1,895
AMA Members Save $200
March 28-29  Arlington, VA  6108-L6M-00042
April 22-23  Chicago, IL  6108-L6M-00044
May 2-3  San Francisco, CA  6108-L6M-00045
Immerse yourself in a life-changing 7 Habits experience

Maximize mental abilities. Train your brain for peak performance.

Transform your life personally and professionally by becoming more effective.

Learn the language of success. Know the difference between important and urgent.

Discover the power of effectiveness through the 7 Habits. The life-changing benefits of The 7 Habits of Highly Effective People® have spawned a worldwide movement for a reason. Millions have used its principles to attain greater success in business and life.

The lessons can be transformative at any stage of your career. This seminar will provide you with essential insights into the habits that are at the heart of personal, team, and organizational effectiveness—everywhere and at every level.

We help you assimilate—not just learn—the 7 Habits. Our expert facilitators bring experience and insight to the teachings. And we help you personalize the principles of the 7 Habits through individual assessment, group sharing and guided exercises.

Covey’s timeless teachings adapted to the moment. Using the new Signature 4.0 solution, our curriculum translates universal, value-based principles to business and technology today.

Learn the 7 Habits in an optimal setting. This seminar provides the ideal opportunity to develop a deep understanding of the 7 Habits and immediately put them to work in your life and organization.

Dr. Stephen R. Covey’s The 7 Habits of Highly Effective People® was named one of the 10 most influential management books ever by Forbes magazine. It is the bestselling audiobook in history.

“ I found this seminar to be motivating and inspirational. I also enjoyed the mix of instruction— Instrut presenting, videos, and interactive exercises. I look forward to practicing what I learned.”

— Carey F.
Effective People®

WHAT YOU WILL COVER
Paradigms and Principles of Effectiveness
- Assess paradigms and align to principles of effectiveness

HABIT 1: Be Proactive®
- Assume responsibility, focus and act on what can be controlled and influenced, instead of what can’t

HABIT 2: Begin with the End in Mind®
- Define clear measures of success and a plan to achieve them

HABIT 3: Put First Things First®
- Prioritize and achieve your most important goals, instead of constantly reacting to urgencies

HABIT 4: Think Win-Win®
- Collaborate more effectively with others by building high-trust relationships of mutual benefit

HABIT 5: Seek First to Understand, Then to Be Understood®
- Influence others by developing a deep understanding of their needs and perspectives

HABIT 6: Synergize®
- Develop innovative solutions that leverage diversity and satisfy all key stakeholders

Habit 7: Sharpen the Saw®
- Increase motivation, energy, and work life balance by making time for renewing activities

WHO SHOULD ATTEND
Anyone who wants to learn how to apply the power of effectiveness for greater success in their business and personal lives, and feel more satisfied with what they accomplish each day.

PRE-WORK REQUIRED
- The 7 Habits® Assessment—A questionnaire that you can take as a self-assessment or as a 360° assessment to gather feedback from your manager, direct reports, and peers who work closely enough with you to assess your individual effectiveness.

ATTENDEES WILL RECEIVE
- Participant Guide
- 7 Habits Skill and Practice cards
- Weekly Big Rocks Cards
- 7 X 7 Contract
- Living the 7 Habits mobile app

REGISTER TODAY! www.amaseminars.org/2601

2-Day Classroom Schedule
1.2 CEUs/12 PDUs/14 CPE

$2,345/AMA Members $2,095/AMA Members Save $250

MARCH
March 4-5 .............. New York, NY .................. 2601-L6M-01251
March 7-8 .............. Atlanta, GA ...................... 2601-L6M-01252
March 11-12 .......... Cincinnati, OH .................. 2601-L6M-01254
March 11-12 .......... Houston, TX ...................... 2601-L6M-01254
March 18-19 .......... Arlington, VA .................... 2601-L6M-01256
March 21-22 .......... Seattle, WA ....................... 2601-L6M-01284
March 25-26 .......... Chicago, IL ....................... 2601-L6M-01258
March 25-26 .......... San Francisco, CA .............. 2601-L6M-01259

APRIL
April 4-5 .............. New York, NY .................. 2601-L6M-01268
April 8-9 .............. Dallas, TX ....................... 2601-L6M-01269
April 8-9 .............. Los Angeles, CA ................ 2601-L6M-01270
April 11-12 .......... Boston, MA ....................... 2601-L6M-01271
April 15-16 .......... Chicago, IL ....................... 2601-L6M-01272
April 15-16 .......... Denver, CO ....................... 2601-L6M-01257
April 18-19 .......... Scottsdale, AZ ................... 2601-L6M-01273
April 22-23 .......... Arlington, VA .................... 2601-L6M-01274
April 25-26 .......... San Francisco, CA .............. 2601-L6M-01275

MAY
May 2-3 .............. Atlanta, GA ....................... 2601-L6M-01276
May 2-3 .............. New York, NY .................. 2601-L6M-01277
May 6-7 .............. Chicago, IL ....................... 2601-L6M-01278
May 9-10 .......... Arlington, VA ....................... 2601-L6M-01280
May 13-14 .......... Houston, TX ....................... 2601-L6M-01285
May 30-31 .......... San Francisco, CA ................ 2601-L6M-01281

JUNE
June 3-4 .............. Arlington, VA .................... 2601-L6M-01286
June 6-7 .............. Anaheim, CA ................... 2601-L6M-01288
June 10-11 .......... Seattle, WA ....................... 2601-L6M-01318
June 13-14 .......... New York, NY ................... 2601-L6M-01291
June 20-21 .......... Columbus, OH ................... 2601-L6M-01292
June 24-25 .......... Lake Buena Vista, FL ........... 2601-L6M-01294
June 27-28 .......... San Francisco, CA .............. 2601-L6M-01295

JULY
July 11-12 .......... New York, NY ................... 2601-L6M-01298
July 15-16 .......... Boston, MA ....................... 2601-L6M-01293
July 15-16 .......... Chicago, IL ....................... 2601-L6M-01287
July 15-16 .......... San Diego, CA ................... 2601-L6M-01300
July 18-19 .......... Houston, TX ....................... 2601-L6M-01329
July 22-23 .......... Arlington, VA ..................... 2601-L6M-01301
July 22-23 .......... Dallas, TX ......................... 2601-L6M-01302
July 22-23 .......... Minneapolis, MN ................. 2601-L6M-01303
July 25-26 .......... Denver, CO ....................... 2601-L6M-01304
July 29-30 .......... Atlanta, GA ....................... 2601-L6M-01305

AUGUST
Aug. 5-6 .............. Atlanta, GA ....................... 2601-L6M-01307
Aug. 5-6 .............. Pittsburgh, PA .................... 2601-L6M-01296
Aug. 5-6 .............. San Francisco, CA .............. 2601-L6M-01308
Aug. 15-16 .......... Chicago, IL ....................... 2601-L6M-01311
Aug. 19-20 .......... Myrtle Beach, SC ............... 2601-L6M-01312
Aug. 26-27 .......... Los Angeles, CA ................ 2601-L6M-01316

SEPTEMBER
Sept. 9-10 .......... Chicago, IL ....................... 2601-L6M-01319
Sept. 11-12 .......... San Francisco, CA .............. 2601-L6M-01330
Sept. 16-17 .......... New York, NY ................... 2601-L6M-01322
Sept. 19-20 .......... Houston, TX ....................... 2601-L6M-01323
Sept. 23-24 .......... Columbus, OH ................... 2601-L6M-01386
Sept. 25-26 .......... Atlanta, GA ....................... 2601-L6M-01326

Recommended CPE Credit: 14 hours/Intermediate
Advance Preparation: Online pre-assessment
Delivery Method: Group Live/Group Internet-based
Field of Study: Non-technical—Communication, Personal Development

4-Lesson Live Online Schedule
1.2 CEUs/12 PDUs $2,195/AMA Members $1,995
14 CPE AMA Members Save $200

Monday-Thursday 2-5 pm ET
March 4-7 .................. 2601-L6M-01252
April 1-4 .................. 2601-L6M-01267
May 6-9 .................. 2601-L6M-01279
June 10-13 .......... 2601-L6M-01290
July 8-11 .......... 2601-L6M-01297
Aug. 12-15 .......... 2601-L6M-01306
Sept. 9-12 .......... 2601-L6M-01320

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org

MEET MICHAEL KAMMERMIDENER
A training and organization development consultant for 20 years, Michael’s services have helped to increase personal and organizational effectiveness. His specialties include supervisory, management and leadership training; intercultural orientation and adaptation; change management; problem solving and decision making; and team effectiveness.

You may also be interested in The 7 Habits for Managers®: Essential Skills and Tools for Leading Teams. Visit www.amaseminars.org/2602

REGISTER TODAY! www.amaseminars.org/2601

Habit 7: Sharpen the Saw®
- Increase motivation, energy, and worklife balance by making time for renewing activities

Faculty Spotlight

A training and organization development consultant for 20 years, Michael’s services have helped to increase personal and organizational effectiveness. His specialties include supervisory, management and leadership training; intercultural orientation and adaptation; change management; problem solving and decision making; and team effectiveness.
Choose to become your best, most productive self

- **Increase personal fulfillment.** Learn to identify and focus on the important.
- **Expand productivity** through proven principles.
- **Master technology**—without being controlled by it.
- **Boost energy and positivity** by understanding brain health.

*My training on the 5 choices was a life-changing experience. I would recommend everyone to take this class. It would be beneficial to anyone, not only in their work life but also their personal life."

—Erika R.

**Answer life’s challenges decisively.** In today’s world of incessant information flow and blurred work/life boundaries, it’s nearly impossible to think clearly and make wise decisions all the time. This seminar provides you with a playbook for productivity through disciplined decision-making.

**Success comes from having laser focus on what’s important.** In this seminar, you’ll learn 5 choices that provide a process for ensuring important life and work goals don’t get shortchanged by distractions and urgencies.

**The theory, process and philosophy that changes everything.** This seminar uses a proven productivity process that’s been fine-tuned over years. The secret lies in combining practical application with new neuroscience findings to help you better manage your decisions, attention and energy.

**Learn to tame technology with technology.** This seminar will show you how to leverage the tools of Microsoft Outlook® to make choices that lead to personal fulfillment and professional success.
The 5 Choices That Drive Success™

WHAT YOU WILL COVER

CHOICE 1: Acting on the important instead of reacting to the urgent
- Discerning the important from the urgent or less important
- Teaching others the language and methodology of importance

CHOICE 2: Going for extraordinary instead of settling for ordinary
- Clarifying what extraordinary looks like in your current, most important roles
- Defining and executing measurable goals

CHOICE 3: Scheduling the big rocks instead of sorting gravel
- Mastering weekly planning processes to identify, schedule and execute high-impact priorities
- Mastering daily planning processes to ensure attention, energy, and execution

CHOICE 4: Ruling your technology instead of letting it rule you
- Designing a personalized system to manage appointments, tasks, contacts, notes and documents
- Turning Outlook into a productivity workflow engine

CHOICE 5: Fueling your fire instead of burning out
- Understanding the impact of brain health on day-to-day performance
- Using the 5 Energy Drivers to sustain energy throughout the day

WHO SHOULD ATTEND
Business professionals at all levels looking for the tools to maximize productivity.

PRE-WORK REQUIRED
You will receive a link to an online benchmark 26-question assessment on key productivity behaviors. You will have the opportunity to take the benchmark again after applying what you learned.

ATTENDEES WILL RECEIVE
- Participant Guide
- Microsoft Outlook Technical Guide
- The 5 Choices—a brief monograph with notebook
- Bonus Modules—3 video-based mini-courses with tools

NOTE: For hands-on Outlook application, you may wish to attend with a PC laptop. Please call Customer Service at 1-800-262-9699 if you are not an Outlook user.

MEET JILL BREMER
Jill has appeared as a trainer and speaker for corporations and organizations throughout the country. She develops creative, interactive and results-oriented learning experiences for professionals at all levels and provides supportive environments where participants can feel safe to expand their skills. Jill is a Certified Image Professional and an expert in executive presence.

REGISTER TODAY! www.amaseminars.org/2605

2-Day Classroom Schedule

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3.2 CEUs/12 PDUs/14 CPE

$2,195/AMA Members $1,995
AMA Members Save $200

2-Lesson Live Online Schedule

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Recommended CPE Credit:
14 hours/Intermediate—Classroom
10 hours/Intermediate—Live Online

Prerequisites: Fundamental concepts of time management
Advance Preparation: Online pre-assessment
Delivery Method: Group Live/Group Internet-based
Field of Study: Technical—Management Services Non-technical—Computer Software & Applications

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

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Time Management

**SEMINAR #2233**

**Take control, prioritize and get out from under**

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’re doing more and enjoying it less, it’s time to make real choices about how and when to spend your time. This seminar gives you the tools to find a balance and achieve your goals, so you can get more of the right things done.

**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 vs. 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 distractions and interruptions

**When They Cause the Problem**
- Making meetings more time efficient and valuable
- Applying gap analysis tool and matrix analysis to meetings
- Managing interruptions

**Creating Boundaries and Balance**
- Prioritizing and choosing activities to balance life and work
- Creating a personal “no” script
- Managing fear, resentment and worry
- Focusing on body, mind and spirit wellbeing

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

- Making meetings more time efficient and valuable
- Applying gap analysis tool and matrix analysis to meetings
- Managing interruptions

**WHO SHOULD ATTEND**
Business professionals who want greater control over their time, management style and life.

**REGISTER TODAY!**
www.amaseminars.org/2233

**2-Day Classroom Schedule**

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<th>1.2 CEUs/12 PDUs/14 CPE</th>
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<td>Sept. 23-24 New York, NY</td>
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**Faculty Spotlight**

**MEET PAULINE LARKIN**

As a trainer and coach in the areas of leadership development, performance management, organizational culture and communication skills, Pauline works with managers and leaders facilitating onsite team building sessions, strategy sessions and focus groups. She designs and delivers emotional intelligence training to help employees interact, engage and communicate more effectively, and she’s certified in NLP, MBTI® and Alpha Leadership Coaching.

**Recommended CPE Credit:** 14 hours/Basic

**Prerequisites:** Basic behavioral concept around self-management

**Advance Preparation:** Online pre- and post-assessment

**Delivery Method:** Group Live/Group Internet-based

**Field of Study:** Non-technical—Personal Development
Managing Chaos
Tools to Set Priorities and Make Decisions
Under Pressure

Gain control over expanding workloads and increasing demands. Welcome to chaos—otherwise known as the world in which we all work today. Attend this seminar and learn to structure your thinking around the way you approach chaos and gain hands-on experience applying tools for adjusting to shifting demands. Analyze and resolve problems and learn to strategically communicate your solutions. Leave confident and ready to alleviate chaos within your control—and better manage your reactions to chaos beyond your control.

HOW YOU WILL BENEFIT
- Identify positive outcomes from chaotic environments
- Clarify and leverage or eliminate chaos within your control
- Focus and act decisively when priorities shift
- Use tools to problem-solve and select a course of action
- Manage interruptions and conflicts with greater ease
- Communicate your needs strategically

WHAT YOU WILL COVER
Welcome to Chaos
- Examining sources of chaos
- Describing the effects of change on managers and employees
- Defining personal and group goals in a chaotic environment
- Identifying chaos within your control

Priority Planning and Decision-Making Tools
- Examining and selecting tools for planning priorities
- Managing competing priorities
- Identifying root causes of problems/issues
- Generating creative solutions to problems
- Organizing ideas to firmly grasp a problem’s critical components

Controlling Daily Work
- Creating a daily action plan
- Implementing best practices for time management
- Managing interruptions and distractions

Influencing Others
- Identifying your communication’s purpose
- Understanding your audience
- Crafting your message to appeal to your audience
- Implementing best practices for improving your influencing communications

Managing Chaos Applications
- Applying tools and techniques to resolve case scenarios developed in the class
- Using influencing tactics in conversations
- Identifying tools and developing a plan to manage your workplace chaos

WHO SHOULD ATTEND
Anyone facing expanding workloads, shifting priorities, complex organizational dynamics, organizational restructuring and increased uncertainty.

She’s a whiz at managing change

Faculty Spotlight

MEET MARY CAMUTO
Mary is an expert at helping companies sail through change and become more effective and customer focused. With a background in education and human resource development, she trains clients in managing time, controlling chaos, and leading every generation effectively. She also teaches MBA courses in managing organizational change, organization behavior and global diversity.

2-Day Classroom Schedule

- Aug. 5-6........Boston, MA..................2261-L6M-00836
- Aug. 12-13......Los Angeles, CA............2261-L6M-00842
- Sept. 26-27.....Arlington, VA...............2261-L6M-00844
- Sept. 26-27......Arlington, VA...............2261-L6M-00844

4-Lesson Live Online Schedule

- Feb. 25-Mar. 6..................2261-L6M-00811
- April 15-24....................2261-L6M-00823
- Aug. 12-21....................2261-L6M-00839
- June 10-19.....................2261-L6M-00831
- Sept. 9-11......................2261-L6M-00850

Recommended CPE Credit: 14 hours/Basic
Prerequisites: Fundamental concepts of time management
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live/Group Internet-based
Field of Study: Non-technical—Communication, Personal Development
Taking On Greater Responsibility
Step-Up Skills for Non-Managers SEMINAR #2132

Gaining new skills is the first step to meeting 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? What about having a “can-do” attitude that prepares you for additional growth?

In this course, you will acquire new skills and prepare to make a positive difference at work. You’ll lay the foundation to achieve good performance now and integrate additional skills to exceed present role expectations. You will develop a customized approach to thinking strategically, solving problems and making sound decisions so you can adapt to change and grab new opportunities.

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

Identifying and Assessing Your Strengths/ Liabilities in the Five Key Skill Areas

- Discovering the must-have skills to help you get and stay competitive
- Identifying barriers that could be holding you back

First Key to Success: Being Business-Smart and Savvy

- Identifying ways to support your organization’s mission, vision and strategy
- Monitoring internal/external factors and trends that impact your business operations

Second Key to Success: Communicating Strategically

- Flexing your communication style to achieve more productive business outcomes
- Developing, communicating and projecting a winning personal “brand”
- Positively propelling yourself forward by applying strategic communication skills

Third Key to Success: Managing Change

- Developing resiliency in a constantly changing workplace
- Adjusting and practicing coping strategies to adapt and thrive in a vigorous and changing work environment
- Crafting your unique “brand” to project a proactive, can-do attitude

Fourth Key to Success: Working in Teams

- Identifying your various roles when working in different teams
- Acquiring the skills to deal with group tensions, participation and productivity
- Using analytic thinking, communication and decision-making skills to increase team productivity

Fifth Key to Success: Managing Time

- Taking personal responsibility for time management
- Developing, communicating and projecting a winning personal “brand”
- Positioning yourself as an indispensable asset with valuable insights and skills

WHO SHOULD ATTEND

Those interested in developing the skills necessary to improve their performance in order to grow within their organization.

I recommend this training for all who aspire to move on up in their organizations and take on more leadership roles.” —Pauline W.

REGISTER TODAY! www.amaseminars.org/2132

2-Day Classroom Schedule

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<thead>
<tr>
<th>1.2 CEUs/12 PDUs</th>
<th>$1,995/AMA Members $1,795/AMA Members Save $200</th>
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Meet Susan Mason

Susan has been an educator, executive coach, trainer and instructional designer for over 20 years, and has recently served as a keynote speaker at AMA’s Women’s Leadership Center. Her seminars help students improve their communication, leadership, management and other skills. Susan has taught at Hamilton College since 1991 and is director of the college’s Education Studies Program.

- Using technology solutions to get more work done in less time
- Practicing communication skills to tactfully say no to help you manage your workflow

Planning for Greater Responsibility

- Confidently presenting a coherent plan using your performance goals
- Creating a plan to work more collaboratively with your manager to take on new responsibilities
Doing It All: How to Stay Focused and Engaged  SEMINAR #2118

Develop self-direction skills to maximize your productivity regardless of distractions. For many of us, our “new normal” job means that we’ve inherited work from others, and are multitasking 24/7. Often, we’re expected to produce positive results with fewer resources. It’s not surprising that maintaining focus and staying engaged can be a major hurdle. With so many simultaneous demands on your time, sustaining focused energy is a “must-have” skill for doing your job, and doing it well.

You will learn tools that help you get into a productive flow whenever you need to and how to get back on track when you are thrown off course. You will leave with tools that help you make the best of your innate strengths, mitigate your challenges, and stay focused. You will also learn how to stay in focus and on a productive course when others around you are throwing distractions and barriers in your way.

HOW YOU WILL BENEFIT
- Get a complete picture of your workload to reduce “fire drills”
- Be able to clear your mind and snap back into focus
- Have a process to get in focus and stay there
- Have behaviors to help you stay energized and engaged
- Learn your “primary work style” and how to make it work for you
- Know the questions to ask for instant clarity and focus
- Set up your environment and tools to work for you, not against you
- Implement techniques for eliminating your worst interruptions
- Deal with disruptions without destroying your productivity flow

WHAT YOU WILL COVER
- Assessing your focus levels
- Identifying the “pitfalls” in your systems that throw you out of focus
- Building a command central tool for safe storage of all commitments
- Using anticipation tools to cut distractions and emergencies
- Assessing your “hardwired” strengths and weaknesses
- Minimizing negative energy and stress that saps your strength
- Utilizing “snap back” tools to immediately regain focus
- Slowing down so you can speed through your day’s work
- Utilizing the right tools for your sensory style: auditory, visual or tactile

WHO SHOULD ATTEND
Anyone expected to deliver maximum productivity and results despite interruptions, an excessive workload and other obstacles.

REGISTER TODAY!  www.amaseminars.org/2118

Becoming Indispensable Transforming into a Game Changer  SEMINAR #2026

Build a reputation as a solid high performer, a “go-to” person and a change catalyst. For the vast majority of us, job security is a thing of the past—so the only way to survive and thrive is to make sure you stand out by contributing unique and significant value. This course gives you strategies and tactics to take greater ownership of outcomes and increase your accountability so you can gain more visibility. You will re-define your definition of success, assess and leverage your signature strengths, and increase your focus on tracking your progress in achieving results.

HOW YOU WILL BENEFIT
- Identify your strengths, level of accountability and the extent to which you are replaceable at work
- Cultivate a more realistic definition of success, job satisfaction and high performance
- Discover appropriate skills, attitudes and networks you will need
- Identify all opportunities for which you could be a recognized asset
- Develop a plan to play to your strengths, make value-added contributions and become a critical resource at work

WHAT YOU WILL COVER
- Recognizing what constitutes game-changing contributions and demonstrating accountability and ownership
- Identifying your indispensability score and examining the choices that contribute to your worth
- Following a framework to avoid victimization and move toward indispensability
- Assessing personal excellence and recognizing negative beliefs that detract from the value you offer
- Taking ownership and becoming a game changer

WHO SHOULD ATTEND
Professionals with more than five years of work experience, a track record of achieving results and a commitment to greater accountability who want to have a positive impact and make a difference at work.

“Fun, energetic course, and instructor was excellent!” —Lisa S.
Developing Your Personal Brand and Professional Image  SEMINAR #2274

Advance your career and differentiate yourself with a distinctive presence. Making a strong and favorable impression in business is far more than following a list of “dos and don’ts.” You must perfect an authentic professional image that’s truly right for you and nobody else. Your image needs to benefit you not only in your organization, but also in today’s culturally diverse world.

By attending this course, you’ll have the opportunity to assess your own image and see yourself as others see you. With expert coaching, you’ll begin to enhance and develop every aspect of your “professional presence”—one that will also help you to pursue your career goals with greater self-esteem and confidence.

HOW YOU WILL BENEFIT
- Understand the importance of branding yourself and why it is critical to your career
- Improve your self-introduction and how you see yourself
- Enhance your online and social media brand and reputation
- Establish presence, confidence and credibility
- Use your strengths, values, and passions to authentically be you
- Carry yourself with confidence and do it naturally
- Know the power of your body language and communication style

WHAT YOU WILL COVER
- Promoting yourself using the four Ps of self-promotion
- Identifying your professional strengths and promoting them to gain credibility, visibility, and presence
- Elevating your perceived confidence by developing a personal style that works best for you
- Making a good first impression
- Developing a network and building strong relationships
- Understanding the impact your professional appearance has on your personal brand
- Practicing the art of powerful communication
- Creating your personal brand vision board

WHO SHOULD ATTEND
Anyone looking to project a positive image and distinctive presence in the workplace.

SPECIAL FEATURE
See yourself as others see you—in this course, you’ll be recorded and receive supportive and positive feedback, as well as helpful recommendations.

REGISTER TODAY!  www.amaseminars.org/2274

2-Day Classroom Schedule

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AMA seminars are GSA approved and are available for onsite group training — 1.800.262.9699 — www.amaseminars.org
Managing Emotions in the Workplace®
Strategies for Success SEMINAR #2540

Understand how emotions affect your job performance—and learn practical techniques to manage them. As you face the pressures of doing more work with more stressful deadlines and workplace demands on personal time, you’re likely to find yourself in situations where it’s critical to control your emotions.

HOW YOU WILL BENEFIT
- The connection between emotions and workplace stress
- Maintain your emotional composure and maximize work relationships
- Express emotions through assertiveness communication
- Create work environments where emotional honesty and emotional energy are accepted
- Balance the physical, mental and emotional aspects of life
- Control your emotions and achieve positive interaction in teams

WHAT YOU WILL COVER
- Identifying common causes of stress from personal experiences
- Discerning the difference between positive and negative stress
- Recognizing the ways you may be contributing to your own stress
- Identifying aspects of your personal and professional lifestyles in relation to your management of emotional well-being
- Differentiating between the two groups of emotions to better understand how you are feeling and why
- Recognizing thoughts, feelings and behaviors associated with stressful situations
- Analyzing behavior patterns associated with stressful events
- Identifying feelings and the reasons why people feel the way they do
- Recognizing when to be assertive in interacting with others
- Identifying rituals that presently exist and classifying them according to purpose
- Creating a personal action plan to implement back at work

WHO SHOULD ATTEND
Those who are experiencing intense emotional and/or stressful situations at work.

How to Be a Successful Manager as an Introvert
SEMINAR #2005

Get hands-on experience harnessing your strengths as an introvert. How successful can you be in business if you’re an introvert? Very—if you know how to harness your strengths. In a world dominated by extroverts, introverts have difficulties communicating effectively and can fade into the background.

This seminar offers you practical techniques to raise your visibility and learn in a supportive environment of peers. You’ll discover how to manage your energy as an introvert and how to communicate confidently even when surrounded by extroverts. You’ll also learn to position yourself as a valued insider even if you do your best thinking outside the conference room.

HOW YOU WILL BENEFIT
- Take actions to rein in negative self-talk
- Initiate thinking habits to support your visibility
- Learn and practice tactics for speaking compellingly to your audiences
- Create a “marketing mix” of visibility-boosting activities
- Promote an environment that engages extroverts and introverts
- Optimize your results by balancing your people time vs. solo time

WHAT YOU WILL COVER
- Finding visibility opportunities for yourself
- Identifying the self-defeating messages that hold you back
- Building your effectiveness at speaking up and getting heard
- Getting recognition for your expertise
- Increasing your professional network without feeling or coming off as pushy
- Targeting your stakeholders more strategically
- Working more harmoniously with other personality types

WHO SHOULD ATTEND
Mid-level managers who recognize their tendency to be introverted and want to strategically harness their strengths to maximum advantage.

BONUS

Register Today! www.amaseminars.org/2005

2-Day Classroom Schedule

<table>
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REGISTER TODAY! www.amaseminars.org/2540

2-Day Classroom Schedule

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<td>2540-L6M-00613</td>
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<tr>
<td>Sept. 26-27</td>
<td>Atlanta, GA</td>
<td>2540-L6M-00606</td>
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Developing Your Emotional Intelligence

Use EI to position yourself for personal, team, and organizational success. Without strong and effective relationships in business, today’s fast-paced, team-based and global work environments can’t function with peak efficiency. Maximum results will not be achieved. This is one reason emotional intelligence (EI) has evolved from just an area of research and the new “flavor of the month” to a validated and recognized set of best practices and core competencies. These EI competencies are at the heart of effective workplace relationships and productivity. Today we use EI as an integrated set of skills that underpin highly effective, fast-reacting and innovative organizations.

This seminar emphasizes the practical application of EI concepts rather than just focusing on theory. Through your active participation, you will learn and practice the EI skills that are the core of achieving personal awareness, connecting with others, managing stress, engaging healthy conflict and collaboration, and exhibiting resilience and optimism.

HOW YOU WILL BENEFIT

- Recognize and consciously use emotional data that shapes your professional behavioral responses
- Identify and manage emotional behaviors that impact your work-based relationships and situations
- Integrate empathy to promote strong team player attributes and communication
- Apply emotional insights to decipher and better manage yourself within the organization
- Implement emotionally intelligent insights to improve personal decision making and professional contributions

WHAT YOU WILL COVER

Expanding Emotionally Intelligent Personal Awareness

- Identifying and naming emotions and their levels of intensity
- Analyzing emotions from their cognitive and physiological manifestations
- Recognizing emotional igniters and applying emotionally intelligent regulation strategies

Developing Relationships and Personal Impact through Emotional Intelligence

- Identifying the impact our emotional intelligence has on connecting with others
- Applying emotionally intelligent communication skills to relationship building and maintenance
- Practicing listening skills that build and maintain empathy

Demonstrating Emotionally Intelligent Stress Management and Resilience

- Recognizing stress as a complex set of emotional and physical responses that can have varied results
- Practicing proactive stress management techniques to stay emotionally well balanced
- Defining resilience and how it impacts effectiveness at work

Achieving Healthy Conflict and Collaboration Through Emotional Intelligence

- Recognizing the central role of relationship development and maintenance in achieving healthy conflict
- Identifying emotionally intelligent strategies for maintaining healthy conflict

WHO SHOULD ATTEND

Senior managers and leaders who want to apply EI skills to their leadership roles should register for Leading with Emotional Intelligence, seminar #2133, page 80.

Faculty Spotlight

MEET JEFFREY SALTERS

For over 15 years, Jeffrey has delivered training that has helped companies and employees be more engaged, better performing and less change resistant. He’s an expert in professional and leadership development, and also teaches speaking, writing and presentation skills; critical thinking and decision making; team building; and customer service. Jeffrey holds an MBA in organizational behavior and development.

- Demonstrating a collaborative attitude at work through application of emotional intelligence
- Bringing It All Together
- Synthesizing emotionally intelligent competencies to address complex EI challenges and opportunities

Register today! www.amaseminars.org/2144
Assertiveness Training  
SEMINAR #2188

Gain more confidence, decisiveness and respect. In this seminar, you will learn to deal with conflict at all levels in the organization, 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 and understand how social styles affect assertive 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
Business professionals who want to acquire essential assertiveness skills.

Visit www.amaseminars.org/2188 for details about CPE credits.

REGISTER TODAY!  www.amaseminars.org/2188

3-Day Classroom Schedule

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Assertiveness Training for Managers  
SEMINAR #2527

Learn how to channel assertiveness skills to interact more effectively with people throughout your organization. Mastering assertiveness skills can do a lot more than just help you win arguments. If you want to enhance your leadership stature and persuade others to help you reach your goals, this seminar is an important first step.

Learn how your behavior style impacts your overall performance as a manager. You’ll take stock of your current assertiveness skills and learn how you can improve them for a more effective approach. Using the behavior modeling approach toward assertiveness training, this seminar teaches you how to employ assertiveness skills to take control of a situation without alienating others.

HOW YOU WILL BENEFIT
- Improve communication by using assertive-responsive skills
- Acquire a more polished and powerful communication style and let your leadership ability emerge
- Tap other people’s resources to get the job done
- Empower yourself and your staff
- Exercise greater influence over others

WHAT YOU WILL COVER
- How your perceptions determine your reactions
- Operating consciously vs. unconsciously
- Guidelines for achieving your objectives through assertive-responsive behavior
- Developing your own self-improvement plan
- Using assertive-responsive techniques to identify what you want—and then go after it

WHO SHOULD ATTEND
Experienced managers and seasoned professionals who want to build their strengths, resolve conflicts smoothly and exercise greater influence over others.

Visit www.amaseminars.org/2527 for details about CPE credits.

Also see for Assertiveness Training for Women in Business, seminar #2528, page 33.

REGISTER TODAY!  www.amaseminars.org/2527

3-Day Classroom Schedule

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<td>Aug. 7-9</td>
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AMA’s 5-Day “MBA” Workshop
SEMINAR #2561

Immerse yourself in this one-of-a-kind program covering all the vital business skills you need to make sound business decisions. Learn to handle data, reduce risks, and manage processes and new technology. Prepare yourself to innovate, strategize and lead with success.

This hands-on, 5-day intensive course is different from all others and includes case studies, team exercises, self-assessments and videos. You’ll create financial statements, worksheets, a SWOT analysis, and participate in a business challenge simulation on the final day.

KEY COURSE BENEFITS
- Communicate and collaborate effectively with your team, management and stakeholders
- Improve the way you manage people, processes and risks to drive projects and create value for your organization
- Enhance creativity and innovation to develop new solutions to old problems and respond to changing customer expectations
- Sharpen your leadership skills with actionable tips and tools

WHAT YOU WILL COVER
Get a Return on Investment
- Identify how the relationship between risk and return influences everyday business decisions
- Recognize how effective risk management maximizes returns while mitigating, minimizing, and eliminating risks
- Identify ways a business creates and builds value

Speak Finance
- Learn the General Accepted Accounting Principles (GAAP)
- Examine cash versus accrual accounting
- Prepare an income statement, balance sheet, retained earnings statement, and cash flow statement

Problem Solve, Invest, and Grow
- Identify and define the key liquidity, leverage, and profitability ratios
- Improve profitability through cost analysis and profit planning
- Apply different methods for evaluating capital expenditures, monitoring project performance and reaching strategic conclusions

Manage
- Develop, coach, and motivate individual people
- Apply tools to manage teams and processes
- Move from an operational manager to a strategic leader

Communicate
- Utilize effective speaking, listening, and writing strategies to enhance and expand your interpersonal and organizational communication skills
- Present ideas (in writing and verbally) in a logical, well-organized format
- Develop your own mission statement and strategy for success

Strategize
- Formulate strategy using the ADEPTT model
- Define strategic goals and engage resources
- Plan, execute, and measure results

Market
- Use the Five Ps of Marketing: positioning, product, price, place, and promotion
- Create customer value and cultivate relationships
- Analyze marketing budgets, controls, and tracking

Innovate
- Learn various techniques for generating new ideas and uncovering opportunities
- Anticipate customer needs and create new solutions to respond to them
- Apply tips and tools to develop creative and innovative thinking around products

Business Challenge Simulation
- Collaborate with your team of R&D, Sales & Marketing, Finance, and Operations in an online simulation with real-world business challenges

What You Will Cover
■ Identify and define the key liquidity, leverage, and profitability ratios
■ Identify ways a business creates and builds value
■ Communicate and collaborate effectively with your team, management and stakeholders
■ Improve the way you manage people, processes and risks to drive projects and create value for your organization
■ Problem Solve, Invest, and Grow
■ Manage
■ Strategize
■ Market
■ Innovate

Get a Return on Investment
■ Identify how the relationship between risk and return influences everyday business decisions
■ Recognize how effective risk management maximizes returns while mitigating, minimizing, and eliminating risks
■ Communicate
■ Identify ways a business creates and builds value

Faculty Spotlight
MEET MILES HUTCHISON, CGMA
With 35 years of business experience and several successful business books, Miles is dedicated to passing along his expertise in leadership, strategic planning, management, communication, organizational effectiveness and finance. He previously served as CFO of a billion-dollar real estate development firm and controller for a software company, and he is a certified public accountant.

Lead
- Explore the differences between leading and managing
- Examine the key characteristics of leadership
- Present, as a team, leadership and management aspects of making sound business decisions

SIMULATION PROJECT
Apply your new knowledge, skills and behaviors in this capstone online simulation.

WHO SHOULD ATTEND
Business professionals who need a well-rounded, practical set of business acumen skills.

Note: Participants are required to bring their own device to the course (a laptop or tablet).

This workshop does not award a degree.

REGISTER TODAY! www.amaseminars.org/2561

5-Day Classroom Schedule

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$3,995/AMA Members $3,595/AMA Members Save $400

Recommended CPE Credit: 31 hours/Intermediate
Prerequisites: None
Advance Preparation: None
Delivery Method: Group Live
Field of Study: Technical—Finance, Management Services
Non-technical—Marketing, Business Management and Organization

Reproduced with the permission of PMI.
Businesses recognize that developing women leaders at every level in the organization is important for ongoing success. Turn to AMA’s Women’s Leadership Center (WLC) for comprehensive solutions to help companies invest in women leaders, meet diversity and inclusion goals, and support women who seek to advance their careers while facing unique challenges.

The WLC provides a safe and supportive learning experience and community to help women build essential skills, network, learn from experts and gain the essential knowledge they need to thrive in business.

**WLC offers exciting opportunities to build professional relationships and develop vital skills within a supportive community.**

**NEW!**

- **Women’s Leadership Certificate Program**
  Build vital leadership competencies and earn an AMA Women’s Leadership Certificate.
  This dynamic, hands-on, 2-day experience will provide participants with the knowledge and tools necessary to be viewed as present and future leaders, and to add greater value to their organization and their career. Each attendee will earn an exclusive Women’s Leadership Certificate! PAGE 36
  Learn more and register at www.amaseminars.org/2960

- **CONNECT, LEARN & THRIVE**
  1-Day Professional Women’s Event
  March 7, 2019—AMA Arlington Center
  May 8, 2019—AMA Executive Center New York
  • Enhance credibility, confidence and presence in a hands-on communication workshop
  • Get actionable advice and answers from leading women experts
  • Network with other local business women, discuss unique obstacles and gain support
  Learn more and register at www.amaseminars.org/2874

- **Onsite and Customized Programs for Women**
  Organizations can bring the power of the WLC onsite through courses for women, events and corporate membership. With our content, build meaningful learning journeys to develop women and prepare them for advancement.

- **WLC Membership for Corporations**
  Bring the power of continuous learning throughout the year with membership.
  wlc.amanet.org 877-566-9441
  • In-person learning and networking events
  • Leadership Learning Webinar Series
  • Professional online profile, networking and on demand content
  • Preferred pricing on all AMA seminars

Learn more at wlc.amanet.org
### The 7 Habits of Highly Effective People®

**SEMINAR #2601** (see page 18 for more details)

**HOW YOU WILL BENEFIT**
- Execute critical priorities with laser-like focus and careful planning
- 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
- Know how to increase team engagement, morale and collaboration

**Special Sessions for Women**

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REGISTER TODAY! [www.amaseminars.org/2601](http://www.amaseminars.org/2601)

### How to Communicate with Diplomacy, Tact and Credibility

**SEMINAR #2206** (see page 38 for more details)

**HOW YOU WILL BENEFIT**
- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communication has on your image
- Define your communication style
- Develop better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communication

**Special Sessions for Women**

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REGISTER TODAY! [www.amaseminars.org/2206](http://www.amaseminars.org/2206)

### The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results

**SEMINAR #2130** (see page 82 for more details)

**HOW YOU WILL BENEFIT**
- 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 when giving speeches and presentations

**Special Sessions for Women**

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REGISTER TODAY! [www.amaseminars.org/2130](http://www.amaseminars.org/2130)

### Management Skills for New Women Managers

**SEMINAR #2930** (see page 92 for more details)

**HOW YOU WILL BENEFIT**
- Gain a deeper understanding of your roles and responsibilities
- Improve communication to effectively set expectations for yourself and your direct reports
- Adapt your style to the needs of individual team members
- Communicate organizational goals that get results
- Apply delegation strategies to increase motivation and productivity
- Use effective coaching techniques to maximize your team’s performance

**Special Sessions for Women**

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REGISTER TODAY! [www.amaseminars.org/2930](http://www.amaseminars.org/2930)

Register at [www.amaseminars.org](http://www.amaseminars.org) or call 1-800-262-9699

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**BUSINESS EXCELLENCE FOR WOMEN**

Register at [www.amaseminars.org](http://www.amaseminars.org) or call 1-800-262-9699
TABLE OF CONTENTS

Assertiveness Training for Women in Business  SEMINAR #2528  Also available Live Online

Speak out with confidence—while getting the respect you deserve. Assertiveness is one form of communication that, when used effectively, can make almost every aspect of your job and life better—but knowing which tools and techniques to use, and how and when to use them, is essential for survival and advancement. This seminar gives you the opportunity to practice fundamental assertiveness skills and to share your concerns with other women in a supportive and encouraging learning environment. You’ll assess your leadership style and then apply the new skills and tools you learn directly to one of your own challenges, receive feedback, and refine your skills through videotaped practice.

HOW YOU WILL BENEFIT
- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style
- Demonstrate assertiveness techniques using supportive communication behaviors
- Develop an action plan to overcome personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style
- Flex your leadership style preference to interact most effectively with others

WHAT YOU WILL COVER

Foundations of Assertiveness
- Discussing how socialization affects your behavior in the business environment
- Identifying personal work situations and obstacles that challenge assertive behavior

Assessing Your Assertiveness
- Assessing and identifying strengths and weaknesses of your assertiveness style
- Identifying ways to reduce role conflict

Getting Comfortable in Your Own Skin
- Exploring the assertive components of becoming comfortable in your own S.K.I.N. (Support self-esteem; Know self; Initiate dialogue; Negate negative self-talk)

Assertive Communication Skills
- Differentiating the verbal and nonverbal communication styles of men and women

Assertiveness Techniques and Practices
- Demonstrating a five-step model to express assertive language
- Exploring four special assertive techniques: broken record, fogging, negative assertion, and negative inquiry
- Saying "no" and surviving

Assertive Case Study Workshop
- Reviewing the uses of strategic tools, models and techniques
- Applying assertiveness techniques to your own must-solve situations

Assessiveness and Leading
- Five dimensions of centered leadership
- Identifying new ways to use assertive leadership in your business and life

Leading a Balanced Life
- Techniques for dealing with anger and stress
- Applying a four-step model to improve personal level of work and life balance

WHO SHOULD ATTEND
Female business professionals who want to build on their assertiveness strengths, alleviate weaknesses, and improve their communication skills.

3-Day Classroom Schedule

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$2,495/AMA Members $2,245
AMA Members Save $250

4-Lesson Live Online Schedule

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1.2 CEUs/12 PDUs/14 CPE
$2,345/AMA Members $2,095
AMA Members Save $250

Monday and Wednesday 2-5 pm ET

Recommended CPE Credit:
- 21 hours/Basic—Classroom 14 hours/Basic—Live Online
- Prequisites: None
- Advance Preparation: Online pre- and post-assessment
- Delivery Method: Group Live/Group Internet-based
- Field of Study: Non-technical—Communication, Personal Development

REGISTER TODAY!  www.amaseminars.org/2528

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
Executive Presence for Women SEMINAR #2179

Get the personalized feedback you need to develop a more powerful presence. Have you ever been told (or felt) you’re too stiff, timid, aggressive, nervous, bossy, emotional, that you have a boring voice, or lack confidence? Manage your nonverbal and verbal messages to be considered as leadership material. Explore the key components of a powerful presence, and learn and practice proven techniques to improve your ability to influence people and situations.

In a supportive atmosphere, you’ll get honest feedback from your instructor and peers, benefit from videotaping and improvisation practice, and get a realistic idea of your current power image. Filled with personalized coaching and intensive feedback, this is the ideal seminar for women who want to maximize their executive presence.

HOW YOU WILL BENEFIT

- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances
- Learn how to project confidence in any business situation

WHAT YOU WILL COVER

What is a Powerful Presence?
- Defining executive presence
- Getting immediate feedback about your first impression
- Creating your authentic story—what kind of leader are you? Why do you deserve to be a leader?
- Knowing how to demonstrate confidence
- Understanding how to command respect
- Appearing to exude positive energy when needed

Leveraging the Four Key Areas of a Powerful Presence
- Posture
- Facial expressions and gestures
- Eye contact
- Voice tone and projection

Using Improvisation for a Variety of Situations
- Attending a board/executive meeting with mostly male colleagues
- Managing your emotions when someone takes credit for your idea at a meeting
- Asking for raises and promotions
- Accepting compliments and credit

Targeting Your Body Language to Get Results
- Distinguishing between low- and high-power poses
- Identifying your current body language profile—are you high or low power?
- Practicing varying your body language to obtain desired results

I was blown away by how well this seminar was conducted and what I learned from it in just two days. It was game-changing for me.” —Christine S.

2-Day Classroom Schedule

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Her goal is to help you achieve your goals

Faculty Spotlight

MEET TONYA ECHOLS, ACC, CPC, CPA

Tonya utilizes her diverse background and 20 years of experience in corporate management, business operations, media and finance to help others achieve their personal and professional goals. She is an associate certified coach credentialed by the International Coach Federation, of which she is a global member as well as communications chair for the Georgia Chapter.

Bringing it All Together

- Understanding the impact of other visuals such as dress, hair, and makeup
- Identifying image derailers
- Avoiding words and phrases that minimize or marginalize your message
- Learning how to practice being the “confident leader” even when you have doubts
- Planning your positive “self-talk” and your power poses
- Final videotaping to receive feedback regarding the changes you have made during the program.

WHO SHOULD ATTEND

Mid- to senior-level women who want to be seen as credible leaders.

SPECIAL FEATURE

Video Recording. Please bring your preferred recording device (i.e., mobile phone or tablet) with available storage capacity to class. Your recording is a great way to get instant feedback. You will see yourself improve, relax and refine your techniques with each performance.
Leadership Development for Women  
SEMINAR #2010

For women looking to advance their careers, existing realities need to be considered and addressed. Misperceptions, stereotypes and misplaced emotions on the part of either sex can still sabotage a woman’s career hopes—unless she takes a more strategic approach.

This hands-on course shows you how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You’ll learn how to build a network of support, take smart risks and view competition in a more positive light.

HOW YOU WILL BENEFIT

- Overcome overt and hidden biases against women as leaders
- Adopt a collaborative mindset that leverages your strengths
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by taking things less personally
- Deal with hypercompetitive colleagues you don’t trust

WHAT YOU WILL COVER

Learning Objectives

- Lead confidently by adapting a collaborative competition mindset
- Increase your competitive advantage by learning to take smart risks
- Build a strategic network to advance your career

Developing a Collaborative Competition Mindset

- Distinguish between male and female views of competition
- Explain how perfectionism inhibits competition
- Describe how feminine qualities can be an asset in leadership
- Describe a collaborative competition mindset

Define Smart Risk Taking

- Describe why smart career risk taking is critical for the success of women
- Explain the importance of having a resilient mindset
- Describe the four performance zones: blah, comfort, stretch, and yikes
- Explain the purpose for getting comfortable in the stretch zone
- Identify a practical approach to taking smart risks

Building a Strong Strategic Network

- Identify your interpersonal effectiveness profile
- Draft an action plan to develop your ideal leadership network

Collaborating with Hypercompetitive Colleagues

- Distinguish between different types of hypercompetitive colleagues
- Explain the benefits to having jerks or those with low trust in your network, and strategies and tactics for handling them

WHO SHOULD ATTEND

Businesswomen who are looking to move forward in their organizations by developing the best possible leadership style to fit the positions they want.

MEET BARBARA BIZIOU

With 25 years of experience as a motivational speaker, trainer and coach, Barbara excels in teaching clients practical steps toward change and growth. She believes in accessing your current reality first and then finding and using the tools needed to improve that reality. Barbara’s diverse areas of expertise include media, sales, marketing and product development.

- Describe strategies and tactics for dealing with saboteurs

Building Relationships with Pacing Partners

- Define the four levels of pacing partners
- Describe how to form friendly competitors and challengers and overcome common pitfalls
- Build pacing partner relationships virtually

Faculty Spotlight

She’s a passionate trainer, coach and change catalyst

12 Leadership PDUs

See page 104 for more details.

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Negotiation for Women
Adding Value to Your Organization

SEMINAR #2850

Harness your unique strengths to negotiate with greater effectiveness. As a woman, do you ever find yourself apprehensive or tentative about negotiations? Do you wonder if the game is over before you begin? It’s time to empower yourself with skills to leverage the unique perspectives you bring to the negotiating table. This one-day workshop will help you overcome any anxiety and show you how to reframe your approach to negotiating. Learn to create a game plan that helps you navigate the issues, optimize interpersonal dynamics and gain buy-in and support in every negotiation. During the seminar you will engage in small group activities and exercises. You’ll also review a negotiation case study and an accompanying video to observe different “moves and turns” in a negotiation.

HOW YOU WILL BENEFIT

- Recognize opportunities to increase your success through negotiation
- Develop a strategy and negotiate from a position of power
- Manage negotiations effectively while sustaining good working relationships
- Avoid common pitfalls that can derail negotiation goals

WHAT YOU WILL COVER

- Assessing and identifying your negotiating style
- Understanding differences in how men and women negotiate
- Framing your approach and preparing to push back
- Developing strategic “moves and turns”
- Preparing, communicating confidence, and other tools for success

WHO SHOULD ATTEND

Professional businesswomen who need to negotiate deals and new initiatives, resolve conflicts and reach agreements, develop “win-win” solutions and enhance their status as leaders.

This seminar was fantastic! The instructor was so wonderful! Every female should attend this session!” — Stephanie M.

REGISTER TODAY! www.amaseminars.org/2850

1-Day Classroom Schedule

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Women’s Leadership Certificate Program

SEMINAR #2960

Build vital leadership competencies and earn AMA’s Women’s Leadership Certificate. Women at any level can be strong leaders. This dynamic, hands-on, 2-day course experience will provide you with the knowledge and tools you need to be viewed as a present and future leader and to add greater value to your organization and career. Explore vision, negotiation, and strategy—and find your leadership voice so you can lead with courage and conviction.

Upon completing this unique course, you’ll have earned a special AMA Women’s Leadership Certificate, indicating that you’ve experienced in-person, hands-on training in leadership areas that are crucial for women who lead in business.

HOW YOU WILL BENEFIT

- Learn crucial leadership skills organizations demand
- Find your true voice as a leader and shape an authentic leadership message
- Recognize and overcome preconceived notions that can sabotage women in business
- Discover how to present yourself as someone who adds value to the organization
- Increase your confidence and be comfortable with risk taking

WHAT YOU WILL COVER

- Establishing your leadership voice
- Crafting a compelling message
- Communicating a strategic direction
- Leading your team to greater success
- Becoming a strategic thinker and negotiator
- Adding value to your organization

WHO SHOULD ATTEND

Professional women at all levels who wish to take on a leadership role, build leadership competencies, contribute more to their teams and organizations, and advance their careers.

REGISTER TODAY! www.amaseminars.org/2960
Developing Effective Business Conversation Skills

SEMINAR #2109

Master conversational skills to get attention and gain credibility. Are your spoken messages organized and coherent or rambling and unfocused? Do you put off difficult conversations or are you able to work through issues with confidence and empathy? Do you know when to talk, when to listen and when to ask questions?

HOW YOU WILL BENEFIT
- Express your ideas completely and succinctly to build rapport
- Leverage conversational dynamics to get results
- Avoid leaving others in “mind-reader” mode

WHO SHOULD ATTEND
Business professionals at all levels who wish to have more effective conversations, including managers, supervisors and team leaders.

Visit www.amaseminars.org/2109 for details about CPE credits.

REGISTER TODAY! www.amaseminars.org/2109

2-Day Classroom Schedule

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<td>May 16-17 San Francisco, CA 2109-L6M-00304</td>
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Visit our website for a complete list of dates and locations.

Communicating Across Generations: Bridging the Gap

SEMINAR #2212

Are your messages getting through with equal clarity to all of your coworkers—regardless of age? Discover how to communicate clearly and in the most positive and effective way possible with all generations in the workplace. Through exercises, role-plays and case studies, you’ll learn and practice specific skills to identify generational differences, break through stereotypes, foster respect and create a more productive work environment.

HOW YOU WILL BENEFIT
- Flex your communication style to meet the challenges of generational differences
- Recognize how values, work style, cultural influences and career expectations influence communications

WHO SHOULD ATTEND
Business professionals at every level who want to improve their ability to communicate with co-workers of every generation.

REGISTER TODAY! www.amaseminars.org/2212

2-Day Classroom Schedule

<table>
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<td>Aug. 19-20 San Francisco, CA 2212-L6M-00035</td>
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Communicating with Confidence

SEMINAR #2210

Connect with others using the right words, the right tone and the right body language. There’s no shortage of ways to communicate quickly in the 21st century. But what happens when you need to find the right words and communicate them in the right way, face to face?

There’s no substitute for in-person, one-on-one communication. This intensive, skills-building “boot camp” will give you a practical, hands-on experience in business communication. You’ll be well on your way to developing the confidence and capabilities you need to establish yourself in the business world—and keep moving ahead throughout your career.

HOW YOU WILL BENEFIT
- Understand why effective communication is vital to your success
- Identify the choices that drive the success or failure of any communication
- Optimize existing skills while overcoming your limitations
- Improve work relationships by reducing misunderstandings
- Choose the most effective language to handle even the most difficult circumstances
- Connect with people whose communication styles are different

WHAT YOU WILL COVER
- Identifying your communication style, strengths and limitations
- Defining the characteristics of effective and ineffective communication and listening skills
- Empathizing to defuse emotionally charged situations
- The four primary communication styles and accommodating the needs of each style
- Using nonverbal communication proactively
- Structuring your message
- Leveraging the other person’s point of view
- Recovering from communication breakdowns

WHO SHOULD ATTEND
Early career professionals and those interested in enhancing their fundamental verbal communication skills.

REGISTER TODAY! www.amaseminars.org/2210

2-Day Classroom Schedule

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How to Communicate with Diplomacy, Tact and Credibility

SEMINAR #2206  Also available Live Online

Become one of those people who always know the right thing to say

➤ Make yourself promotable. Learn to be poised and professional under pressure.

➤ Build a great reputation for responding positively to criticism.

➤ Be brave. Take the honest and direct route to the top.

➤ Flex your style to handle stressful situations with ease.

“ It was very interesting and showed great ways to handle situations that frequently come up around the workplace. I learned a lot from the class that I will use in the future.”

—Brian H.

Your professional image and career opportunities are at stake. Success doesn’t come from diligence and vision alone. How well you communicate directly influences how others view your work and performance.

Communicate your way to your next career goal. Even if you are a good communicator, you can still fail if you let emotions and conflicts get in your way. It takes a deeper, more adaptive set of skills to master situations that come with increased responsibilities.

Anyone can master communication skills, but not all do. There are proven techniques that can work for you in any business interaction. But to learn them requires personal reflection and practice. Here’s your opportunity.

Tap into the power of your communication style. Knowing your communication style and how to read other people’s communication styles helps you share your ideas and needs—and better understand those of others. That leads to powerful connections.
Diplomacy, Tact and Credibility

WHAT YOU WILL COVER

The Importance of Perception
- Understanding how perception and image can impact others' perception of you and your performance
- Recognizing how diplomacy, tact, and credibility are demonstrated through good communication

Communication Style Differences
- Knowing how style impacts the image others have of you
- Flexing your style to communicate with more diplomacy, tact, and credibility
- Flexing your style to gender, generation and position
- Recognizing how stress impacts how you use your style traits

Effective and Powerful Communication
- Identifying and removing the roadblocks to effective communication
- Knowing how to positively impact the visual, verbal and vocal components of communication
- Describing the Know-Feel-Do Model of communicating

Understanding nonverbal communication as a critical part of the communication process

Effective Listening Skills
- Applying good listening skills in order to communicate with diplomacy, tact and credibility
- Identifying the barriers and obstacles to effective listening
- Knowing how ineffective listening can cost you and the organization

Diplomacy, Tact and Credibility
- Defining the five actions that make for credible communication
- Identifying how “hot buttons” make people lose their diplomacy and tact—and credibility

WHO SHOULD ATTEND

Business professionals who want the skills to communicate in a positive, professional manner no matter what the situation.

MEET LUANNE STEVENSON

With over 25 years of leadership and management experience as a facilitator and coach, LuAnne has worked in industries such as telecommunications, finance, high-tech, nonprofit, academia and government. She is certified in Corporate Coach U's Coaching Clinic for Managers and holds an MA in Management and a BA in Organizational Communication.

REGISTER TODAY! www.amaseminars.org/2206

2-Day Classroom Schedule

1.2 CEUs/12 PDUs/14 CPE/12 PDCs

JUNE
June 3-4 — Lake Buena Vista, FL — 2206-L6M-02108
June 6-7 — Arlington, VA — 2206-L6M-02111
June 10-11 — New York, NY — 2206-L6M-02113
June 16-17 — Chicago, IL — W 2206-L6M-02114
June 16-17 — Atlanta, GA — 2206-L6M-02115
June 13-14 — Philadelphia, PA — 2206-L6M-02116
June 17-18 — Chicago, IL — W 2206-L6M-02117
June 17-18 — Seattle, WA — 2206-L6M-02118
June 20-21 — Parsippany, NJ — 2206-L6M-02109
June 24-25 — Denver, CO — 2206-L6M-02120

JULY
July 8-9 — Arlington, VA — 2206-L6M-02121
July 8-9 — Atlanta, GA — W 2206-L6M-02122
July 8-9 — Chicago, IL — 2206-L6M-02123
July 8-9 — New York, NY — W 2206-L6M-02124
July 11-12 — San Francisco, CA — 2206-L6M-02125
July 15-16 — Dallas, TX — 2206-L6M-02126
July 22-23 — Los Angeles, CA — 2206-L6M-02129
July 25-26 — Atlanta, GA — 2206-L6M-02130

AUGUST
Aug. 1-2 — Arlington, VA — 2206-L6M-02131
Aug. 1-2 — Boston, MA — 2206-L6M-02132
Aug. 5-6 — Arlington, VA — 2206-L6M-02134
Aug. 12-13 — Atlanta, GA — 2206-L6M-02135
Aug. 12-13 — San Francisco, CA — 2206-L6M-02136
Aug. 15-16 — Chicago, IL — 2206-L6M-02133
Aug. 15-16 — New York, NY — 2206-L6M-02138

Special Session for Women

L6M For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org

Visit our website for a complete list of dates and locations.

Recommended CPE Credit: 14 hours/Basic
Prerequisites: None
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live/Group Internet-based
Field of Study: Non-technical—Communication

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
Effectively Communicating in the Moment  SEMINAR #2031

Convey confidence and credibility by communicating with speed, clarity and precision. You’re asked unexpectedly during a meeting to give a project update, or are stopped in the hallway by a senior manager with an important question, or are cornered in a challenging conversation. You can’t plan for these unscripted events and put your credibility on the line. This course will help you apply preemptive and in-the-moment strategies to excel when communicating in unscripted situations.

HOW YOU WILL BENEFIT

- Assess your professional strengths and opportunities when communicating in the moment
- Apply preemptive mindfulness and stress management to bring out your best self
- Employ listener analysis to frame messages
- Use in-the-moment mental templates to organize your thinking
- Integrate impactful nonverbal delivery behaviors into your in-the-moment communication

WHAT YOU WILL COVER

- Learning tools and strategies for rapid communication
- Applying nonverbal behaviors that exude confidence and competence
- Reviewing approaches to use in five common workplace in-the-moment communication situations
- Handling hostile questions assertively and professionally
- Understanding how social media, texting and emailing relate to in-the-moment communication

WHO SHOULD ATTEND

All business professionals at any point in their careers who need to develop and improve their in-the-moment communication capabilities and confidence.

REGISTER TODAY!  www.amaseminars.org/2031

Communication and Interpersonal Skills for Technical Professionals  SEMINAR #2576

To achieve success, technical professionals must have strong and flexible interpersonal and communication skills in addition to their technical abilities. This seminar will give you the interpersonal and communication tools you need to ensure mutual clarity and understanding when dealing with others, so you can maximize all your business interactions and achieve your critical goals.

HOW YOU WILL BENEFIT

- Recognize and manage differences between you and nontechnical professionals
- Deliver clear messages to nontechnical professionals
- Apply verbal and nonverbal techniques to build understanding
- Develop active listening skills that promote better work relationships
- Get your points across in diverse communication contexts
- Use influencing skills to grow your reputation
- Be able to productively manage conflict

WHAT YOU WILL COVER

- Identifying differences between technical and nontechnical professionals
- Interpersonal strategies to help you get your points across in diverse circumstances
- Strategically applying a communication system to enhance relationships
- Developing active listening skills to promote better work relationships
- Communication strategies to help you achieve your goals
- Productively managing conflict

WHO SHOULD ATTEND

All IT and technical professionals who need to develop their interpersonal and communication skills.

REGISTER TODAY!  www.amaseminars.org/2576
Building Better Work Relationships: New Techniques for Results-Oriented Communication SEMINAR #2235  

**Discover the essential skills to foster authentic work relationships—and career success.**

In a complex environment, work is accomplished through the collaborative efforts of many. Differences are a positive force if you know how to harness them. Your ability to develop good interpersonal skills and create rapport in this environment can make—or break—your career. Get set to step up and become a “conscious communicator.”

**Effective Workplace Relationships**  
- Learning ways to build effective workplace relationships  
- Identifying behaviors that support or undermine work relationships  

**Communication and Perception**  
- Identifying and correcting behaviors that erode trust  
- Becoming a conscious and polished communicator

**How You Will Benefit**

- Win the trust of your colleagues  
- Avoid conflict by developing flexibility in actions, thoughts and feelings  
- Influence and motivate others to achieve first-rate performance  
- Accurately use direct and indirect messages  
- Identify strengths, weaknesses and opportunities in your workplace relationships  
- Master the keys to excellent communication  
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers

**Investigating Emotions and Emotional Intelligence**  
- Redefining yourself and others  
- Improving work relationships through emotional intelligence  

**Building Better Relationships with Ourselves and Others**

- Evaluating the impact of perception, world view and emotional intelligence  
- Understanding self-awareness, self-esteem, self-concept and self-fulfilling prophecy  

**Relational Building**

- Managing assumptions in order to build trusting relationships  
- Consciously building trust at work

**Expressing Needs within Relationships**

- Performing an interpersonal needs inventory  
- Completing an “influencing” SWOT profile

**Relational Communication**

- Sharpening verbal and nonverbal skills  
- Applying direct and indirect messages for more flexible communication

**Relational Listening**

- Identifying listening barriers  
- Improving listening by asking essential questions

**Meet Tracie Reveal Shipman**

This entrepreneur has delivered thousands of hours of content to leaders, teams and individual contributors, making it fun as well as relevant to participants’ specific jobs. Tracie specializes in collaboration skills, critical thinking, team development, emotional intelligence, influencing without authority and more. Her certifications include the Myers-Briggs Type Indicator test.

**Addressing Relational Change and Conflict**

- Selecting your conflict-resolution style  
- Planning to resolve conflicts assertively

**Who Should Attend**

Business professionals who want to be strong, passionate and effective communicators who can speak to a variety of audiences across organizational boundaries.

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<td>Managing assumptions in order to build trusting relationships</td>
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**Register Today!** [www.amaseminars.org/2235](http://www.amaseminars.org/2235)

**3-Day Classroom Schedule**

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**4-Lesson Live Online Schedule**

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**Recommended CPE Credit:**

21 hours—Basic—Classroom  
14 hours—Basic—Live Online

**Prerequisites:** None  
**Advance Preparation:** None  
**Delivery Method:** Group Live/Group Internet-based

**Field of Study:** Non-technical—Communication

**AMA Members Save $250**

- $2,445/AMA Members $2,195  
- 1.8 CEUs/18 PDUs/18 PDCs/21 CPE/18 PDCs/18 CAEs

**AMA Members Save $250**

- $2,345/AMA Members $2,095  
- 1.2 CEUs/12 PDUs/14 PDCs/12 CAEs

**For additional dates and locations or to register — 1.800.262.9699 — [www.amaseminars.org](http://www.amaseminars.org)**

**L6M**
**BEST SELLER**

**Responding to Conflict**

**Strategies for Improved Communication**

SEMINAR #2115  Also available Live Online

Increase your success by proactively and positively managing conflict. Now you can learn how to manage disputes and disagreements in a positive manner, or even avoid them altogether. This seminar will show you how to recognize the causes of interpersonal conflict. It emphasizes skills to help you critically evaluate conflict situations and then choose the appropriate strategies and tools to manage and/or resolve them. You’ll develop greater awareness of your emotional triggers and how to control them. In addition, you will learn how to continually action-plan around the implementation of your new skills.

**HOW YOU WILL BENEFIT**

- Recognize the underlying causes of conflict
- Map conflict using a five-step approach
- Identify ways to develop flexible responses to personal and professional conflicts
- Practice applying models, techniques and strategies to manage your interpersonal communication behaviors in conflict situations
- Implement strategies to improve your communication and effectively respond to conflict

**WHAT YOU WILL COVER**

**Developing Conflict Awareness**

- Recognizing the difference between disagreement and conflict
- Understanding the five levels of a conflict
- Exploring barriers to conflict management and resolution

**Responding to Conflict**

- Identifying your own feelings and actions in response to conflict
- Applying the P-U-R-R Model to demonstrate understanding
- Utilizing the validating process
- Distinguishing between listening for thoughts and listening for feelings

**The Role of Trust in Minimizing Conflict**

- Describing the 4 Cs as the cornerstones of building trust
- Knowing how trust is lost and regained, and how transparency validates trust
- Identifying interests behind positions

**Conflict Strategies**

- Identifying your preferred strategies for responding to conflict
- Understanding the five conflict strategies
- Exploring appropriate strategies to minimize/manage conflict

**Moving Beyond Conflict**

- Knowing why relationship conflict and content conflict should be handled differently
- Turning potential disagreements into discussion by applying the Model to Disagree
- Identifying and practicing assertiveness tools and strategies
- Detoxifying emotional statements and devising alternative ways to express the message

**Dealing with Difficult Behavior**

- Explaining the difference between difficult people and difficult behavior
- Understanding how to handle passive behavior
- Developing a strategy for handling passive or aggressive behavior

**Mapping the Conflict**

- Mapping a conflict using a five-step approach
- Exploring a given conflict from various “viewing points”
- Separating interests from positions in a specific conflict
- Selecting a conflict strategy appropriate to addressing a specific goal
- Implementing a chosen conflict strategy

**Thunderstorms**

- Applying skills to address emotionally tense conflicts (called Thunderstorms)
- Using skills to address an intra-group conflict case study

**How to continually action-plan around the implementation of your new skills.**

**View Classroom Experience**

**REGISTER TODAY!**  www.amaseminars.org/2115

---

**Training better communicators, better teams and better leaders**

**MEET CAROLE F. HYSMITH, EdD**

A 22-year-plus tenure in education and development has given Carole the expertise to develop leaders, train individuals to be more assertive, and help all employees with career development. She has taught at several colleges and is currently an adjunct professor at Shorter College, Atlanta, Georgia. Carole is also certified in administering the Myers Briggs Type Indicator.

- Planning for future development to effectively respond to conflict

**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.

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**Faculty Spotlight**

**VIEW CLASSROOM EXPERIENCE**

**2-Day Classroom Schedule**

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<td>Sept. 9-10   Chicago, IL</td>
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<td>Sept. 19-20  Dallas, TX</td>
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**4-Lesson Live Online Schedule**

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As a CAE Approved Provider educational program related to the CAE exam content outline, this program may be applied for 12 Classroom and 12 Live Online credits toward your CAE application or renewal professional development requirements.
Interpersonal Skills for Managers SEMINAR #2575

Improve your communication skills—and every aspect of your working relationships. Success depends upon the combined cooperation, commitment and action of people—both face to face and across digital channels. That's why your interpersonal skills are so critical to your own effectiveness as a manager. This seminar gives you three days of solid learn-by-doing training to sharpen your skills with superiors, peers and subordinates.

HOW YOU WILL BENEFIT
- Solve problems by clarifying the real issues
- Make tradeoffs without being a pushover on big issues
- Gain support for implementing your plans
- Generate enthusiasm for your ideas and proposals
- Minimize conflict and build group commitment
- Influence others and motivate them to profitable action
- Know when to give criticism and praise to produce results
- Give direction without creating “static”

WHAT YOU WILL COVER
- Communication and the new workplace
- The power of trust
- How perceptions influence your interaction with others and their responses to you
- Nonverbal and verbal skills: developing and delivering clear messages
- Using listening and feedback skills to build high-performance work relationships
- Developing strategies for constructive performance feedback
- Directing and motivating others
- Assertively and productively managing conflict
- Being a team player: the synergistic impact of all your interpersonal skills

WHO SHOULD ATTEND
Managers, team leaders and supervisors who want to maximize their positive impact on others through effective interpersonal skills.

Moving Ahead

Breaking Behavior Patterns that Hold You Back SEMINAR #2255

You may be your own worst enemy. Change your professional image by overcoming destructive workplace behavior. Do you steamroll over others in a quest for power, constantly rebel against authority, discuss office gossip, cry at the drop of a hat in stressful situations? These are just a few examples of bad behavior that can result in “career suicide”—even for the most capable employees. Overcome and resolve workplace situations where ineffective behavior is at play so that you can move forward and get the rewards you deserve.

HOW YOU WILL BENEFIT
- Identify people and situations that can elicit bad workplace behavior
- Successfully change or modify career-sabotaging habits
- Understand how negative behaviors affect teamwork
- Achieve better work relationships and change how you are perceived
- Manage feelings of frustration and anger in the workplace
- Gain recognition for contributing to a more positive and happier work environment
- Positively impact your career path

WHAT YOU WILL COVER
- Accepting responsibility for communicating effectively
- The role of empathy in becoming more productive
- Controlling reactions, instead of being controlled by them
- Increasing your emotional intelligence to better handle interpersonal relationships
- A five-step process for overcoming emotional triggers
- Using positive self-talk for a more constructive attitude
- Improving your image in the eyes of co-workers, customers and senior management
- Understanding how negative behaviors affect teamwork
- Successfully change or modify career-sabotaging habits
- Achieving better work relationships and change how you are perceived
- Positively impact your career path

WHO SHOULD ATTEND
Those whose negative behavior pattern has impeded their career success and who wish to move forward.

This was the best course I’ve attended thus far! It was impactful and completely relevant to driving my career forward.” —Tia S.

REGISTER TODAY! www.amaseminars.org/2575

3-Day Classroom Schedule
1.8 CEUs $2,445/AMA Members $2,195
AMA Members Save $250

March 25-27........Arlington, VA.........2575-L6M-99609
April 8-10...........Atlanta, GA...........2575-L6M-99610
May 29-31...........New York, NY........2575-L6M-99611
July 29-31..........San Francisco, CA.......2575-L6M-99612

REGISTER TODAY! www.amaseminars.org/2255

2-Day Classroom Schedule
1.2 CEUs $2,195/AMA Members $1,995
AMA Members Save $200

March 14-15........New York, NY........2255-L6M-00224
April 4-5..............Arlington, VA........2255-L6M-00220
June 24-25..........Chicago, IL...........2255-L6M-00222
July 8-9..............New York, NY........2255-L6M-00223
Aug. 19-20.........Atlanta, GA............2255-L6M-00224
Mastering the Art of Critical Conversations
SEMINAR #2146

Face up to high-stakes or emotional conversations with results-oriented skills. If you’re like most people, you run into trouble when conversations turn from routine to crucial. Your body’s natural fight-or-flight response takes over. The knee-jerk response is to run and dodge the topic, hide behind an email, or just wing it and hope for the best. Productivity stems from face-to-face communication, as well as your ability to express controversial and risky opinions effectively. Attend this course and practice using real-life models to conduct difficult conversations on any topic. You’ll gain the skills and summon the courage to step up, speak openly and honestly, and get results that count.

HOW YOU WILL BENEFIT
- Determine your “hot buttons” and take steps to manage your emotions
- Transform relationships by addressing real issues with authenticity
- Openly express opinions that can lead to success and productivity
- Give and receive feedback without negativity
- Develop advance strategies for managing critical conversations as well as getting them back on track

WHAT YOU WILL COVER
- Analyzing elements of a critical conversation
- Recognizing your default mode under stress and your preferred conflict style
- Practicing tools to deal with various emotional responses
- Preparing for and practicing different types of critical conversations
- Diagnosing and addressing problems while having critical conversations
- Practicing having critical conversations “on the fly”

WHO SHOULD ATTEND
Anyone who wants to be better prepared to manage critical conversations that can have a significant impact on relationships at work.

The Effective Facilitator Maximizing Involvement and Results
SEMINAR #2578

Bring out the best in individual and team performance through meeting facilitation. Your role as a meeting facilitator demands exceptional interpersonal skills, keen observation, insight and tact. Like a conductor, you must bring out the best in individual players and orchestrate successful group efforts. This is your go-to course to develop superior core facilitation skills. Through hands-on practice, peer interaction and instructor feedback, you’ll explore your role as a facilitator in depth and apply these skills in a variety of group situations.

HOW YOU WILL BENEFIT
- Spark and enhance crucial synergy and creative energy
- Address the challenges of having multiple roles—leader, manager and facilitator
- Build consensus, handle conflict and keep meetings on track
- Direct meetings that reduce frustration and produce results
- Keep content, process and structure on track to produce positive outcomes

WHAT YOU WILL COVER
- Identifying and developing the qualities and skills of a good facilitator
- Leveraging your personal style and preferences to maximize engagement
- Developing essential skills for fostering effective relationships
- Listening and talking in ways that ensure you will be heard
- Planning effective interventions when conflict, anger and disagreements occur
- Customizing your plan for effective meeting facilitation

WHO SHOULD ATTEND
This program is for managers who must facilitate results in meetings or project teams, as well as any employees who have groups under their direction or who work as internal consultants.

REGISTER TODAY!  www.amaseminars.org/2578

2-Day Classroom Schedule

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AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.
Negotiating to Win  
SEMINAR #2513

Gain the skills, insights and competencies required in all negotiations—in every organization—at every level. Negotiation focuses on solving the problem and closing the gap between what both parties want.

HOW YOU WILL BENEFIT
- 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
- Negotiate face to face or by phone, email or other media

WHAT YOU WILL COVER
- The basic concepts of negotiation
- Identifying approaches to negotiation
- Defining the influences on the negotiation process
- Applying the persuasion process
- How to avoid negotiation traps

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.

SPECIAL FEATURE
Leave with AMA’s Negotiation Planner to effectively apply your newly learned skills.

REGISTER TODAY!  www.amaseminars.org/2513

Storytelling Power Secrets for Exceptional Communication  
SEMINAR #2102

Engage and convince others to be passionate about your ideas. The very best stories inspire people to take action. Many consider a powerful story to be a surefire way to persuade other people to get behind an idea or goal and give it their total support. Yet the ability to relate a story that people can connect with, are persuaded by and feel passionately about is a rare skill. This seminar will show you how to craft engaging and motivating stories that can inspire commitment and passion throughout your organization, as well as expand your professional influence.

HOW YOU WILL BENEFIT
- Use compelling stories to appeal to listeners’ emotions and drive your points home
- Relay information in an experiential manner for greater impact and understanding
- Make a more powerful impression in meetings and presentations
- Win over, influence and gain the trust of clients, customers and colleagues
- Engage listeners with stories that naturally lead them to the conclusions you want them to reach

WHAT YOU WILL COVER
- Developing the mental agility to alternate between objective (facts) and subjective (storytelling)
- Building a bridge of trust with your listeners to carry your facts, proof and benefit messages
- Learning six kinds of stories: who I am, why I am here, my vision, my values-in-action, teaching, and I know what you’re thinking
- Practicing the six principles of how to construct a story: developmental logic, oral language, intention, imagery, participation vs. control, and point of view
- Developing, testing and telling stories that suit the situation

WHO SHOULD ATTEND
Business professionals at all levels, including sales persons, marketers and others who are looking for an innovative and fresh way to stimulate and engage others in order to get the outcomes they want.

REGISTER TODAY!  www.amaseminars.org/2102

TABLE OF CONTENTS

VIEW CLASSROOM EXPERIENCE
COMMUNICATION • Interpersonal Skills

Communicating Up, Down and Across the Organization
SEMINAR #2203 | Also available Live Online

Get heard—regardless of where you sit in the organization. It can happen at a moment’s notice: you need to communicate a new idea to senior managers, influence your colleagues to support your proposal or inspire direct reports to make a change. Are you prepared to communicate with anyone in your organization? Do you know how to analyze your audience? Can you frame your message so that people feel connected to you?

To connect with many types of people while projecting confidence, credibility and trustworthiness requires specific tools and strategies. You’ll focus on the specific communication skills and competencies necessary to build mutual understanding and connectivity with others, regardless of your role. You’ll also discover influence strategies and learn how to critically evaluate each unique communication event.

HOW YOU WILL BENEFIT
- Analyze your audiences and situations and plan your message
- Create processes to frame your message to specific audiences
- Apply strategies to influence and motivate others throughout the organization
- Understand how communication can impact how much influence you have
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers

WHAT YOU WILL COVER
Solving Real Workplace Communication Issues
- Recognizing the role of communicating in developing influence and improved productivity
- Identifying your specific workplace up/down/across communication challenges as focal points

Putting the Best “You” Forward
- Exhibiting a strong sense of confidence and external image
- Creating and maintaining trust and credibility with others
- Applying strategies to build and use rapport and identification with colleagues

Targeting Your Message to the Situation
- Identifying the best uses of various communication technologies
- Adapting messages to situational dynamics
- Planning effective messaging in teams when up/down/across members are present

Framing the Message
- Applying message-framing strategies to create a responsive environment
- Assessing influencing preferences and situational needs to impact personal persuasive ability
- Practicing how to deliver messages that promote clear and productive communication

Motivating and Influencing Throughout the Organization
- Building productivity by applying motivational communication strategies
- Evaluating and practicing various motivational and presentation formats

WHO SHOULD ATTEND
Business professionals who want to be strong, passionate and effective communicators who can speak to a variety of audiences across organizational boundaries.

REGISTER TODAY! www.amaseminars.org/2203

2-Day Classroom Schedule
www.amaseminars.org/2203

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Aug. 22-23                       | New York, NY             | 2203-L6M-00615         |
Aug. 26-27                       | Chicago, IL              | 2203-L6M-00616         |
Sept. 9-10                       | San Francisco, CA        | 2203-L6M-00617         |
Sept. 16-17                      | Austin, TX               | 2203-L6M-00624         |
Sept. 26-27                      | Boston, MA               | 2203-L6M-00620         |

Recommended CPE Credit: 14 hours/Basic
Prerequisites: None
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live/Group Internet-based
Field of Study: Non-technical—Communication

4-Lesson Live Online Schedule

1.2 CEUs/12 PDUs/14 CPE/12 PDCs
$2,095/AMA Members $1,895
AMA Members Save $200

Monday and Wednesday 2-5 pm ET

March 18-27                      | 2203-L6M-00592         |
May 13-22                       | 2203-L6M-00604         |
July 8-17                       | 2203-L6M-00614         |
Sept. 9-18                      | 2203-L6M-00648         

He helps people connect and find solutions

Faculty Spotlight

MEET MICHAEL J. FEINSON

As a leadership and organizational change expert, Michael helps organizations resolve complex challenges and seize new opportunities. He knows how to bring people with different perspectives together to identify new solutions, reach agreement, and commit to implementation. He has been able to help clients achieve breakthroughs by building trust and strengthening relationships.

...
Expanding Your Influence
Understanding the Psychology of Persuasion

SEMINAR #2204  Also available Live Online

How can one person get someone to do something with ease, while it's an uphill battle for someone else? Bringing the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no.

This 2-day course explores these psychological triggers, plus how this knowledge may be used not just for compliance, but for mutually desirable outcomes. You’ll uncover persuasion techniques that most people don’t even know exist and learn how to build your influence by applying these principles to any number of business interactions, from managing, mentoring and negotiating to conversations, writing and presentations. In addition, you will learn how to choose the best principle for any given situation and avoid being manipulated by others.

HOW YOU WILL BENEFIT

■ Explore the psychology behind persuasion
■ Understand the psychological/subconscious triggers that influence a person’s decision-making process, behaviors and reactions
■ Select and customize the right law(s) of persuasion to apply in any situation
■ Learn tactics to protect yourself from unethical behavior
■ Prepare to influence an individual by using the Pre-Persuasion Checklist

WHAT YOU WILL COVER

Overview of Influence and Persuasion
■ Defining persuasion and influence
■ Explaining the laws of persuasion
■ Identifying the major categories of laws of persuasion

Appealing to Human Nature and Fulfilling Emotional Needs
■ Psychological/subconscious triggers that influence a person’s decision-making process, behaviors and reactions
■ The laws of persuasion as they pertain to human nature and emotional needs
■ Selecting and applying the appropriate law(s) of persuasion to a given situation

Shaping Perceptions
■ Recognizing positive versus negative verbal and nonverbal communication
■ Understanding the implications of unethical approaches when using these laws

Involvement to Persuade
■ The law of involvement and how it affects your ability to persuade others

Creating Discomfort
■ Explaining how the laws that create discomfort affect your ability to persuade others
■ Connections between those laws that create discomfort and those that shape perceptions

Balance Emotions and Logic
■ The law of balance, and how it affects your ability to persuade others
■ Understanding the implications of unethical approaches when using these laws
■ Explaining how the laws that create discomfort and those that shape perceptions apply in any situation
■ Applying the laws of persuasion back on the job

Putting It All Together: Using the Pre-Persuasion Checklist
■ Using the checklist to determine the appropriate law(s) of persuasion for a given business situation
■ Preparing to influence an individual by using the Pre-Persuasion Checklist

WHO SHOULD ATTEND

Business professionals who need to understand the psychological principles behind how people are convinced to do something, including sales managers, VPs/directors of sales, account executives, project managers and product managers, purchasing managers and marketing managers.

VIEW CLASSROOM EXPERIENCE

REGISTRATION TODAY!  www.amaseminars.org/2204
Invaluable seminar; it really gave me a tremendous amount of ideas to use at work. In particular, the idea of a ‘personal toolbox’ and the things I have to offer at work (reciprocal or not) was very motivating and useful.”

—Melissa H.
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
  - Reciprocity assessment and case study
  - Principles of reciprocity
  - Building relationships
  - Creating partnerships

Personal Preferences:

- Identifying and flexing your communication style preferences when influencing others
- Understanding the various communication style preferences at work
- Defining the impact of negative attribution cycle

Persuasion:

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

When Conflict Comes Between You and Your Desired Results:

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

Getting Better Results from Negotiation:

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

Developing an Action Plan:

WHO SHOULD ATTEND:

Those who need to get work done through others—or who need to convince another person to buy into an idea or follow up on a request.

REGISTER TODAY! www.amaseminars.org/2532

2-Day Classroom Schedule

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Recommended CPE Credit:

14 hours/Basic

Prerequisites:

None

Advance Preparation:

Online pre- and post-assessment

Delivery Method:

Group Live/Group Internet-based

Field of Study:

Non-technical—Communication, Personal Development

4-Lesson Live Online Schedule

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For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
AMA’s Business Grammar Workshop  SEMINAR #2121

Also available Live Online

Avoid costly and embarrassing mistakes in all types of business writing. Whether you need to refresh your knowledge of grammar and punctuation—or know what’s grammatically correct but can’t always explain why—this highly interactive and collaborative seminar is the perfect and painless solution. Learn and apply the standard rules for achieving proper usage and grammar, then return to your job with greater confidence and ability when writing emails, letters, reports, proposals and all other types of business correspondence.

HOW YOU WILL BENEFIT

- Be able to produce clear and concise sentences
- Edit for agreement between parts of speech within a sentence
- Apply simple but effective tips for proper grammar, usage and punctuation
- Apply rules of Standard English to critique your own writing
- Select the appropriate grammar to suit the business situation

WHAT YOU WILL COVER

- Clarifying differences among tricky grammar rules
- Correcting verb tense and agreement errors
- Distinguishing between the most commonly confused adjective-adverb pairs
- Applying the linking verb rule for selecting the correct adjective or adverb
- Identifying the proper choice for commonly used pronouns
- Editing for correct capitalization, abbreviation and number usage
- Correcting a document for errors in parts of speech and mechanics
- Identifying common sentence errors
- Choosing the correct punctuation mark in diverse sentences

WHO SHOULD ATTEND

Those who want to improve their grammar skills and increase their confidence with all types of business writing.

Visit www.amaseminars.org/2121 for details about CPE credits.

REGISTER TODAY!  www.amaseminars.org/2121

2-Day Classroom Schedule

1.2 CEUs  $1,895/AMA Members $1,695  AMA Members Save $200

March 28-29 ................. New York, NY ............................................. 2121-L6M-00167
April 4-5 .......................... San Francisco, CA .................................. 2121-L6M-00169
May 20-21 .......................... Atlanta, GA ........................................... 2121-L6M-00171
June 6-7 .......................... New York, NY ........................................... 2121-L6M-00172
June 10-11 ...................... Arlington, VA ........................................... 2121-L6M-00173
July 15-16 .......................... Chicago, IL ............................................ 2121-L6M-00174
July 24-25 .......................... Dallas, TX .............................................. 2121-L6M-00175
Sept. 19-20 .......................... New York, NY ..................................... 2121-L6M-00177

4-Lesson Live Online Schedule

1.2 CEUs  $1,795/AMA Members $1,595  AMA Members Save $200

Monday-Thursday 2-5 pm ET

May 13-16 .......................... New York, NY ..................................... 2121-L6M-00170
Aug. 19-22 .......................... New York, NY ..................................... 2121-L6M-00176

Business Writing Made Simple  SEMINAR #2829

In just 1 day, sharpen your skills to convey credibility and get results. Your writing says a lot about you. Weak writing can be a sign that you lack professionalism and credibility. Strong writing conveys that you are skilled and trustworthy. This practical 1-day course comes packed with in-class exercises and offers immediate feedback to help you quickly develop this crucial skill. Learn a simple process for crafting a clear and concise message and get hands-on practice writing for the results you want—in the correct tone, and with complete clarity and precision. You’ll also review correct grammar, punctuation and spelling, and learn to avoid common problems in business communication.

HOW YOU WILL BENEFIT

- Write clear, concise, and effective documents that get real results
- Get through writer’s block and finish a draft quickly
- Choose the right words to set the right tone
- Persuade resistant readers to act on your recommendations
- Deliver difficult messages in tactful ways
- Avoid common grammar, punctuation, and writing errors

WHAT YOU WILL COVER

- Understanding the basics of effective business writing
- Pinpointing your purpose and desired results
- Writing well at the document, paragraph, sentence and word levels
- Creating drafts that project the right tone
- Getting through writer’s block by harnessing the P-O-W-E-R writing process
- Writing a persuasive business case
- Delivering bad news and unpopular messages
- Developing an action plan to keep you growing as a writer

WHO SHOULD ATTEND

All professionals who want to learn and practice a fast, simple, proven approach to essential and effective business writing.

REGISTER TODAY!  www.amaseminars.org/2829

1-Day Classroom Schedule

0.6 CEU  $1,245/AMA Members $1,095  AMA Members Save $150

March 29 ......................... Chicago, IL .............................................. 2829-L6M-00038
April 23 .............................. San Francisco, CA .................................. 2829-L6M-00039
May 13 .............................. New York, NY ........................................... 2829-L6M-00036
June 3 .............................. Arlington, VA ........................................... 2829-L6M-00036
July 15 .............................. New York, NY ........................................... 2829-L6M-00040
Aug. 19 .............................. Chicago, IL .............................................. 2829-L6M-00038
Sept. 13 .............................. New York, NY ........................................... 2829-L6M-00037
MA’s 2-Day Business Writing Workshop SEMINAR #2211

Take the strain out of composing any kind of document. Would you like a quick, easy and painless method for composing documents—letters, memos, reports, proposals and performance appraisals—in an organized format? Now you can streamline the writing process and save time by focusing on what to write—instead of how to write it.

WHAT YOU WILL COVER

Guidelines for Effective Business Writing
- Principles that ensure effective business writing
- The need for planning and establishing purpose
- How to meet the reader's needs and expectations
- How to use techniques for overcoming writer's block

Writing the First Draft
- Achieving clarity and precision in daily business writing
- The role of word choice
- How to construct sentences that are clear and direct
- How to use linking words and phrases in sentences and paragraphs
- Active and passive voice and parallelism
- How to employ various patterns of organizing information

Memos and Letters
- Guidelines for writing effectively
- The importance of opening sentences
- How and when to use persuasive, positive and negative words
- How to use appropriate tone

Composing Email
- Guidelines for writing effective email
- The importance of subject lines

Editing and Proofreading the Final Version
- How to recognize common proofreading errors
- Techniques for effective editing and proofreading
- How to construct sentences that are clear and direct
- How to use linking words and phrases in sentences and paragraphs
- Active and passive voice and parallelism
- How to employ various patterns of organizing information

WHERE YOU WILL ATTEND
- Business professionals at any level who need to save time by streamlining their writing process.

Note: You may also choose to bring an existing sample writing piece for one-on-one feedback.

AMAs 2-Day Business Writing Workshop SEMINAR #2211

Also available Live Online

Take the strain out of composing any kind of document. Would you like a quick, easy and painless method for composing documents—letters, memos, reports, proposals and performance appraisals—in an organized format? Now you can streamline the writing process and save time by focusing on what to write—instead of how to write it.

HOW YOU WILL BENEFIT
- Start and finish documents quickly and painlessly
- Write with greater clarity so your reader always understands you
- Arrange your ideas in a logical pattern
- Get rid of “fluff” and produce more concise content
- Approach writing tasks with confidence

WHAT YOU WILL COVER

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- How to employ various patterns of organizing information

WHERE YOU WILL ATTEND
- Business professionals at any level who need to save time by streamlining their writing process.

Note: You may also choose to bring an existing sample writing piece for one-on-one feedback.
Effective Technical Writing

SEMINAR #2216 Also available Live Online

Technical writing is unique because of its specialized content. It must convey objectivity and reach both technical and nontechnical audiences with exactness and clarity. This seminar offers you a battery of tools and techniques to help you jumpstart the writing process on any challenging technical writing endeavor.

HOW YOU WILL BENEFIT
- Create a full range of technical documents with solid structures
- Use templates to quickly start the writing process
- Prepare detailed messages for both technical and nontechnical readers
- Understand best practices for displaying visual information
- Edit language for precision, clarity, and conciseness
- Summarize complex issues with authority and clarity

WHAT YOU WILL COVER
- Employing the standards of technical writing
- The technical writing process: getting started efficiently
- Assessing your own writing style based on the audience
- The techniques: strategically organizing ideas and messages

WHO SHOULD ATTEND
Engineers, scientists, IT/computer personnel and people in R&D and other technical areas who wish to enhance their technical writing skills in order to better communicate with their audiences.

Note: You may also choose to bring an existing sample writing piece for one-on-one feedback.

The “Write” Way to Lead Powerful Tools to Create Impact and Inspire Performance SEMINAR #2030

Develop these executive skills to maximize your leadership effectiveness. As a leader, do you ever doubt whether your written messages are as effective as they need to be? Have you ever written something you later wish you’d said differently—or even regretted writing?

This unique program goes beyond most courses to help you transform your writing into an incredibly valuable tool for inspiring others, gaining their support and trust, and motivating them to excellence. You’ll become a more precise, mindful thinker who can influence and persuade. Gain techniques to help you shape the tone of a message for difficult workplace situations, frame and deliver bad news tactfully via the written word, and write a convincing business case. Apply these skills to craft strategic plans, mission, vision and values statements, proposals, speeches, and any other kind of organizational message.

HOW YOU WILL BENEFIT
- Influence and inspire with the best writing practices of effective leaders
- Overcome writer’s block to produce clear, concise, compelling messages
- Overcome resistance and get results through skilled writing choices
- Set direction, expectations, vision, goals, and plans with greater clarity
- Craft-tactful messages to deliver sensitive messages or bad news

WHAT YOU WILL COVER
- Applying five principles of effective leadership writing
- Messaging with impact through email, social media, and the web
- Setting a clear written strategic and operational direction
- Writing evaluative reports, assessments, and appraisals
- Preparing a persuasive business case and getting commitment
- Delivering bad news and unpopular decisions
- Writing important speeches

WHO SHOULD ATTEND
Executives, managers, directors and high potentials who need to maximize the effectiveness of their leadership writing.

EXTRA
Receive 25+ sample documents and templates you can use or adapt at work.

Note: Bring your own device (e.g., tablet, laptop, smartphone).

REGISTER TODAY! www.amaseminars.org/2216

3-Day Classroom Schedule

1.8 CEUs/18 PDUs $2,345/AMA Members $2,095
AMA Members Save $250

March 25-27 Dallas, TX 2216-L6M-00564
April 29-May 1 Arlington, VA 2216-L6M-00575
June 17-19 Houston, TX 2216-L6M-00583
July 8-10 Chicago, IL 2216-L6M-00577
July 24-26 New York, NY 2216-L6M-00579
Aug. 26-28 San Francisco, CA 2216-L6M-00589
Sept. 9-11 Arlington, VA 2216-L6M-00581
Sept. 16-18 Boston, MA 2216-L6M-00582

4-Lesson Live Online Schedule

1.2 CEUs/12 PDUs $2,195/AMA Members $1,995
AMA Members Save $200

Tuesday and Thursday 2-5 pm ET

June 4-13, 2021 2216-L6M-00576

REGISTER TODAY! www.amaseminars.org/2030

2-Day Classroom Schedule

1.2 CEUs $2,195/AMA Members $1,995
AMA Members Save $200

March 4-5 New York, NY 2030-L6M-00016
May 16-17 Chicago, IL 2030-L6M-00018
June 13-14 Arlington, VA 2030-L6M-00019
Sept. 19-20 San Francisco, CA 2030-L6M-00026
Presentation Skills Workshop
SEMINAR #2868

Transform yourself from an inexperienced speaker to a skilled presenter. In this quick and intensive workshop, you’ll learn to communicate effectively and persuasively in your own style. Develop key presentation skills and learn how to present your ideas with conviction, control, and poise—and without fear. Plus, receive expert advice on how to handle especially challenging situations. Best of all, you’ll gain confidence by making presentations.

HOW YOU WILL BENEFIT
- Plan your presentation using a basic structure
- Tailor your presentation to your audience
- Learn how to project your voice and use pauses to dramatize your point
- Expertly handle difficult questions and situations
- Communicate with clarity and conviction
- Integrate visual aids and support materials
- Synchronize your verbal and nonverbal messages

WHAT YOU WILL COVER
- Balancing verbal and nonverbal messages so content is clear and memorable
- Developing and organizing presentation content using an audience profile and set presentation parameters
- Turning a speech outline into notes
- Preparing to give the presentation by rehearsing, adhering to a time frame and speaking from notes
- Reducing your stress and anxiety
- Using visual aids and support materials
- Handling questions from the audience
- Managing the presentation environment so you can anticipate, avoid and handle equipment problems

WHO SHOULD ATTEND
Those with little or no presentation experience who need to develop their presentation skills, speak in front of groups or sell ideas to others.

SPECIAL FEATURE
Please bring your preferred recording device (i.e., mobile phone or tablet) with available storage capacity to class. Your recording is a great way to get instant feedback. You will see yourself improve, relax and refine your techniques with each performance.

Note: You will need to complete two pre-work exercises and bring them with you to class. Exercise 1: Self-Introduction Worksheet, and Exercise 2: Presentation Plan Guidelines—parameters to follow in order to draft a five-minute presentation.

REGISTER TODAY! www.amaseminars.org/2868

1-Day Classroom Schedule

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<th>Site</th>
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Strategies for Developing Effective Presentation Skills

SEMINAR #2519

Inform, influence and inspire others when you’re in the spotlight. With expert guidance and multiple practice sessions, this course is your ticket to learn the skills to present your ideas with conviction, control and self-confidence—and without fear. You’ll gain the specific skills and direction you need to become comfortable with your own presentation style. You’ll receive expert advice on how to handle especially challenging situations. Most important, you’ll learn how to present by presenting.

HOW YOU WILL BENEFIT

- Tailor your presentation to your audience
- Use relaxation techniques to overcome nervousness
- Learn how to 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

Balancing Verbal and Nonverbal Messages
- Practicing nonverbal impact skills to reduce nervousness and to engage the attention of your listeners
- Making your content clearer and more memorable

Developing and Organizing Presentation Content
- Creating an audience profile and setting presentation parameters
- Condensing a speech outline into notes you can speak from

Preparing to Give the Presentation
- Learning the benefits of rehearsing, adhering to a time frame and speaking from notes
- Reducing stress and speaker’s anxiety

Using Visual Aids and Support Materials
- Describing the purpose of visual aids and support materials
- Identifying tips for effective composition of visual content and speaker aids

Handling Questions from the Audience
- Explaining the importance of the question-and-answer session
- Responding professionally to questions from the audience

Managing the Presentation Environment
- Describing the advantages and disadvantages of different room setups
- Anticipating, avoiding and handling equipment problems

WHO SHOULD ATTEND

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

The video recordings helped my presentations immensely and I saw improvement just within the three days of class. This has been one of the best soft skills training I have ever received.” —Christopher D.

REGISTER TODAY!  www.amaseminars.org/2519

3-Day Classroom Schedule

1.8 CEUs/18 PDUs  $2,345/AMA Members $2,095/AMA Members Save $250

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SPECIAL FEATURE

Video Recording. Please bring your preferred recording device (i.e., mobile phone or tablet) with available storage capacity to class. Your recording is a great way to get instant feedback. You will see yourself improve, relax and refine your techniques with each performance.

Faculty Spotlight

MEET SANDRA VOGEL, PhD

A long history in management, training and development gives Sandra the first-hand experience needed to advance your skills. She’s an expert in communication and presentation techniques but teaches a variety of subjects. In 2002, Sandra founded the eWomenNetwork, which is dedicated to advancing women in business. She is a graduate of the Center for Creative Leadership in Greensboro, NC.

TABLE OF CONTENTS

Institute (PMI).

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

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Effective Executive Speaking  SEMINAR #2522

Speak, present and communicate with poise, power and persuasion. From presentations to public speeches, your effectiveness as an executive and future career hinge on your ability to step up to the podium, command attention and transform every presentation into a credible and compelling communication.

Let’s conquer your fear and connect with the minds and hearts of your audience. Take control of the room with ease and inject every presentation with your style and energy. Gain confidence as you learn by doing, and turn your next speech or presentation into a rewarding experience.

HOW YOU WILL BENEFIT
- 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 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

WHAT YOU WILL COVER
Fundamentals of Executive Speaking Skills
- Identifying the elements of a good presentation
- Creating an individualized speaking skills profile
- Setting personal goals for the development of speaking skills

Preparation
- The importance of research and organization in preparing an effective presentation
- Illustrating how to plan and prepare strong beginnings and endings
- Selecting and designing effective visuals

Delivery Skills
- The effective use of voice, action, image and language in speech making
- Applying strategies for positively addressing speech anxiety
- Practicing articulation methods

Essentials for Winning Presentations and Speeches
- Choosing appropriate strategies for reaching reluctant, uncommitted and inactive audiences
- Designing successful, informative, persuasive, entertaining, motivational and special-event presentations
- Responding in a focused and controlled fashion to questions and answers
- Impromptu speech making

I went in feeling very nervous about public speaking, and after the course I feel so much more confident about my ability to address large groups. The tips we learned to deal with anxiety, handle questions, and stay on track will be very helpful in my next presentation.” —Debbie P.

VIEW CLASSROOM EXPERIENCE

REGISTER TODAY!  www.amaseminars.org/2522

3-Day Classroom Schedule

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SPECIAL FEATURE
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DIVERSITY AND INCLUSION

Developing a Culture of Respect: How to Cultivate a Harassment-Free Organization
SEMINAR #8228

Implement standards to ensure you have a respectful and productive workplace. Many organizations have strict policies prohibiting harassment and have done training. Why isn’t it working? Researchers in the field of harassment have found that it is embedded in the culture of the organization. Learn specific strategies to ensure your workplace can prevent uncivil and harassing behaviors, analyze processes, implement proven tactics, and return to your job well-prepared to apply the principles in your organization.

HOW YOU WILL BENEFIT
- Identify disrespectful practices and sexual harassment in the workplace
- Recognize cultural cues that may indicate there’s a problem
- Define management responsibilities in creating a culture of respect and civility
- Effectively administer policies that address core issues

WHAT YOU WILL COVER
- Leading the way by assessing what’s going on and where your organization needs to be
- Formulating a clear strategic vision for a culture of trust, respect and civility
- Displaying top management commitment and modeling the change you want at every level
- Assessing ethical and legal aspects of developing a strong anti-harassment policy
- Communicating expectations, policies and responsibilities that hold all employees accountable

WHO SHOULD ATTEND
Supervisors, managers and organizational leaders who need the knowledge, skills and behaviors to implement and maintain a harassment-free workplace.

REGISTER TODAY! www.amaseminars.org/8228

SEMINAR #8860

Sexual Harassment Prevention Workshop

Learn how to keep your organization free of sexual misconduct and harassment. Today’s news is overflowing with allegations of sexual misconduct and harassment across a wide range of industries and professions. Even the suggestion of such behavior can have far-reaching consequences—and many harassment situations have damaging and sometimes disastrous implications for both individuals and businesses. Attend this one-day course to help educate and prepare yourself and your team to prevent and address such occurrences in your organization.

HOW YOU WILL BENEFIT
- Define different forms of sexual harassment
- Recognize a range of behaviors that courts define as inappropriate in the workplace
- Know and describe your company’s policy regarding sexual harassment
- Learn how to avoid management and company liability
- Define the internal/external reporting process
- Undertake education and policy development to improve your work environment

WHAT YOU WILL COVER
- Learning when liability attaches
- Defining when a defense is available
- Recognizing improper management responses to sexual harassment
- Defining retaliation and accountability
- Identifying appropriate responses to an incident of sexual harassment
- Describing ways to stop future harassment
- Analyzing your company’s policy on harassment

WHO SHOULD ATTEND
Managers who need to ensure that their teams understand what constitutes inappropriate behavior at work, as well as their responsibilities in maintaining a harassment-free workplace.

1-Day Classroom Schedule

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The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.

1.2 CEUs $2,195/AMA Members $1,995
AMA Members Save $200

2-Day Classroom Schedule

| March 14-15 | New York, NY | 8228-L6M-00006 |
| April 4-5   | Chicago, IL  | 8228-L6M-00007 |
| May 20-21   | Arlington, VA| 8228-L6M-00008 |
| Aug. 12-13  | New York, NY | 8228-L6M-00009 |
| Sept. 16-17 | Chicago, IL  | 8228-L6M-00010 |

TABLE OF CONTENTS

THE INFORMATION PRESENTED IN THIS COURSE PROVIDES AN OVERVIEW OF THE ISSUES CONCERNING SEXUAL HARASSMENT IN THE WORKPLACE. IT PROVIDES THE BASIC INFORMATION AND TOOLS THAT MANAGERS NEED TO HELP THEIR WORKPLACE AVOID THE COST, RISK AND LIABILITY ASSOCIATED WITH SEXUAL HARASSMENT. THE COURSE PROVIDES A RANGE OF RESOURCES TO HELP ORGANIZATIONS DEVELOP POLICIES AND STRATEGIES TO PREVENT, IDENTIFY AND ADDRESS SEXUAL HARASSMENT IN THE WORKPLACE.
Leading in a Diverse and Inclusive Culture  SEMINAR #2925

Maximize individual, team and organizational potential through diversity and inclusion (D&I). A diverse team with different thinking styles can yield exceptional results. It also calls for a leader with an arsenal of skills. This program lays out an effective road map that includes tools, models, and best practices for increasing your competence, confidence, and self-awareness to leverage the power of diverse perspectives for superior and sustainable productivity.

Optimize diversity and inclusion for all the benefits they offer, and create an environment that positively impacts employee engagement, innovation, hiring, retention, and team performance.

HOW YOU WILL BENEFIT

- Communicate effectively and inclusively in a diverse environment
- Articulate how operating from biases impacts innovation, productivity and engagement
- Analyze diversity and cultural competencies in the context of talent management
- Harness the power of differences to boost team performance and collaboration
- Manage disagreements, misunderstandings and conflict

WHAT YOU WILL COVER

- Overcoming the four primary obstacles to cross-cultural communication
- Developing actively inclusive leadership for talent development, productivity and innovation
- Knowing how to be an actively inclusive leader
- Stopping micro- and macro-aggressions, offensive behavior and language
- Developing the Four Planks of a successful multicultural leadership initiative

WHO SHOULD ATTEND

Managers and leaders who want to promote and lead an increasingly diverse workforce and client base and promote an inclusive environment; diversity and inclusion leaders; learning and development professionals.

Leadership Strategies for Creating a Respectful Workplace  SEMINAR #2151

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity.

This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

HOW YOU WILL BENEFIT

- Reduce the likelihood that smaller issues will escalate into larger confrontations
- Use appropriate tools to deal with rudeness, incivility and harassment
- Be better equipped to coach staff to deal with offenders
- Enhance project success through improvements in workflow
- Help reduce time away from work, workers’ compensation claims and health insurance costs
- Be prepared for possible Healthy Workplace legislation

WHAT YOU WILL COVER

- Creating a working definition of workplace disrespect and incivility
- Tools for calculating the true costs of a disrespectful climate to teams and the organization
- Assessing a manager’s own actions and how they influence certain behaviors
- Coaching employees to deal successfully with disrespectful situations before issues escalate
- Identifying key actions successful companies use to create respectful workplaces
- Applying strategies and overcoming obstacles to build a positive, respectful climate

WHO SHOULD ATTEND

Senior managers, directors, vice presidents, division heads, managers, human resource professionals, OD personnel and others in positions of leadership.
DIVERSITY AND INCLUSION

--- ONE-DAY WORKSHOP ---

Finding Common Ground: How to Overcome Unconscious Bias  SEMINAR #8802

Is unconscious bias hurting your team and your organization? Is it having a negative impact on your career or the careers of fellow employees? A crucial step toward an inclusive work environment is developing an awareness and understanding of biases that can unconsciously influence how we work and interact with people. This course will help you better understand bias and discover practical strategies that can help you and your colleagues avoid bias and leverage the power of a more positive, inclusive work environment.

HOW YOU WILL BENEFIT
- Define unconscious bias and its implications
- Differentiate between unconscious, complicit and implicit bias
- Develop strategies to avoid and overcome bias
- Use communication techniques to be seen as an ally

WHAT YOU WILL COVER
- Identifying micro-messaging and non-verbal body language that reflect unconscious bias
- Exploring the neuroscience of the brain to understand why we have biases
- Distinguishing between unconscious bias and perceptions and behaviors based on stereotypes
- Becoming aware of practical steps you can take to overcome bias
- Understanding what it takes to become an ally
- Re-aligning thoughts toward “somewe” instead of “all/them” (overcoming erroneous generalizations)

WHO SHOULD ATTEND
All business professionals who need to be aware of unconscious bias and its negative impact and who wish to implement strategies to overcome it and work toward a more inclusive environment.

REGISTER TODAY!  www.amaseminars.org/8802

1-Day Classroom Schedule

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$1,245/AMA Members $1,095
AMA Members Save $150

Beyond Sexual Harassment Prevention Policies to Organizational Culture Changes

While organizations commonly have anti-harassment policies and training initiatives in place, they are often ineffective at addressing the cultural changes many businesses need to institute to create a safe, harassment-free work environment.

DOWNLOAD our new report, Bridging the Gap: Beyond Sexual Harassment Prevention Policies to Organizational Culture Changes, which argues that the gap between policy and practice may be filled by changing organizational cultures through consistent, interactive and effective training.

When sexual harassment is addressed through organization-wide training that raises awareness of gender stereotypes and biases, thus changing individual behaviors, harassment will occur less frequently. And, when it does occur, those who witness or directly experience it will feel empowered to report it.

AMA takes a holistic, comprehensive approach to addressing and preventing sexual harassment and provides a full suite of learning solutions to help foster a culture of respect and civility through awareness and skills development.

Get your FREE report.
www.amaseminars.org/RespectfulWorkplace
Call 877-880-0264 to speak with a Learning Solutions Advisor.
AMA’s Finance Workshop for Non-Financial Executives SEMINAR #1104

Accounting 101 and Finance 101 demystified in just four days.
In this engaging and dynamic seminar, you’ll practice all the terms and principles needed to converse and interact with financial people…read and understand your company’s financial reports…and gain the clarity to make more informed, more profitable business decisions.

HOW YOU WILL BENEFIT
• Get a handle on bookkeeping and accounting
• Build an imaginary company’s balance sheet, income statement and cash flow statements
• Discover the ins and outs of financial statements and budgeting
• Engage in a competitive benchmarking exercise using an Annual Report to understand financial concepts including interest, ROI, asset allocation, shareholder value
• Calculate ratios and gain insight into how a company is doing
• Engage in a competitive benchmarking exercise using an Annual Report to understand financial concepts including interest, ROI, asset allocation, shareholder value
• Gain practical skills to monitor operating results to achieve long-term financial goals

WHAT YOU WILL COVER
• Accounting essentials: basics of booking transactions…cash and accrual methods of accounting…assets, liabilities and capital
• Understanding and evaluating financial statements
• Seeing your firm from a finance perspective
• Computing financial ratios 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

WHO SHOULD ATTEND
Experienced managers, general managers, directors, vice presidents and top executives in non-financial job functions.

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

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

REGISTER TODAY! www.amaseminars.org/1104

4-Day Classroom Schedule

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Fundamentals of Finance
Non-Financial

Now enhanced with video-based modules!

SEMINAR #2218  Also available Live Online

It’s time to master the numbers side of your job

➤ Speak better accounting. Use your skills to deliver tight budgets and proposals.

➤ Develop killer financial acumen. Discover the power of measuring financial performance.

➤ Open doors in your career by learning to think finance.

Write your own ticket. When you know finance, you can play a role in setting financial goals and measuring performance. That makes you a greater asset to your organization.

Learn the basics in three days. That’s all it takes to become one of the special ones in the room who can use data to their advantage.

Master “the ask.” When you’re asking for more money for your department, it’s a huge advantage to be able to use finance to state your case and support your recommendation.

Make smarter decisions. Learn to interpret financial reports and make decisions based on the data they provide.

Measure your progress. Through pre- and post-seminar assessments, you’ll be able to see how much you’ve learned. We’ll help you stay sharp, by providing tune-up materials and additional resources.

“The training was productive, interactive, and fun.”
—Christopher A.
and Accounting for Managers

WHAT YOU WILL COVER

Learning the Language
- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- The accounting process: journals and ledgers, how debits and credits work

Generally Accepted Accounting Principles: Setting Up Financial Statements and Reports
- Applying accounting conventions and guidelines
- Developing working rules regarding your corporate financial statements

Your Financial Statement: Interpreting Your Company’s Financial Signals
- 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

The Role of Leverage
- Debt vs. equity financing
- How leveraging can increase return to shareholders

Profit Planning and Budgeting
- Keeping on target with budgetary controls
- Using profit-planning tools, break-even analysis and financial forecasting
- Cash flow: where cash comes from and how it’s applied
- Elements of cost accounting

Evaluating Return on Investment
- Analyzing payback method, discounted cash flow, present value and present value index
- 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 industries.

PRE-SEMINAR REQUIREMENT

Two video-based e-learning modules—To accelerate your learning, you’ll receive a link to watch Module 1: Introduction to Finance and Module 2: Introduction to Accounting before attending the classroom seminar. These may be viewed on any computer or mobile device and will take approximately one hour to complete.

ATTENDEES WILL RECEIVE

- A link to a post-seminar video-based module—Introduction to Budgeting
- Six-month access to all video modules used in conjunction with the classroom seminar

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

MEET WILLIAM KAY

William has extensive experience in finance, accounting, marketing and sales. He follows a proven training model that utilizes Accelerated Learning when designing, presenting and facilitating interactive training. William has an MBA in Finance and Marketing from the University of Missouri, Columbia, and a BS in Business Administration from the University of Arizona, Tucson.

Know-how plus proven training methods

Faculty Spotlight

REGISTER TODAY! www.amaseminars.org/2218

2-Day Classroom Schedule

1.2 CEUs/12 PDUs/12 PHR/SPHR/PHR PDCs

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$2,445/AMA Members $2,195/AMA Members Save $250

MARCH

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March 7-8…….Atlanta, GA ………2018-L6M-02785
March 11-12…….Dallas, TX ………2018-L6M-02761
March 14-15…….New York, NY ………2018-L6M-02763
March 18-19…….Chicago, IL ………2018-L6M-02835
March 18-19…….San Francisco, CA ………2018-L6M-02764
March 25-26…….Boston, MA ………2018-L6M-02765

APRIL

April 1-2…….New York, NY ………2018-L6M-02786
April 4-5……..Anaheim, CA ………2018-L6M-02814
April 8-9……..Chicago, IL ………2018-L6M-02788
April 11-12…….Denver, CO ………2018-L6M-02837
April 22-23…….San Francisco, CA ………2018-L6M-02790
April 29-30…….Columbus, OH ………2018-L6M-02778

MAY

May 2-3…….Arlington, VA ………2018-L6M-02791
May 2-3…….Chicago, IL ………2018-L6M-02792
May 6-7…….New York, NY ………2018-L6M-02795
May 9-10…….Atlanta, GA ………2018-L6M-02796
May 16-17…….Houston, TX ………2018-L6M-02789

SEPTEMBER

Sept. 5-6…….New York, NY ………2218-L6M-02822
Sept. 9-10…….Chicago, IL ………2218-L6M-02823
Sept. 9-10…….Columbus, OH ………2218-L6M-02838
Sept. 16-17…….Dallas, TX ………2218-L6M-02825
Sept. 23-24…….Atlanta, GA ………2218-L6M-02826
Sept. 26-27…….Scottsdale, AZ ………2218-L6M-02852

4-Lesson Live Online Schedule

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

12 PHR/SPHR/PHR PDCs AMA Members Save $250 Tuesday and Thursday 2-5 pm ET

April 9-18…………………………………2218-L6M-02787
May 7-16…………………………………2218-L6M-02836
June 18-27…………………………………2218-L6M-02801
Aug. 6-15…………………………………2218-L6M-02818
Sept. 10-19…………………………………2218-L6M-02824
AMA’s Comprehensive Budgeting Workshop SEMINAR #2259

Learn about accurate operating budgets to help your company achieve business goals. You will learn how to present and develop a budget that aligns with business strategic goals. Working in groups, you’ll gather the information you need to construct and analyze operating budgets. Explore the tools and insights needed to craft the budget your company needs to overcome obstacles and achieve success.

HOW YOU WILL BENEFIT
- Accurately develop an operating budget based on forecasted sales revenues and costs
- Examine a well-planned budget that clearly highlights crucial variables that impact profit
- Know the line items on the income statement, their metrics and interdependencies
- Define variances so you can quickly implement changes to meet your company’s financial objectives

WHAT YOU WILL COVER
- Understanding the definition, purpose and components of a budget
- Relationships and metrics of line items on the income statement and the operating budget
- Addressing issues when dealing with assumptions and targets
- Organizing and delivering your operating budget for feedback and final approval
- Performing a variance analysis, identifying potential sources and causes, and addressing them accordingly

WHO SHOULD ATTEND
Managers and anyone with budget responsibilities.

BONUS
You will receive a flash drive containing budget templates that you can immediately use to effectively prepare and present your budget.

Note: Please bring a calculator to this seminar.

Fundamentals of Cost Accounting SEMINAR #1201

Use cost accounting to effectively control operations. This seminar provides you with all the tools and information to put cost accounting best practices to work for your company.

HOW YOU WILL BENEFIT
- Apply cost accounting methods to identify profitable products and services
- Analyze reports to make sound pricing decisions
- Compare cost systems and choose the one that’s right for your company
- Use cost accounting methods to optimize the use of people, resources and materials

WHAT YOU WILL COVER
- Relating cost accounting to financial accounting and the planning and control process
- Budgets as a tool within both traditional and ABC cost systems
- Enhancing budgeting accuracy
- Product costing systems and accounting for overhead
- Activity-based costing for management control
- Standard costing and variance analysis
- Variance analysis for material, labor and overhead variances
- Requirements for establishing a direct costing system

WHO SHOULD ATTEND
Accountants, accounting managers, cost accountants, cost analysts, budget analysts, systems analysts, auditors and financial planners in manufacturing and similar industries.
Fixed Asset Management
SEMINAR #1224

Recognize and successfully perform key duties of a fixed asset manager. The nature and importance of your job is frequently misunderstood and underestimated—but the role is a crucial one. You must keep the contents of the fixed asset database accurate and current, provide correct information to stakeholders, and have the skills to get the maximum return on fixed assets. Knowing what data is needed for timely and accurate reporting in financial and tax statements, insurance valuation and recovery and maintenance of assets is also essential. Here are the tools, knowledge and confidence to successfully perform all of these duties—and much more.

HOW YOU WILL BENEFIT
- Employ management techniques essential to successful fixed asset managers
- Identify the contents of the fixed asset database and recognize its importance
- Create and run effective controls on your organization’s fixed asset data
- Effectively evaluate fixed asset software
- Analyze how to conduct fixed asset inventory and reconciliation

WHAT YOU WILL COVER
- Analyzing fixed assets in financial statements
- Outlining fixed assets on income and property tax returns
- Discussing fixed assets, property insurance and property maintenance
- Exploring the fixed asset database and fixed asset reporting
- Taking a fixed asset inventory and inventory reconciliation
- Construction-in-Process (CIP) management and control

WHO SHOULD ATTEND
Controllers, CFOs, accountants, fixed asset managers, fixed asset accountants and line managers with fixed asset responsibilities.

The Strategic Controller
Adding Value to Your Organization
SEMINAR #1206

Build skills to meet the increasing demands of the controller’s role. To stay effective as a controller and add greater value to the organization, you must be acutely aware of how your job functions are impacted by today’s increasing expectations. That means taking a closer look at the four hats every controller must wear: number cruncher, custodian, analyst and business partner. This course will help both new and experienced controllers in small, medium and large organizations recognize these changes in scope. Through an interactive, immersive case study, you’ll work through real-life scenarios in the controller’s role.

HOW YOU WILL BENEFIT
- Provide more accurate and timely financial statements
- Make sounder decisions to safeguard assets
- Engage more effectively with stakeholders, line managers and executives
- Mitigate risks more proactively
- Reinforce financial compliance more collaboratively

WHAT YOU WILL COVER
- Ensuring the timeliness and accuracy of financial statements
- Establishing enterprise-wide controls to safeguard corporate assets
- Defining budgetary metrics and parameters
- Strengthening relationships to further the financial goals of your organization
- Practicing these functions in four engaging, immersive, real-life scenarios

WHO SHOULD ATTEND
Corporate controllers, division and plant controllers, and assistant controllers who want to add value to their organization and careers by increasing their effectiveness in the four quadrants of the controller’s job.

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<th>2-Day Classroom Schedule</th>
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REGISTER TODAY! www.amaseminars.org/1224

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<td>AMA Members Save $250</td>
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REGISTER TODAY! www.amaseminars.org/1206
Financial Forecasting  SEMINAR #1110

Get the basic skills you need to accurately predict revenues and costs. Strengthen your forecasting skills to analyze financial data and develop robust forecasts. In this hands-on seminar, you’ll delve into the critical components of forecasting and build forecasts that help power the operations, finance, production, and planning functions in your organization. You’ll master the key components and skills to create forecasts and learn to translate and appraise the forecasts of others.

HOW YOU WILL BENEFIT
- Gather the basic facts necessary to start building a forecast
- Limitations—what forecasts can and cannot do
- Choose the proper forecasting technique given available data and forecast goals
- Critique and interpret forecasts and their implications
- Utilize powerful MS Excel® tools—with uses transferable to other disciplines
- Master and use regression tools to make better forecasts
- Use Excel tools to present forecast data to executive management

WHAT YOU WILL COVER
- Basic statistical techniques
- Forecasting techniques and methods
- Getting started: making underlying assumptions
- Identifying data patterns: exploratory analysis concepts
- Time series and their components
- The use of Excel as your forecasting tool
- Forecasting performance measurements

WHO SHOULD ATTEND
Financial professionals who need to create, maintain and improve the forecasting process at their company, as well as professionals in any function who must interpret, analyze and make decisions based on forecasts created by others.

Note: Please bring a laptop equipped with Excel 2007 or 2010 to this seminar.

WHO SHOULD ATTEND
Analysts, managers and others who work with financial models.

Note: Please bring a laptop equipped with Excel® 2007 or 2010 to this seminar.

Visit www.amaseminars.org/1276 for details about CPE credits.

FP&A™

Certified Corporate Financial Planning & Analysis Professional

Approved for up to 22.6 CTP recertification credit(s) by the Association for Financial Professionals at the rate of one credit for each 50 minutes of attendance.

REGISTER TODAY! www.amaseminars.org/1110

3-Day Classroom Schedule

1.8 CEUs/22.6 CTP/CCM/22.6 FP&A/18 CPUs/21 CPE

$2,445/AMA Members $2,195
AMA Members Save $250

April 8-10 .................................................. Arlington, VA ... 1110-L6M-00086
May 20-22 .................................................. New York, NY ... 1110-L6M-00081
June 10-12 .................................................. Chicago, IL ....... 1110-L6M-00082
Aug. 5-7 .................................................. Atlanta, GA ........ 1110-L6M-00083
Sept. 18-20 .................................................. New York, NY .... 1110-L6M-00084

Recommended CPE Credit: 21 hours/Advanced
Prerequisite: An understanding of Excel® and a familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 60).
Advance Preparation: None
Delivery Method: Group Live
Field of Study: Technical—Accounting, Management Services, Specialized Knowledge

AMA’s Advanced Financial Forecasting and Modeling Workshop  SEMINAR #1276 Also available Live Online

Improve decision making with advanced modeling techniques. Build more powerful and more accurate forecasting models to better analyze financial data, predict revenues and costs, assess risks—and justify critical business decisions.

HOW YOU WILL BENEFIT
- Quantify the uncertainty inherent in forecasting models with risk analysis techniques
- Use advanced financial modeling methods to make more informed business decisions
- Evaluate patterns in your historical data
- Identify and utilize key business drivers and integrate them into your forecast

WHAT YOU WILL COVER
- Finance theory as used in financial modeling
- Creating financial models in Microsoft Excel
- Model statistics and forecasting
- Modeling risk and uncertainty

WHO SHOULD ATTEND
Analysts, managers and others who work with financial models.

Note: Please bring a laptop equipped with Excel® 2007 or 2010 to this seminar.

Visit www.amaseminars.org/1276 for details about CPE credits.

FP&A™

Certified Corporate Financial Planning & Analysis Professional

Approved for up to 22.2 CTP recertification credit(s) by the Association for Financial Professionals at the rate of one credit for each 50 minutes of attendance.

REGISTER TODAY! www.amaseminars.org/1276

3-Day Classroom Schedule

1.8 CEUs/22.2 CTP/CCM/22.2 FP&A

$2,645/AMA Members $2,395
AMA Members Save $250

March 25-27 .................................................. New York, NY .... 1276-L6M-00067
April 15-17 .................................................. Chicago, IL ....... 1276-L6M-00060
June 19-21 .................................................. New York, NY .... 1276-L6M-00061
July 15-17 .................................................. San Francisco, CA ... 1276-L6M-00063
Aug. 12-14 .................................................. Arlington, VA .... 1276-L6M-00064

4-Lesson Live Online Schedule

1.2 CEUs/13.6 CTP/CCM

$2,545/AMA Members $2,295
AMA Members Save $250

May 6-15 .................................................. 1276-L6M-00061
Sept. 9-18 .................................................. 1276-L6M-00065

TABLE OF CONTENTS
**AMAs Course on Financial Analysis**  
SEMINAR #1552

**Make the best decisions for your company’s future using expert financial analysis techniques.** Learn how to use financial indicators and benchmarks to allocate resources and evaluate potential projects for maximum return on investment.

**HOW YOU WILL BENEFIT**
- Present financial analysis concepts more fluently
- Deconstruct and analyze financial statements more easily
- Decipher financial ratios and know when to use which ratio
- Tabulate the key financial information for sounder decision making
- Strengthen financial planning and analysis effect in your organization

**WHAT YOU WILL COVER**
- Your role in the corporate planning cycle
- Key ideas in the income statement and balance sheet
- How to measure enterprise performance
- How to use cash flow analysis to help manage your company
- Creating shareholder value
- The time value of money
- Analyzing enterprise investments

**WHO SHOULD ATTEND**
Managers with financial responsibility or seeking a refresher in analysis.

**Recommended CPE Credit:** 21 hours/Advanced
**Prerequisites:** Familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 60).
**Advance Preparation:** None
**Delivery Method:** Group Live
**Field of Study:** Technical—Accounting, Finance, Management Services

**REGISTER TODAY!**  
www.amaseminars.org/1552

**3-Day Classroom Schedule**

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April 17-19.............San Francisco, CA.........................1552-L6M-01254  
May 1-3.............Chicago, IL..............................................1552-L6M-01255  
June 10-12.............New York, NY..............................1552-L6M-01256  
Sept. 18-20.............Arlington, VA..........................1552-L6M-01257

**AMAs 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.

You’ll learn about planning the M&A function in your company, putting corporate growth strategies in perspective, understanding the role of the investment banker, implementing the due diligence process and evaluating international issues in cross-border mergers and acquisitions. Plus, top experts in the field will be on hand to share their insights.

**HOW YOU WILL BENEFIT**
- Evaluate candidates and identify bona fide prospects
- Analyze synergies and how much a company is really worth
- Describe legal, tax and accounting implications of M&A
- Set appropriate offering prices
- Explain how to structure the best deal and negotiate to your advantage

**WHAT YOU WILL COVER**
- The rationale for diversification strategies
- Organizing the mergers and acquisitions function
- The search, screening and evaluation process
- Accounting, anti-trust, tax and legal aspects
- Negotiating techniques
- Analyzing the acquisition contract
- Conducting due diligence

**WHO SHOULD ATTEND**
Top-level management, CEOs, CFOs, owners of companies, presidents, VPs of finance, treasurers, controllers, corporate planning directors, financial planners and analysts, directors of M&As.

**Recommended CPE Credit:** 21 hours/Advanced
**Prerequisites:** Familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 60).
**Advance Preparation:** None
**Delivery Method:** Group Live
**Field of Study:** Technical—Accounting, Finance, Specialized Knowledge

**REGISTER TODAY!**  
www.amaseminars.org/1521

**3-Day Classroom Schedule**

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April 3-5.............San Francisco, CA..............................1521-L6M-00481  
May 15-17.............New York, NY..............................................1521-L6M-00477

**Recommended CPE Credit:** 21 hours/Advanced
**Prerequisites:** Familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 60).
**Advance Preparation:** None
**Delivery Method:** Group Live
**Field of Study:** Technical—Accounting, Finance, Specialized Knowledge
Fundamentals of Human Resources Management

SEMINAR #8506  Also available Live Online

This intensive 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 knowledge you need to succeed.

HOW YOU WILL BENEFIT
- Understand HR's role as a vital contributor to your organization
- Discover strategies to attract and retain top talent
- Examine best practices for managing performance and creating compensation, training and benefit systems
- Identify and deal with potentially explosive issues with an eye to both legal requirements and the needs of your business

WHAT YOU WILL COVER
The Role of HR and Organizational Assessment
- HR's role in today's workplace and beyond
- HR as a strategic business partner
- HR trends and challenges

Relationships and Gaining Trust
- The importance of building relationships
- How HR relates to non-HR functions
- The business impact of improved relationships between HR and non-HR departments

Legal Responsibilities
- Comparison and contrast of HR and managerial legal responsibilities
- Key federal employment-related terms and legislation
- Questions and categories to avoid during the employment process
- Defining and increasing awareness of workplace sexual and other harassment
- Legal trends and challenges

Talent Acquisition
- The importance of well-written job descriptions and when to revise them
- Matching applicants with job requirements and responsibilities
- Recruiting best practices

- Selection criteria, questioning techniques and background research
- Orientation and assimilation

Talent Alignment
- Aligning talent with the organization's strategic vision
- Development plans and goal setting
- Opportunities for internal mobility
- Communication and change management
- Succession planning

Talent Management
- Internal mobility
- Domestic mobility
- Global mobility

Talent Assessment: Performance Management and Diversity
- Objectives of performance management systems
- Performance management components and guidelines
- Respective roles among HR, managers and employees
- Performance management meetings: preparation, action plan, pitfalls
- Performance issues, counseling and discipline
- Assessing talent with a diversity lens
- Key points about diversity

Talent Development
- Training responsibilities
- Types of training
- Coaching and mentoring
- Career development
- Leadership development

- Year-end performance review system
- Characteristics of an effective compensation system
- Salary surveys
- Traditional and dynamic compensation programs

Talent Retention and Transition
- Employee retention strategies
- Talent transition

Functional HR Areas
- Healthcare and other benefits
- Voluntary benefits/Total Rewards mindset
- Federally mandated holidays
- Employee handbooks
- Policy and procedure manuals
- Human resource information systems (HRIS)

WHO SHOULD ATTEND
- HR professionals seeking a fast-paced review of HR responsibilities; more experienced HR practitioners with over 2 years of experience; non-HR practitioners with HR responsibilities; more experienced HR professionals seeking a fast-paced review of today's HR role.

RENDER TODAY!  www.amaseminars.org/8506

2-Day Classroom Schedule

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<td>Sept. 26-27 Chicago, IL  8506-L6M-00975</td>
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</table>
AMA Corporate Learning Solutions

We provide clients with the individualized attention to implement learning solutions for their business, leveraging the breadth and depth of AMA’s content, best practices and learning experiences. Tailored programs enable your workforce to improve business performance, adapt to a changing workplace, and thrive in an uncertain and complex business world. AMA can craft solutions for all levels, at any desired scale of delivery and continuity.

The AMA Difference
Seamless and Consistent Learning in Flexible Formats, Across Platforms

AMA learning experiences can be delivered in multiple modalities, including classroom and virtual instructor-led training, plus on demand webinars, with all available as blended solutions.

Expertise
Together we identify the skill and behavior requirements that your talent needs to meet your strategic vision and goals, and we build a development plan to meet emerging demands.
An AMA learning journey will determine the right mix of content, modalities, timing and cadence to build sustainable behavior change—supporting the entire learning experience and providing data to demonstrate success and impact.

Total Access License
Do you have a cadre of trainers in your organization and need world-class, tested content? With the Total Access License you can easily download AMA content. Deliver it off-the-shelf or configure it to meet your development needs.

AMA Corporate Learning Solutions—Start Building Your Learning Journey Today
www.amaseminars.org • 1-877-880-0264
Recruiting, Interviewing and Selecting Employees

SEMINAR #8266

The “everything you need to know before you say ‘you’re hired’” seminar. Making the wrong hiring decision means throwing away a substantial investment of time and money on recruitment, training and benefits. This workshop emphasizes an integrated approach that provides extensive opportunities to practice what you learn in order to make the right hiring decisions and contribute more to your company’s bottom line.

HOW YOU WILL BENEFIT

- Attract talent through innovative recruitment sources
- Learn how to effectively use telephone screening and other methods to filter out the wrong applicants
- Practice interviewing techniques to refine and develop your skills as an interviewer
- Understand how to ask the right questions to find out the information you need to know
- Avoid interview “traps”—EEO and affirmative action

WHAT YOU WILL COVER

- Recruitment challenges and trends
- Analyzing job specifications before the interview
- Laying the foundation for the interview
- Reviewing legal obligations in hiring
- Keeping records that protect your position and your company
- Handling the face-to-face interaction—from start to finish
- Pre-employment and employment testing
- Making the selection—testing/references/other considerations

WHO SHOULD ATTEND

Professionals with fewer than two years’ experience in hiring, including HR assistants, managers and HR specialists involved in the hiring process.

Visit www.amaseminars.org/8266 for details about CPE credits.

Instructional Design for Trainers

SEMINAR #8509

Gain a practical, proven-in-action method for creating successful training programs. This comprehensive program for powerful instructional design takes you through the steps of building a training program: analyzing training needs, planning an interactive program, creating engaging activities that accelerate learner’s comprehension and application, preparing others to teach the course and evaluating course effectiveness. At this workshop, you’ll apply what you are learning to create a short training session that addresses some of your company’s specific training needs.

HOW YOU WILL BENEFIT

- Use practical tools to help you analyze the organization’s and learners’ needs
- Design courses more efficiently by following proven methods and guidelines
- Create training that engages and resonates with your audience
- Learn how to choose the most appropriate content for the course
- Project course timing and durations more accurately

WHAT YOU WILL COVER

- Understanding accelerated learning principles
- Applying the ADDIE training development process: Analyze, Design, Develop, Implement, Evaluate
- Exploring training needs assessments
- Creating a design document
- Creating a short training session

WHO SHOULD ATTEND

Course developers and trainers without formal training in instructional design or accelerated learning principles, and who have less than two years of experience in training course creation.

Excellent class. Instructor was perfect in relating the information to our jobs and ways to improve our training design. A+++.” —Shane M.

REGISTER TODAY! www.amaseminars.org/8509

3-Day Classroom Schedule

<table>
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The use of this seal confirms that this activity has met HR Certification Institute® (HRCI®) criteria for recertification credit pre-approval.

As a CAE Approved Provider educational program related to the CAE exam content outline, this program may be applied for 18 credits toward your CAE application or renewal professional development requirements.

The use of this seal confirms that this activity has met SHRM—CPSM® criteria for recertification credit pre-approval.
Training the Trainer SEMINAR #8507

Get the practical skills and the confidence you need to succeed. The training field can change fast. New methodologies. New discoveries about the way adults learn. Changing expectations from trainees—and from your company.

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…close it with a wrap-up that guarantees learning

WHAT YOU WILL COVER

Active Adult Learning

- Determining how team building, on-the-job assessment and immediate learning involvement can occur at the earliest stages of a training program

Assessment

- Distinguishing problems that can be addressed by training
- Devising questions for use in a training assessment

Objectives

- Focusing on outcomes and results, rather than topics
- Crafting learning objectives
- Identifying objectives as affective, behavioral or cognitive

Planning Active Training

- Choosing methods and formats to meet an objective
- Creating a plan of action by using behavioral styles content

Introduction to Facilitating Presentations and Activities

- Preparing to deliver a 10- to 15-minute training segment
- Engaging in a wide range of learning activities

Opening Exercises

- Sharing reflections on past experiences of opening exercises
- Developing an opening exercise

Brain-Friendly Lectures

- Demonstrating differences between brain-friendly and non-brain-friendly lectures
- Preparing brain-friendly lectures

Lecture Alternatives

- Sharing information through the jigsaw method
- Using learning tools and applying lecture alternatives

Experiential Activities

- Exploring when and how experiential learning approaches can meet training challenges
- Using mental imagery, role-playing, games and simulations
- Applying new learning in real time

Extending the Value of Training

- Describing a variety of blended and supportive tools and activities
- Deciding when to use tools: before, during or after training for back-on-the-job application

Evaluating Training

- Using Kirkpatrick’s model and given examples to determine evaluation levels
- Considering evaluation questions

Facilitating Presentations and Activities

- Delivering/facilitating an actual 10- to 15-minute training segment
- Receiving feedback

Closing Activities

- Experiencing and applying several types of closing activities

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.

BONUS

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.

MEET ANNETTE CREMO, PhD

For leaders or soon-to-be leaders in sales, marketing, human resources, finance or other areas, Annette’s active and participatory teaching style energizes her AMA seminars. She’s an expert in preventing and handling harassment, diversity training, talent retention, employee development and other specialties, and she teaches graduate and doctoral courses in HR and industrial and organizational psychology at several universities.

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$2,345/AMA Members $2,095/AMA Members Save $250

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
### 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 seminar covers employee discrimination/EEO, the Family and Medical Leave Act and the Americans with Disabilities Act.

**WHAT YOU WILL COVER**
- Title VII of the Civil Rights Act
- Wrongful termination and at-will employment
- Americans with Disabilities Act
- Family and Medical Leave Act

**WHO SHOULD ATTEND**
HR managers and professionals, as well as corporate attorneys.

Visit [www.amaseminars.org/8502](http://www.amaseminars.org/8502) for details about CPE credits.

**REGISTER TODAY!**  
[www.amaseminars.org/8502](http://www.amaseminars.org/8502)

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### Succession Planning: Developing Talent from Within  
**SEMINAR #8110**

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

**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; business unit heads; human resources personnel and organizational development professionals.

**REGISTER TODAY!**  
[www.amaseminars.org/8110](http://www.amaseminars.org/8110)

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ITIL® Foundation  SEMINAR #72975

Learn process improvements, benefits, and challenges of ITIL, and earn your ITIL Foundation certification. In this course, you will get an introduction to the lifecycle of managing IT services to deliver to business expectations. Through case studies, you’ll learn the core disciplines of ITIL best practices. Upon completing this course, you’ll be well positioned to successfully complete the ITIL Foundation exam, offered on the last day at 3:30 p.m.

ITIL COVERS FIVE CORE DISCIPLINES:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement

These disciplines represent a service lifecycle framework that further enhances alignment to the business while demonstrating business value and ROI and enabling IT to solve specific operational needs.

This seminar includes handouts and references useful after the class, as well as practice sessions, quizzes, exam strategies, and test-taking tips. The one-hour ITIL Foundation exam will be offered on the last day at 3:30 p.m.

WHAT YOU WILL COVER

- Key concepts of ITIL
- Important principles for improving IT operations
- Vital processes and functions
- Practical guidance for applying ITIL to everyday IT situations
- How to align with business, control costs, and improve IT service quality
- Strategies to balance IT resources

WHO SHOULD ATTEND

Anyone seeking ITIL Foundation certification and everyone interested in aligning IT with business, controlling or reducing IT costs, improving IT service quality, and balancing IT resources in the most effective manner.

CONTENT

**Service Management Defined**
- IT services and what they really do
- How IT services deliver value to customers
- Value and importance of IT service management

**ITIL Introduction**
- Good practices
- Ease ITIL adoption
- ITIL qualification scheme, bodies, and certifications

**Service Operation**
- Effectively and efficiently deliver support services
- Ensure value to customer and service provider
- Maintain stability while allowing for change
- Organize to improve IT support to customers

**Continual Service Improvement**
- Create and maintain value for customers
- Importance of better design, introduction, and operation of services
- Improve service quality, business continuity, and IT efficiency
- Link improvement efforts to strategy, design, and transition

**Service Strategy**
- Design, develop, and implement service management
- Service management as a strategic asset
- Set objectives and expectations
- Identify and select prioritization opportunities

Service Design
- Design and develop services
- Develop processes
- Design principles and methods
- Convert strategy into services

Service Transition
- Develop and improve capabilities
- Improved methods for transitioning new and changed services into operation
- Manage the complexity related to changes
- Prevent undesired results while enabling innovation

Exam-Taking Tips
- Important techniques to help you pass your exam

Practice Exams
- In-class and take-home exam preparation

PREREQUISITES

Familiarity with IT terminology and IT-related work experience are recommended.

Certification—ITIL Foundation Certificate

Note: This course is required for entry into the future ITIL Intermediate-level training courses.

Visit our website for a full range of IT Infrastructure Library™ (ITIL®) courses, from basic awareness to ITIL implementation planning. Visit www.amaseminars.org/ITIL for more information.

Table of Contents

- ITIL Foundation: Service Management Defined
- ITIL Introduction: Good Practices
- Service Operation: Effectively and Efficiently Deliver Support Services
- Continual Service Improvement: Create and Maintain Value for Customers
- Service Strategy: Design, Develop, and Implement Service Management
- Exam-Taking Tips
- Practice Exams
- PREREQUISITES
- Visit our website for a full range of ITIL courses, from basic awareness to ITIL implementation planning.

New Jersey...1200  1-800-262-9699  www.amaseminars.org

L6M For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org

REGISTER TODAY! www.amaseminars.org/72975

3-Day Classroom Schedule

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Visit our website for a complete list of dates and locations.

3-Lesson Virtual Schedule

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$2,495

$2,395

8.5 hours
Preparing for Leadership

What It Takes to Take the Lead

SEMINAR #2536

Also available Live Online

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.

Through role-playing, self-assessment tests and other leadership training scenarios, 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.

**HOW YOU WILL BENEFIT**

- Understand what a leader is and is not
- Project a more dynamic image
- Discover your unique leadership style
- Determine which leadership attributes you already possess
- Take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Refine your leadership skills in gaining and using power and influence positively
- Learn how to motivate a team, including “difficult” people
- Protect yourself against the pitfalls of intra-organizational politics

**WHAT YOU WILL COVER**

Is There a Leader in You?

- Discussing which qualities senior management looks for in candidates for leadership positions
- Understanding the challenges you will face

What Do Leaders Talk About?

- Discovering your leadership style
- Learning to adapt your style to the needs of others
- What Is Your Leadership Image?
- Describing how to project the positive professional image of a leader

How Can You Build Your Influence and Power?

- Illustrating ways that leaders can build their power and influence

How Can You Develop Key Relationships?

- Identifying the strategic alliances you need to build

How Should You Handle Organizational Politics?

- Explaining strategies for getting others to support your agenda

How Can You Motivate People?

- Assessing the things that really motivate

Methods to Approach the First Day, Week, Month and Year of Leadership

- Designing your strategies for being noticed and selected to be a leader

WHO SHOULD ATTEND

Any manager who is a potential candidate for a leadership role or who is about to take on a new leadership assignment.

**Faculty Spotlight**

**MEET JILL GREENBAUM, EdD**

For more than a decade, Jill has developed and taught public seminars and on-site programs for AMA in the areas of instructional design, accelerated learning, diversity, communication and more. She’s experienced in project evaluations, fund development, research, and the writing of educational and training booklets, brochures and curricula. In addition, Jill is a coach and inspirational speaker.

**AMA Members Save $200**

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LEADERSHIP

Leadership Skills and Team Development for Technical Professionals
SEMINAR #2569

Gain the people skills to master the art of leadership. 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.

HOW YOU WILL BENEFIT

- 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

WHAT YOU WILL COVER

- 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

WHO SHOULD ATTEND

IT and technical professionals who want to enhance their team-building and leadership skills.

REGISTER TODAY! www.amaseminars.org/2569

3-Day Classroom Schedule

1.8 CEUs/18 PDUs $2,345/AMA Members $2,095
AMA Members Save $250

March 11-13, 2023 Atlanta, GA 2569-L6M-00462
April 15-17, 2023 San Francisco, CA 2569-L6M-00464
May 13-15, 2023 Arlington, VA 2569-L6M-00466
June 17-19, 2023 New York, NY 2569-L6M-00469
July 15-17, 2023 Chicago, IL 2569-L6M-00468
Aug. 12-14, 2023 San Diego, CA 2569-L6M-00467

4-Lesson Live Online Schedule

1.2 CEUs/12 PDUs $2,195/AMA Members $1,995
AMA Members Save $200

Tuesday and Thursday 2-5 pm ET

April 30-May 9 2569-L6M-00465

Leadership and Team Development for Managerial Success
SEMINAR #2239

Inspire 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 workforce. Build a high-performing team by understanding team dynamics, aligning vision and performance and applying a consistent theory in leading your team.

HOW YOU WILL BENEFIT

- 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
- Use effective communication to motivate and coach

WHAT YOU WILL COVER

- 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

WHO SHOULD ATTEND

New managers, team leaders and other business professionals interested in acquiring effective leadership skills.

REGISTER TODAY! www.amaseminars.org/2239

2-Day Classroom Schedule

1.2 CEUs/12 PDUs/12 CAEs $2,195/AMA Members $1,995
AMA Members Save $200

March 14-15, 2023 Chicago, IL 2239-L6M-00578
April 8-9, 2023 New York, NY 2239-L6M-00577
April 22-23, 2023 San Francisco, CA 2239-L6M-00576
May 20-21, 2023 Atlanta, GA 2239-L6M-00580
June 17-18, 2023 Chicago, IL 2239-L6M-00581
July 22-23, 2023 Los Angeles, CA 2239-L6M-00561
Aug. 19-20, 2023 New York, NY 2239-L6M-00582
Sept. 5-6, 2023 Atlanta, GA 2239-L6M-00583
Sept. 23-24, 2023 Chicago, IL 2239-L6M-00584
Leadership Strategies to Build a Customer-Focused Team  
SEMINAR #2608

By FranklinCovey—available through AMA.

Unleash the passion of loyal employees to increase the loyalty of customers. To win the loyalty of your customers, first win the hearts of the people serving your customers. More than 70% of what makes a customer experience great is the behavior of frontline employees. If they are enthusiastic promoters of your organization, your customers are much more likely to be promoters, too. Attend this course to learn unique principles and practices needed to win the devotion of your employees and customers. By implementing a series of strategic “huddles,” you will discover how to model, teach and reinforce empathy, responsibility and generosity.

HOW YOU WILL BENEFIT
• Learn how to build employee loyalty first, and then customer loyalty
• Align the customer experience with customer expectations
• Understand how to model, teach and reinforce the behaviors that earn loyalty
• Adopt a deliberate, consistent process toward customer service
• Execute strategies to discover your customers’ underlying needs or goals

WHAT YOU WILL COVER
• Recognizing how to make genuine human connections
• Listening and communicating with empathy
• Following up to improve and resolve concerns
• Giving and receiving feedback that builds people up
• Inspiring the team to share their best thinking and ideas
• Learning how to effectively run “loyalty team huddles”

WHO SHOULD ATTEND
Leaders and managers who serve either external or internal customers and wish to increase customers’ loyalty to the organization.

Maximize your team’s synergy and productivity. Get a proven process and framework to develop the competencies of a virtual leader, and strengthen and enhance the productivity of your team. Learn to leverage the advantages of a virtual team while building trust and making authentic connections with team members.

HOW YOU WILL BENEFIT
• Cultivate your virtual leadership presence
• Strengthen team networks for improved performance
• Create trust and engagement in a virtual environment
• Select the appropriate technology for specific types of tasks
• Take decisive action to manage conflict
• Leverage generational, cultural and geographical differences to create positive team impact
• Build a solid foundation to coach and provide feedback virtually

WHAT YOU WILL COVER
• Increasing awareness of your personality style and its impact on virtual leadership
• Recognizing the unique differences between building virtual, remote and co-located teams
• Understanding how different technologies support virtual work
• Assessing team member communication in the absence of visual cues
• Defining fundamental cultural differences in communicating
• Explaining the components of the AMA Coaching Module
• Conducting all phases of leading your virtual meeting

WHO SHOULD ATTEND
Experienced managers, leaders, and project managers who are currently leading virtual teams and those who will be moving into a virtual leadership role.

Visit www.amaseminars.org/2280 for details about CPE credits.
**Situational Leadership® II Workshop**  
SEMINAR #2901

Specially developed for AMA by The Ken Blanchard Companies®

Learn how to 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.

**HOW YOU WILL BENEFIT**
- Improve communication and become a more trusted and credible leader
- Learn how to use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive into your employees
- Create a collaborative work environment to achieve faster, sustainable results
- 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

**WHAT YOU WILL COVER**
- The essence of Situational Leadership
- Leadership for the future
- Flexibility: the second skill of Situational Leadership
- Partnering for performance: the third skill of Situational Leadership
- Taking the right action

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

**PRE-WORK REQUIRED**
To fully participate in the class, please complete the Leader Behavior Analysis (LBAII) and the SLII Fitness Test, and download the SLII App onto your mobile device prior to attending the course (approximate completion time is 30–45 minutes).

**POST-SEMINAR BONUS** (app and online support)
Get the SLII challenge and comprehensive tools to help you implement your learning for one year.

**REGISTER TODAY!**  
www.amaseminars.org/2901

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**Collaborative Leadership Skills**  
SEMINAR #2186

Develop a collaborative style to enhance team commitment and individual performance. Why become a collaborative manager? Because it gives you the ability to break down silos so you can create an energetic team that delivers results.

**HOW YOU WILL BENEFIT**
- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks to help employees do their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas

**WHAT YOU WILL COVER**
- Customizing your management style to encourage employees to find their own answers to business challenges
- Creating a culture that fosters involvement from all employees and helps break down silos and isolationism
- Embracing social media to enhance discussions, obtain recommendations and information, network and establish relevance
- Discovering the benefits and virtues of over-communication
- Improving accountability by allowing your employees to have ownership of the results of their efforts
- Employing a collaborative process that is effective with all communication styles
- Setting up a framework for collaboration

**WHO SHOULD ATTEND**
Mid-level managers who want to inspire greater involvement, creativity and knowledge sharing in their employees.

Visit [www.amaseminars.org/2186](http://www.amaseminars.org/2186) for details about CPE credits.
Leading Disruptive Change and Innovation: Your Plan for Breakthrough Growth  SEMINAR #2912

Develop and promote a disruptive mindset to achieve new and sustainable growth. Breakthrough growth isn’t about luck. It requires that everyone in the organization change their mindset from what is to what if and create a disruption. Disruption equips us with the ability to withstand external threats like competition, technology, government regulations, demographic shifts, economic uncertainty and other influences.

In this program for experienced leaders, you’ll identify and develop pivotal skills for being a visionary leader who is able to get ahead of the curve and prime others in your organization to welcome disruption.

HOW YOU WILL BENEFIT
- Develop and apply a curious, “what if” mindset—the ability to think “futuristically”
- Be ready to embrace and implement rapid changes
- Identify and respond to both threats and opportunities for disruption
- Develop inner courage and willingness to face disruption
- Lead your organization to positive change

WHAT YOU WILL COVER
- Learning and building the skills for disruptive leadership
- Discovering how to design disruption
- Scanning the environment for trends, opportunities and threats
- Identifying technologies and other factors that have potential to cause disruption
- Building an effective disruptive innovation action plan for your organization

WHO SHOULD ATTEND
Senior managers in all industries who are responsible for choosing and implementing an organizational and divisional strategy that will produce optimal results.

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.

HOW YOU WILL BENEFIT
- Confront difficult situations with confidence
- Develop a team environment that fosters synergy
- Reinforce the behavior and motivation of peak performers
- 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

WHAT YOU WILL COVER
- 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

WHO SHOULD ATTEND
Executives, managers, supervisors, project managers and team leaders. Visit www.amaseminars.org/2506 for details about CPE credits.

You may also be interested in Coaching from a Distance: Developing Your Team When You Can’t Be Face to Face, seminar #2559 (Live Online only), next page.
Coaching from a Distance
Developing Your Team When You Can’t Be Face to Face  SEMINAR #2559

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. To coach effectively in a remote or virtual environment, you need to develop innovative ways of listening, apply new measures of coaching success and much more. Focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

WHO SHOULD ATTEND
Managers, team leaders, senior managers and project managers of global and geographically dispersed teams.

Four 3-hour lessons over four successive days

LESSON 1
Virtual Coaching Skills for Increased Effectiveness
• Assessing strengths and weaknesses as a virtual coach
• Flexing your style to increase effectiveness
• Blending coaching tasks, emotional intelligence and coaching skills

LESSON 2
Building Employee Loyalty, Trust and Connection Through Coaching
• Identifying the strengths to develop in others
• Skills and behaviors needed for performance coaching

LESSON 3
Preparation and Planning for Virtual Coaching
• Identifying coachable moments
• Probing questioning
• Emotional intelligence behaviors that require coaching

LESSON 4
Team Coaching
• Characteristics of effective virtual teams
• Building trust at each stage of virtual team development
• Applying team coaching principles to real situations/challenges

www.amaseminars.org/2559

Achieving Leadership Success Through People  SEMINAR #2128

Create rapport, synergy and two-way trust. The most successful leaders are those with the best people skills who can fully engage with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnership, Loyalty and Empowerment) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage to achieve maximum results.

HOW YOU WILL BENEFIT
• Understand the components of professionalism and the importance of setting a good example
• Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
• Be more optimistic through reframing, resilience and positive language skills
• Create genuine partnerships and unity with and among direct reports/colleagues
• Trust and empower your direct reports/colleagues more

WHAT YOU WILL COVER
• Professionalism: character, composure, commitment, communication, competence and caring
• Empathy: connecting and building rapport, understanding others and valuing strengths
• Optimism: enthusiasm, eagerness to learn and teach, and resilience
• Partnership: collaboration (vs. competition), creating synergy and teamwork
• Loyalty: building energetic followers who persevere and are accountable to self and others
• Empowerment: delegating, teaching, coaching and entrusting

WHO SHOULD ATTEND
Senior managers, directors, VPs, mid-level managers and others in positions of leadership.

Visit www.amaseminars.org/2128 for details about CPE credits.

REGISTER TODAY! www.amaseminars.org/2128

3-Day Classroom Schedule

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<tr>
<th>1.8 CEUs/18 PDUs/18 CAEs</th>
<th>$2,745/AMA Members $2,495</th>
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<td><strong>SCHEDULE</strong></td>
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<td>March 6-8 .................................. Lake Buena Vista, FL 2128-L6M-00180</td>
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<td>April 15-17 .............................. Arlington, VA 2128-L6M-00184</td>
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<td>July 8-10 ................................... New York, NY 2128-L6M-00186</td>
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<td>Aug. 5-7 .................................... San Francisco, CA 2128-L6M-00187</td>
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<td>Aug. 19-21 .................................. Boston, MA 2128-L6M-00196</td>
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<td>Sept. 16-18 .................................. Atlanta, GA 2128-L6M-00188</td>
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“This course is a must for leaders in a new position and even those that have been in their positions for a while. It provides great insights into what to expect as a leader. For those that have been in their positions for a while it acts as a progress check for your leadership style. The quick pace and dynamic nature of the material and activities make this course uniquely engaging.”
—Eric K.

Focus on the big picture as a visionary strategist, communicator and coach

- **Create** mission, vision and values statements for your organization
- **Inspire** trust, boost morale and increase productivity
- **Practice** Situational Leadership® II

It takes a laser-clear vision. Guide your team toward greater performance and profit by first being sure of what you must achieve—and ensuring that your team knows as well.

Build an extraordinary team. Learn what “real” coaching is and develop heightened “emotional intelligence.” It’s a must-do for every leader who wants to make sure greater team achievement becomes reality and is not just wishful thinking.

Don’t let your leadership be sabotaged. Identify the characteristics of effective leadership and the most common saboteur.

Craft your own executive leadership style. Be able to adapt to each person and situation so your team is really a team in the truest sense.

Improve team performance. Discover how to accomplish this through empowerment and effective delegation. You’ll be amazed at what your team can achieve.

Be authentic. Learn how to articulate your mission, vision and value statements with authenticity and passion—otherwise, these statements serve no real purpose.
WHAT WILL BE COVERED
Understanding Today’s Executive Leadership Expectations
- Examining your executive leadership challenges
- Exploring the fundamental concepts of executive leadership
- The four-factor model of effective executive leadership
- Differentiating between leadership and management
- Identifying the executive leadership requirements for the 21st century

Leadership with the Head: Exploring the Strategic Elements of Executive 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: Understanding and Appreciating Situational Leadership®
- How to develop people, value differences and encourage honest communication
- Developing your leadership style to gain commitment from your employees
- Matching your leadership style to your employees’ developmental needs

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
- Executive leadership techniques for enhancing 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 executive 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

WHO SHOULD ATTEND
Mid-level managers or executives who lead others with managerial responsibility.

Note: Before attending this session, you will receive a link to the online Leader Behavior Analysis II assessment. You must complete the assessment, print your results and bring to class in order to participate fully in this seminar.

View Classroom Experience

REGISTER TODAY!  www.amaseminars.org/2501

3-Day Classroom Schedule

1.8 CEUs/18 PDUs/21 CPE/18 PDCs

$2,645/AMA Members $2,39/AMA Members Save $250

MARCH
March 4-6........ Boston, MA.................2501-L6M-01749
March 11-13...... San Francisco, CA.........2501-L6M-01750
March 13-15....... Dallas, TX..................2501-L6M-01760
March 18-20...... Arlington, VA...............2501-L6M-01761
March 20-22...... Atlanta, GA..................2501-L6M-01751

APRIL
April 1-3.......... New York, NY..............2501-L6M-01762
April 3-5......... Denver, CO...................2501-L6M-01763
April 8-10........ Las Vegas, NV..............2501-L6M-01765
April 17-19....... Chicago, IL..................2501-L6M-01766
April 22-24....... Arlington, VA...............2501-L6M-01767

MAY
May 1-3.......... Seattle, WA...................2501-L6M-01768
May 6-8.......... Philadelphia, PA.............2501-L6M-01769
May 8-10........ Scottsdale, AZ...............2501-L6M-01770
May 13-15........ Austin, TX...................2501-L6M-01771
May 20-22........ St. Pete Beach, FL..........2501-L6M-01773
May 29-31........ Los Angeles, CA.............2501-L6M-01779

JUNE
June 3-5........ Arlington, VA..................2501-L6M-01774
June 5-7........ Chicago, IL....................2501-L6M-01775
June 10-12....... San Francisco, CA..........2501-L6M-01776
June 17-19....... Atlanta, GA..................2501-L6M-01777
June 19-21....... New York, NY...............2501-L6M-01772
June 24-26....... Dallas, TX....................2501-L6M-01782

JULY
July 10-12....... Arlington, VA................2501-L6M-01780
July 17-19....... New York, NY...............2501-L6M-01781
July 22-24....... San Diego, CA..............2501-L6M-01788
July 29-31....... Parsippany, NJ..............2501-L6M-01783
July 31-Aug. 2.... Chicago, IL..................2501-L6M-01784

AUGUST
Aug. 5-7.......... Arlington, VA................2501-L6M-01786
Aug. 12-14....... New York, NY...............2501-L6M-01787
Aug. 26-28....... Nashville, TN..............2501-L6M-01789

SEPTEMBER
Sept. 4-6........ San Francisco, CA..........2501-L6M-01790
Sept. 11-13...... New York, NY...............2501-L6M-01792
Sept. 16-18....... Arlington, VA................2501-L6M-01794
Sept. 18-20....... Chicago, IL..................2501-L6M-01828
Sept. 23-25....... Atlanta, GA..................2501-L6M-01791

4-Lesson Live Online Schedule

1.2 CEUs/12 PDUs/14 CPE/12 PDCs

$2,545/AMA Members $2,295

AMA Members Save $250

Monday and Wednesday 2-5 pm ET

April 15-24........ 2501-L6M-01764
July 8-17.......... 2501-L6M-01785
Leading with Emotional Intelligence

SEMINAR #2133

Also available Live Online

Inspire, support and influence team members and external customers through EI.

Why does emotional intelligence (EI) matter? Because at the core of every outstanding leader are the abilities to connect, achieve, inspire and act with resilience. Now you can learn to apply the best practices of an emotionally intelligent leader and give yourself a winning edge. EI helps you create and sustain unique opportunities and more impactful relationships.

This course uses an integrated competency approach to help you develop this crucial skill. You’ll get hands-on opportunities to practice and apply methods for consistently using EI as a leader. Attend this seminar so you can influence and motivate your organization’s workforce to new heights of achievement.

HOW YOU WILL BENEFIT
- Lead powerfully with presence and impact
- Gain valuable emotional insights and awareness to inspire and maintain productive relationships
- Manage and adapt emotional behaviors that expand your sphere of credibility and influence
- Utilize empathy to promote strong relationships
- Apply collaborative, inclusive and creative communication practices
- Harness emotionally intelligent motivational skills to achieve team results

WHAT YOU WILL COVER
Integrating Emotional Intelligence and Leadership Competencies
- Applying emotionally intelligent speaking and listening skills to leading
- Identifying the role of emotional intelligence in 21st-century leaders

Achieving Emotionally Intelligent Personal Influence
- Assisting your personal credibility quotient to authentically influence others

Applying empathy as a powerful influencing strategy when coaching
- Analyzing resistance through the lens of EI to identify alternative influencing strategies

Creating an Emotionally Intelligent Inspiration Plan
- Categorizing your present strengths and liabilities when seeking to inspire others
- Using EI leadership stories to inspire

Encouraging Emotionally Intelligent Collaboration Practices
- Describing collaboration as an emotionally intelligent, relationship-based activity
- Identifying different types of leader or colleague inquiries that strengthen relationships

Managing Change and Resistance with Emotional Intelligence
- Describing how emotions impact a person’s attitude toward change
- Identifying communication skills leaders can use to move past colleagues’ resistance

Attaining Healthy Conflict with Emotional Intelligence
- Recognizing the central role relationship development plays in healthy conflict
- Identifying emotionally intelligent leadership communication strategies

WHO SHOULD ATTEND
Senior managers and leaders who need to create a healthy, productive workplace and organizational culture by enhancing their overall effectiveness through EI.

$2,645/AMA Members $2,395
AMA Members Save $250

3-Day Classroom Schedule

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<td>June 10-12  Boston, MA</td>
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June 17-19  Dallas, TX                | 2133-L6M-00724 |
June 24-26  New York, NY              | 2133-L6M-00729 |
July 10-12  Lake Buena Vista, FL       | 2133-L6M-00733 |
July 17-19  Denver, CO                 | 2133-L6M-00731 |
July 24-26  Arlington, VA              | 2133-L6M-00732 |
Aug. 5-7  New York, NY                | 2133-L6M-00734 |
Aug. 12-14  Chicago, IL                | 2133-L6M-00735 |
Aug. 21-23  San Francisco, CA         | 2133-L6M-00736 |
Sept. 4-6  Houston, TX                 | 2133-L6M-00737 |
Sept. 16-18  San Diego, CA             | 2133-L6M-00739 |
Sept. 18-20  New York, NY              | 2133-L6M-00738 |
Sept. 23-25  Arlington, VA             | 2133-L6M-00740 |

4-Lesson Live Online Schedule

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$2,545/AMA Members $2,295
AMA Members Save $250

Monday and Wednesday 2-5 pm ET

This program is valid for 18 PDCs Classroom and 12 PDCs Live Online for the SHRM-CP® or SHRM-SCP®.

VIEW CLASSROOM EXPERIENCE

AmA seminars are GSA approved and are available for onsite group training — 1.800.262.9699 — www.amaseminars.org
Mindful Leadership
Cultivating Excellence from Within

SEMINAR #2906

Unlock your power to lead with clarity, authenticity and effectiveness. As a leader, how can you stay focused on what’s important when there are so many demands for your immediate attention? Ever-changing market conditions, gadget overload, conflicting information and “emergencies” of all kinds can hurt your ability to think with clarity and precision.

This is where mindfulness comes in. Practicing mindfulness helps you to be more present and aware of what is going on around you. You can use it to make the best choices about where to focus your attention for the best outcomes. Attend this course to learn new habits that can help you rewire your leadership behaviors as you inspire engagement, trust, authenticity and productivity in those around you.

HOW YOU WILL BENEFIT
• Discover how the attitude-behavior connection affects business decisions and outcomes
• Learn to observe your mind and increase your ability to stay fully present and engaged
• Make choices and decisions that better align with your intentions
• Cultivate a sense of self-awareness and relational transparency that inspires trust
• Communicate more thoughtfully and mindfully up, down and across the organization
• Create a team culture of greater creativity, dynamics, openness and responsiveness

WHAT YOU WILL COVER
• Understanding the attitude and qualities of a mindful leader
• Practicing how to examine your attitude by using mindfulness techniques
• Developing new habits and intentional practices to cultivate awareness
• Applying mindfulness to pursue clarity, check assumptions and speak thoughtfully
• Leading mindfully in the face of contradictions
• Applying mindfulness techniques to real-life situations

WHO SHOULD ATTEND
Leaders, directors, managers and those on the leadership track who want to harness mindfulness and achieve greater leadership excellence.

2-Day Classroom Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
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<td>June 17-18</td>
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<td>Aug. 22-23</td>
<td>New York, NY</td>
</tr>
<tr>
<td>Sept. 12-13</td>
<td>Arlington, VA</td>
</tr>
</tbody>
</table>

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
The Voice of Leadership
How Leaders Inspire, Influence and Achieve Results SEMINAR #2130 Also available Live Online

People need to hear what you have to say. Imagine hearing how your leadership voice sounds to others. Imagine gaining immediate insights to help you connect on a deeper and more inspiring level. This course not only helps you become more self-aware, it offers you strategies to overcome nervousness, engage people with increased confidence, and be the most effective, genuine leader you can be. Challenge yourself to develop and apply these skills and you could change the trajectory of your career.

HOW YOU WILL BENEFIT
- 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 when giving speeches and presentations
- Rally support in difficult situations

WHAT YOU WILL COVER
The Voices of Effective Leaders—Past and Present
- Describing typical leadership challenges and assessing how well you use the language of leadership
- Identifying five traits of effective leaders as communicators and assessing how well you demonstrate those traits

Finding Your Leadership Voice
- Learning the two components of a leader’s voice

- Describing several leadership styles and describing your dominant style
- Crafting a Compelling Message that Influences, Inspires, and Produces Results
- Pinpointing the desired results of your leadership message by using a results matrix
- Shaping your leadership message
- Setting the Direction for Others
  - Communicating a clear mission and inspiring vision and values
  - Delegating authority in ways that prompt others to take responsibility
- Inspiring Others to Do Their Best
  - Lighting a fire in the hearts of others
  - Recognizing what drives motivation
- Influencing Buy-in and Committed Action
  - Choosing the most effective strategies
  - Influencing without direct authority
- Coaching, Counseling and Mentoring for Improved Performance
  - Stimulating and guiding authentic coaching, counseling, and mentoring sessions
- Addressing Tough Situations in Ways that Defuse Tension
  - Handling conflict and hostile disputes

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

3-Day Classroom Schedule

<table>
<thead>
<tr>
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4-Lesson Live Online Schedule

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Recommended CPE Credit:
21 hours/Advanced—Classroom
14 hours/Advanced—Live Online
Prerequisites: Foundation in Leadership
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live/Group internet-based
Field of Study: Non-technical—Communication

He’ll challenge you to reach your potential

Faculty Spotlight

MEET HARRY WHITE
In corporate America for more than 25 years, Harry developed strong leadership and problem-solving skills and learned to cultivate high-performing teams and highly competitive businesses. Currently, he is a consultant and facilitator, assisting individuals, corporate executives, and entrepreneurs in developing their talents in leadership, performance management, communication, and projecting a positive executive image.

Rally support in difficult situations
- Motivate followers and inspire them when giving speeches and presentations
- Rallies support in difficult situations

Composing a clear mission and inspiring vision and values
- Delegating authority in ways that prompt others to take responsibility
- Delegating authority in ways that prompt others to take responsibility

Lighting a fire in the hearts of others
- Recognizing what drives motivation
- Recognizing what drives motivation

Influencing Buy-in and Committed Action
- Choosing the most effective strategies
- Influencing without direct authority
- Influencing without direct authority

Coaching, Counseling and Mentoring for Improved Performance
- Stimulating and guiding authentic coaching, counseling, and mentoring sessions
- Stimulating and guiding authentic coaching, counseling, and mentoring sessions

Addressing Tough Situations in Ways that Defuse Tension
- Handling conflict and hostile disputes
- Handling conflict and hostile disputes

WHO SHOULD ATTEND
Experienced managers and executives and anyone who aspires to a leadership position or who is expected to provide leadership.
Transformational Leadership: How to Inspire Extraordinary Performance

SEMINAR #2021

Become a leader who creates meaningful change and truly makes a difference. Are you ready to inspire people with a powerful vision? To create positive energy, ignite passion and foster a work environment that thrives on personal motivation, adaptability, collaboration and accountability?

This is what transformational leadership is all about. You challenge the status quo and become a conduit for sustainable success. You insist on collaboration and empower your people to become leaders themselves. You'll build a clear roadmap that includes specific steps, techniques and tools to make you the change agent. You change, and others will follow. Get ready to assess your skills, master new strategies and transform.

HOW YOU WILL BENEFIT
▪ Assess your strengths and step up to lead by example
▪ Rise to the challenges of today's “do more with less” reality
▪ Inject passion and a sense of purpose to spark creativity and innovation
▪ Inspire your team members to reach and strive for greater performance on their own
▪ Cultivate a culture where followers want to become leaders
▪ Create and articulate your vision for the future

WHAT YOU WILL COVER
▪ Evaluating your organization's predominant leadership style(s)
▪ Exploring the transformational leadership skill set: 10 essential skills
▪ Assessing your own transformational leadership skill level
▪ Making adjustments and developing a process for enhancing your transformational leadership skills
▪ Monitoring progress with milestones and metrics
▪ Developing a process for adapting your team’s culture
▪ Creating your cultural adjustment action plan

WHO SHOULD ATTEND
Senior executives, vice presidents, directors and managers seeking to improve business results by inspiring extraordinary performance throughout their department, division or organization.

Visit www.amaseminars.org/2021 for details about CPE credits.

The 13 Behaviors of High-Trust Leaders

SEMINAR #2604

By FranklinCovey—available through AMA.

Engage and inspire your people by applying specific behaviors to increase trust. Every interaction, project and initiative is affected positively or negatively by trust. Trust multiplies performance, but when there is a lack of trust, everything you do takes more time and costs more money. Relationships decay, projects fail, customers go to competitors and initiatives under-perform. Attend this highly interactive seminar for leaders to gain invaluable tools to increase your personal credibility and learn to practice 13 specific behaviors that increase trust.

HOW YOU WILL BENEFIT
▪ Build your own case for trust
▪ Increase your personal credibility
▪ Behave in ways that inspire trust
▪ Align your team, symbols, systems and processes with principles of high trust
▪ Improve your team’s reputation
▪ Make a positive contribution to their world

WHAT YOU WILL COVER

THE CASE FOR TRUST
▪ Learning the three dimensions of creating trust
▪ Creating a customized plan to close the trust gaps that are impacting your team

SELF TRUST—THE PRINCIPLE OF CREDIBILITY
▪ Taking responsibility for increasing your own personal credibility, and modeling trust through character and competence
▪ Creating an action plan to increase personal credibility

RELATIONSHIP TRUST—THE PRINCIPLE OF BEHAVIOR
▪ Identifying the counterfeit behaviors that create low trust
▪ Practicing the 13 behaviors that are foundational to high-trust culture

WHO SHOULD ATTEND
Those in a leadership position who wish to increase speed and decrease costs by creating and working in a culture of high trust.

PRE-WORK REQUIRED
Upon registration you will receive a link to the Trust Quotient™ (tQ) self-administered 360º assessment to measure how others perceive you.

ATTENDEES WILL RECEIVE
▪ Participant Guidebook
▪ Speed of Trust Action Cards
▪ Weekly Trust Huddle Guide
▪ The Speed of Trust Book
▪ The Speed of Trust Coach App
▪ tQ 360º Assessment

REGISTER TODAY!  www.amaseminars.org/2604

2-Day Classroom Schedule

<table>
<thead>
<tr>
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<th>$2,445/AMA Members $2,195</th>
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AMA Members Save $200

AMA Members Save $250

AMA Members Save $250

AMA Members Save $200

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
Building Agility and Resilience: Winning Strategies for Leaders  SEMINAR #2546

Are you ready to respond to complex and unpredictable business changes? In times of disruption and upheaval, survival is no guarantee. It’s the agile and resilient organizations that have a much better chance to survive—and even to thrive.

With future orientation and entrepreneurial focus, this course gives you the roadmap to seize new opportunities and bounce back even stronger from unforeseen changes. Add to your repertoire of skills the ability to shift mindsets and inspire behavior changes, with strategies to create more flexible structures and processes that grow your organization’s capability and performance.

HOW YOU WILL BENEFIT
- Examine the practices of the most agile and resilient organizations
- Get your organization in shape to navigate turbulent times and disruptive change
- Develop a capacity for foresight—anticipating change
- Get tools for exploring market opportunities
- Build a plan and practice techniques to gain buy-in for changes
- Lead others toward agile and resilient mindset and behavior
- Further develop your personal agility and resilience

WHAT YOU WILL COVER
- Why agility and resilience are strategic benefits
- Identifying where to implement practices for agility
- Using the SEAL model to build agility and resilience
- Scanning the macro and micro market environments for trends and patterns
- Adapting processes and structure around new business models
- Leveraging a toolkit for leading change
- Adapting your leadership style for greater agility and resilience
- Enhancing your personal agility and resilience, including an assessment
- Fostering agile and resilient teams

WHO SHOULD ATTEND
Vice presidents, executive directors, directors, senior managers, division managers and others with strategic leadership roles. Table groups are encouraged and welcome.

Visit www.amaseminars.org/2546 for details about CPE credits.

REGISTER TODAY! www.amaseminars.org/2546

2-Day Classroom Schedule

<table>
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<td>Sept. 16-17</td>
<td>Arlington, VA</td>
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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.

HOW YOU WILL BENEFIT
- Drive business value and become a powerful leader
- 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 communication tools
- Deliver powerful messages that win your employees’ hearts and minds

WHAT YOU WILL COVER
- 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 communication
- Successfully communicating in spontaneous situations

WHO SHOULD ATTEND
Experienced leaders determined to achieve even greater success at the highest levels of their organization.

Visit www.amaseminars.org/2134 for details about CPE credits.

REGISTER TODAY! www.amaseminars.org/2134

3-Day Classroom Schedule

<table>
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<th>$2,745/AMA Members $2,495</th>
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<td>Sept. 16-18</td>
<td>San Francisco, CA</td>
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AMA’s Advanced Executive Leadership Program  SEMINAR #2104

Dive deeper into your role as a leader, visionary and 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.

HOW YOU WILL BENEFIT

- Discover how to flex your leadership style as people and conditions change
- Increase your self-awareness through self-assessment tools
- Learn the power of stories as a leadership tool
- Create a culture of appropriate risk taking and drive change throughout the organization
- Understand the difference between coaching and counseling
- Learn practical tools to set higher levels of expectation for team members
- Use performance characteristics analysis to identify and close performance gaps
- Manage performance planning and performance appraisal
- Inspire innovation and trust in your direct reports
- Understand different perspectives and find common ground

WHAT YOU WILL COVER

- Articulating your personal objectives for learning from the program and reaching agreement with others on the highest priorities for the group as a whole
- Interacting with other program participants, having gained some perspective on each other’s professional lives
- Managerial vs. leadership roles
- Identifying your personal behavioral preferences and modifying them proactively to increase your leadership effectiveness
- Learning the principal concepts that define and enhance EQ (emotional intelligence)
- Assessing organizational response from mission/vision work already completed
- The relationship that ethics has with the success of a vision
- Understanding the strategic planning process leaders use to set short-term actions for long-term success
- Demonstrating skills of influencing others
- How to form “virtual partnerships” in the work environment

“One of the best training programs I have participated in. The content was very relevant, and the scenarios presented will allow me additional options when engaging my team and leadership.” —Brian S.

MEET LEE JOHNSEN

Along with leadership and management training, performance improvement, and sales and service team development, Lee has many years of experience in helping remote teams navigate the challenges and opportunities of working virtually. He has presented internationally on this and other leadership topics. Lee is the author of Literally Virtually: Making Virtual Teams Work (Child of the Prairie, 2018).

WHO SHOULD ATTEND

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

3-Day Classroom Schedule

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$2,745/AMA Members $2,495/AMA Members Save $250

3.5 CEUs/3 PDCs/3.5 CAES/21 CPE

Recommended CPE Credit: 21 hours/Advanced
Prerequisites: Foundation in leadership
Advance Preparation: None
Delivery Method: Group Live
Field of Study: Non-technical—Personal Development

One of the best training programs I have participated in. The content was very relevant, and the scenarios presented will allow me additional options when engaging my team and leadership.” —Brian S.
Delegation Boot Camp
SEMINAR #2819

**Accomplish more objectives in less time.** This fast-paced, intensive 1-day workshop gives you real-world practice in delegation strategies that will reduce your stress level, empower your staff and build morale.

Put this delegation skills training to work for you to pinpoint the right task, the right time and the right person to help you maximize productivity for you and your team.

**HOW YOU WILL BENEFIT**
- Foster teamwork, cooperation and collaboration
- Clearly delineate roles, responsibilities and expectations
- Discover how to delegate tough assignments
- Gain confidence and competence when assigning work
- Influence team members to share your responsibilities
- Execute decisions and move your team forward
- Motivate your staff to take on more difficult responsibilities

**WHAT YOU WILL COVER**
- The repercussions of poor delegation on performance and how to avoid common mistakes
- Delegation basics: what to assign, who to select, when to start, how to maintain control and give feedback
- Delegating to a group or without authority
- Communication issues, checkpoints and task-related support
- Overcoming reluctance, resistance and lack of motivation
- Quality management and accountability
- Control and follow-up procedures (without micromanaging)
- Recognizing, reinforcing and rewarding performance

**WHO SHOULD ATTEND**
Managers, supervisors, project managers and team leaders who have direct reports or who work in a team environment

REGISTER TODAY! www.amaseminars.org/2819

---

Conflict Management Workshop
SEMINAR #2861

**Do you have the self-awareness, solid communication skills and motivation to resolve uncomfortable situations?** Those who embrace conflict can build understanding and better relationships—and experience greater personal and professional success. In this workshop, you’ll discover your own emotional triggers and learn how to manage difficult encounters with diplomacy, tact and credibility.

**HOW YOU WILL BENEFIT**
- Build trust and credibility with colleagues and team members
- Leverage potential conflict situations as opportunities for critical conversations that enhance work relationships
- Gain confidence in holding difficult conversations calmly and assertively
- Manage conflict situations proactively
- Increase your effectiveness in managing conflict
- See an uptick in your overall performance

**WHAT YOU WILL COVER**
- Getting a handle on and gaining insights into your conflict management style through self-assessment (TKI®)
- Role playing to practice techniques and new skills in a safe environment
- Sharing of best practices for approaching conflict management
- Transferring your learning back to your work environment using job aids and other resources.

**WHO SHOULD ATTEND**
Professionals and managers who want to enhance their ability to deal with conflict situations productively.

Great workshop for learning tools, resources and strategies to manage conflict.” —Stewart C.

REGISTER TODAY! www.amaseminars.org/2861

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1-Day Classroom Schedule

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<td>Sept. 12</td>
<td>Arlington, VA</td>
<td>2861-L6M-00111</td>
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Making the Transition from Staff Member to Supervisor  
SEMINAR #2243 | Also available Live Online

Effectively and smoothly manage the change in your role and your responsibilities. This seminar will prepare you for a complete change of responsibilities and help you plan for the challenges ahead. You’ll come away with a better understanding of what your boss, peers, staff and company expect from you. The invaluable set of tools in this seminar will prepare you to assume that all-important first supervisory role with greater confidence and success.

HOW YOU WILL BENEFIT
- Create a new game plan for growth
- Let go of your former role and establish your credibility
- Develop legal awareness to act and behave in compliance with workplace laws
- Adjust your behavioral style to give yourself a more winning style
- Discover the secrets to inspiring and motivating your direct reports
- Use the instant feedback model to build a successful coaching relationship
- Control your emotions and think strategically when dealing with conflicts
- Be definite and decisive in managing and protecting your time

WHAT YOU WILL COVER
Setting Yourself Up for Success
- Understanding your new role as a supervisor
- Making a change or letting go: working with the three phases of change
- Recognizing common challenges and pitfalls to avoid
- Meeting the expectations of key stakeholders, including your boss, direct reports, senior management and former peers
- Conducting a gap analysis to determine how to meet critical expectations

Developing Legal Awareness
- Understanding basic equal employment opportunity (EEO) laws
- Gaining legal awareness in all aspects of the performance cycle

Leveraging Your Personal Style with the Personal Style (PSI) Assessment
- Understanding your own personal style and the styles of others
- Focusing on clues that can help pinpoint an individual’s personal style
- Flexing your personal style to build more effective relationships

Motivating Others
- Conducting an employee motivation analysis
- Creating a motivating work environment based on each employee’s personal style

Managing Employee Performance
- Setting SMART goals for yourself and others
- Using a five-step model to train your employees

Managing Your Time
- Using a five-step model to train your employees
- Applying the time priority model to get more of the right things done

Delegating Work to Your Team
- Knowing your conflict handling styles
- Developing the right conflict approach for each individual and situation

Managing Your Time
- Applying the time priority model to workplace tasks
- Managing and protecting your time to get more of the right things done

WHO SHOULD ATTEND
Newly promoted supervisors with less than one year of experience in this position.

2-Day Classroom Schedule

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<th>1.2 CEUs</th>
<th>$1,995/AMA Members $1,795/AMA Members Save $200</th>
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**MARCH**
- Feb. 28-Mar. 1 New York, NY 2243-L6M-01366
- March 7-8 Arlington, VA 2243-L6M-01367
- March 25-26 Boston, MA 2243-L6M-01370

**APRIL**
- April 1-2 San Francisco, CA 2243-L6M-01369
- April 4-5 New York, NY 2243-L6M-01376
- April 15-16 Chicago, IL 2243-L6M-01375
- April 25-26 Atlanta, GA 2243-L6M-01377

**MAY**
- May 2-3 Dallas, TX 2243-L6M-01379
- May 6-7 Anaheim, CA 2243-L6M-01374
- May 13-14 Atlanta, GA 2243-L6M-01378
- May 20-21 New York, NY 2243-L6M-01382

**JUNE**
- June 3-4 San Diego, CA 2243-L6M-01437
- June 6-7 Arlington, VA 2243-L6M-01384
- June 17-18 New York, NY 2243-L6M-01386
- June 20-21 Chicago, IL 2243-L6M-01387
- June 27-28 San Francisco, CA 2243-L6M-01389

**JULY**
- July 8-9 New York, NY 2243-L6M-01388
- July 11-12 Seattle, WA 2243-L6M-01383
- July 15-16 Columbus, OH 2243-L6M-01438
- July 25-26 Chicago, IL 2243-L6M-01393

**AUGUST**
- Aug. 1-2 Los Angeles, CA 2243-L6M-01394
- Aug. 5-6 New York, NY 2243-L6M-01395
- Aug. 12-13 Arlington, VA 2243-L6M-01396
- Aug. 15-16 Boston, MA 2243-L6M-01397
- Aug. 26-27 Chicago, IL 2243-L6M-01398

**SEPTEMBER**
- Sept. 5-6 Philadelphia, PA 2243-L6M-01399
- Sept. 9-10 Dallas, TX 2243-L6M-01400
- Sept. 16-17 New York, NY 2243-L6M-01401
- Sept. 19-20 San Francisco, CA 2243-L6M-01403

4-Lesson Live Online Schedule

| 1.2 CEUs | $1,895/AMA Members $1,695/AMA Members Save $200 |

**TUESDAY AND THURSDAY 2-5 pm ET**
- March 12-21 2243-L6M-01368
- May 14-23 2243-L6M-01381
- July 16-25 2243-L6M-01391
- Sept. 17-26 2243-L6M-01402

**MEET DR. HAZEL WAGNER**
Applying more than 25 years of expertise in education, technology, sales and marketing to her practical seminars, Hazel has worked for major universities, corporate training institutions, and public and private corporations. She was named by I-Street Magazine as one of the top 25 women in technology in the Chicago area.

- Giving and receiving supportive and corrective feedback
- Delegating Work to Your Team
  - Creating a plan for delegation and using this process to assign key tasks
  - Overcoming your fears of turning over responsibility and authority
- Handling Conflict with Ease
  - Knowing your conflict handling styles
  - Developing the right conflict approach for each individual and situation
- Managing Your Time
  - Applying the time priority model to workplace tasks
  - Managing and protecting your time to get more of the right things done

**WHO SHOULD ATTEND**
Newly promoted supervisors with less than one year of experience in this position.
Management Skills for New Supervisors

SEMINAR #2248  Also available Live Online

Feel a little more confident in your new role

> Learn tips from the front line on managing team dynamics to promote performance.

> Balance competing demands. Understand your boss’s expectations and your team’s needs.

> Do it all. Learn strategies to help you do your job while helping others do theirs.

> Feel super satisfied. Set realistic expectations you can meet and beat.

Develop your best supervisory style. As a new supervisor, you’re dealing with a lot of new situations and working with a range of personality types. This course gives you insights and hands-on practice to tackle new challenges with ease and confidence.

Leverage diversity and individual differences. With insightful training, you will be able to harness the unique skills and sensibilities different team members offer—and help productivity soar.

Feel confident about giving constructive criticism. Expert guidance from your course leader will guide you to the most effective ways to help your people to rethink and step up to improve performance.

Cope with difficult employees. Discover and apply techniques to help you effectively manage team members who may present problems in how they interact with you and their fellow employees.

Protect your team, your organization and your career. Understand your legal responsibilities and learn how to ensure everyone on your team complies with the law. You’ll be better equipped to ensure a safe and respectful workplace.

“The seminar was very informative and the instructor knew how to relate the material to everyone involved. This class is worth taking, whether you’re a new manager/supervisor or you have been doing it for several years. You’ll come away realizing your strengths and areas for improvement.”

—Andrew L.

You may also be interested in the seminar AMA Business Boot Camp: Management and Leadership Essentials, seminar #2172 (Live Online only), page 90.
New Supervisors

WHAT YOU WILL COVER

Different Supervisory Styles
- Understanding the three supervisory styles
- Practicing when and how to use each supervisory style

Managing Up
- Understanding and adapting to your manager’s style
- Anticipating your manager’s needs and fulfilling them
- Developing the best possible relationship with your manager

Managing a Diverse Workforce
- Recognizing how diversity affects you, your work unit and your company
- Applying inclusivity to your team

Legal and Ethical responsibilities
- Understanding the Equal Opportunity Act, Americans with Disabilities Act, hostile environment, and other key laws and legal terms
- Knowing your ethical responsibilities and making ethical decisions

Creating a Motivational Environment
- Understanding the common workplace motivators and reinforcements
- Practicing the rules for reinforcing productive behavior
- Developing a strategy for solving a current employee motivational problem

Communication Skills
- Demonstrating active listening to show understanding and check content
- Asking questions that uncover valuable information and strengthen the relationship

Great Performance through Coaching
- Demonstrating giving and receiving feedback constructively
- Assessing your own strengths and development needs as a coach
- Asking questions that increase employees’ self-awareness and accountability
- Demonstrating the AMA GUIDE coaching model

Managing Performance Appraisals
- Understanding the importance of quarterly performance alignment discussions
- Conducting a performance appraisal meeting and keeping records
- Coping with employee reactions

Delegation as a Motivational Tool—
- Knowing what to delegate, whom to delegate to and how to delegate

Planning for Continuing Growth

WHO SHOULD ATTEND

New supervisors with fewer than five years of supervisory experience.

MEET ROBERT CARPENTER

Robert develops high-achieving leaders, teams and organizational cultures based on trust. Accordingly, his advisory and training services dramatically heighten employee engagement, creative thinking and commitment to the job. He has done significant work with a number of well-known domestic and international organizations and holds an MBA from the Columbia University Graduate School of Business.

American Management Association

For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org

L6M
Leadership Skills for Supervisors

SEMINAR #2517

Craft your own leadership game plan to leap ahead. This seminar will explore how supervisors can maintain technical expertise while demonstrating the right type of leadership. It will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an overall effective leader.

HOW YOU WILL BENEFIT
- Assess your own behavioral style to capitalize on strengths and shore up weaknesses
- Improve your listening skills
- Communicate more effectively
- Enhance your ability to influence
- Overcome common roadblocks to managing conflicts
- Develop your coaching and mentoring skills
- Acquire higher-level interpersonal skills
- Become familiar with continuous performance appraisal
- Approach employees, peers and senior management to derive the best from everyone

WHAT YOU WILL COVER
- How to empower yourself and your staff
- How to build credibility and trust
- Analyzing effective listening processes and skills
- Learning participative leader skills and techniques
- The three steps of the continuous performance appraisal process
- Coaching, mentoring and how to give constructive feedback
- Decision-making tools for effective leadership
- Teams vs. work groups: learning to lead and build personal effectiveness

WHO SHOULD ATTEND
Supervisors who wish to develop the individual, group and one-on-one leadership skills they need to keep up with their evolving management roles and responsibilities.

Visit www.amaseminars.org/2517 for details about CPE credits.

"Loved that I was able to work through my real-life issues with the team. I got good ideas on how to handle issues. Really was able to see things I do and need to change in order to become a better leader.” —Taylor K.

REGISTER TODAY! www.amaseminars.org/2517

3-Day Classroom Schedule

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<td>Sept. 11-13</td>
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AMA Business Boot Camp
Management and Leadership Essentials

SEMINAR #2172

Based on the book AMA Business Boot Camp, edited by Edward T. Reilly, former President and CEO of AMA.

Get a quick, intensive drill in the skills every manager needs. This comprehensive seminar takes you, point by point, through the most vital, time-tested management skills, tools and strategies. You’ll complete the Myers-Briggs® (MBTI) assessment prior to class to gain a deeper understanding of yourself and others. Then, as you work through each lesson, you’ll refer back to the results to pinpoint development opportunities so you can return to your job with renewed skills and confidence.

WHO SHOULD ATTEND
All functional managers looking to revisit and reinvigorate their competence and skills in areas crucial to their success.

Four 3-hour lessons over four successive days

LESSON 1
The Role of a Manager
- Using the MBTI assessment as a tool to understand personality types and their impact at work
- The eight roles of a manager
- Applying the best communication techniques to different scenarios
- Creating a motivational workplace

LESSON 2
Performance Management
- Hiring and selecting people
- Coaching and delegating to boost performance

LESSON 3
Project Management
- Balancing six factors: time, cost, scope, risk, resources and quality
- Understanding the human side of project management
- Understanding a project’s scope, constraints and deliverables
- Applying best practices to plan, execute and complete your projects

LESSON 4
Strategic Thinking and Leadership
- Developing a strategic mindset and clear vision
- Applying the Strategic Frame of Reference to move forward
- Performing SWOT analysis to create a strategic advantage
- Leveraging your style to build power and influence

www.amaseminars.org/2172

NOTE: A computer headset with microphone is required to attend and participate in this program.

SCHEDULE

1.2 CEUs • $1,995/AMA Members $1,795

Monday-Thursday 2-5 pm ET • 4 Lessons

April 8-11 ......................................... 2172-L6M-00035
June 17-20 ......................................... 2172-L6M-00036
Sept. 16-19 ......................................... 2172-L6M-00037
Making the Transition to Management  SEMINAR #2231

Now that you’ve been promoted, do you know how to be the boss? Here’s where you’ll lay the foundation for your management career and get easy-to-apply tools to make a successful transition into your new role. In just two days you will gain the practical know-how you need—and the confidence you want—to step in as an effective new manager.

HOW YOU WILL BENEFIT

- Understand your new roles and responsibilities
- Establish personal trust, credibility and accountability
- Set boundaries with your new team and former peers
- Learn what is working or not working for you
- Organize work to align with business requirements and resources
- Improve your listening skills
- Sharpen your critical thinking ability
- Reward good performers and give poor performers appropriate feedback
- Determine appropriate methods to manage superiors

WHAT YOU WILL COVER

Adopting a New Manager Mindset
- Defining new manager roles and responsibilities
- Recognizing challenges and opportunities new managers face
- Shifting from individual contributor to manager
- Understanding behaviors and boundaries
- Expectations others have for you—boss, subordinates, peers, clients

Increasing Your Personal Effectiveness
- Understanding yourself, including emotional intelligence
- Knowing the business: operational and tactical planning, action orientation
- Understanding others: strengthening communication, roles and responsibilities
- Self-Assessment: Identifying perceived strengths and areas for development

Building Effective Relationships
- Identifying your DiSC® style
- Recognizing contributions and challenges of different styles
- Understanding foundation skills for managers to communicate effectively
- Determining appropriate methods to manage boss relationship
- Developing foundation for communication effectiveness
- Identifying communication approaches to flex with different styles and situations

I have a renewed sense of self and purpose in my workplace. This seminar helped calm my fears and anxieties about being an effective manager.” —Matthew B.

Faculty Spotlight

MEET JEAN BRUNO

Planning and Organizing
- Using a structured approach to plan and organize work
- Understanding SMART goals and initiatives
- Identifying management expectations in a work assignment
- Overview of delegation techniques, knowledge and attitudes
- Applying methods to setting priorities
- Creating solutions to management challenges

WHO SHOULD ATTEND

Newly appointed or prospective managers with less than one year of management experience.

She’s trained thousands to be more successful

MEET JEAN BRUNO

In more than 25 years as a training and development professional, Jean has delivered leadership, personal development, and executive training and coaching to individual contributors, executives, and professionals, supporting them as they expand their skill development and emerge ready to take the next career step. Jean serves as adjunct faculty for Dominican University’s global MBA curriculum.

© 2019 American Management Association
For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
**Management Skills for New Managers**

SEMINAR #2238  Also available Live Online

**Learn the art of management from masters of the craft**

- Become a master delegator—and be free to lead.
- Relish the rewards of developing your people.
- Sell your organization’s goals by making them personal.
- Improvise to perfection. Learn to adapt your style for the employee.

Help employees increase their competence. Hands-on exercises and activities using real-life interactions will guide you in becoming a developer of people—and help to significantly boost your confidence.

Develop a motivating and engaging climate. Learn the best ways to give everyone on your team what they need to thrive and feel inspired to do their best work.

Point the way with clear direction and vision. Develop your unique guiding presence as a manager and give your people specific expectations and purpose to help drive them forward.

Adapt your leadership style to your employees. Focusing on individual developmental needs and motivations, you’ll learn to apply strategies for flexing your style to each employee and situation—so you can optimize results.

Help your people solve problems. Developing employees who can step up in tough times requires a higher caliber of skills. You’ll receive digital assets and practice real life scenarios to help you effectively coach, delegate and empower everyone on your team.

“The seminar is very well-structured. I really like the practices in this course where you can play the role of managers and employees and try to shape the conversation in different scenarios. You are also asked to come up with an action plan after taking the course to summarize the takeaways and the changes you want to make. I already started to execute those plans!”

—Yiqun Z.

*Ken Blanchard’s Situational Leadership® II (SLII®) is a model for developing people and a way for leaders to help their employees become self-reliant achievers. To be truly effective, leaders’ styles must adapt to the skills and commitment of the people they want to influence. With some people, managers have to provide a great deal of direction. With others, encouragement and appreciation trigger the best results. Still others deliver their best when allowed to take the ball and run with it. Situational Leadership II helps managers become more flexible and responsive to their employees’ needs. For more information on our 2-day Situational Leadership II seminar, see page 74.*
New Managers

WHAT YOU WILL COVER

Defining Your Role as A Manager
- Discovering the qualities and abilities required for effective management
- Identifying the roles and responsibilities managers perform
- Exploring the contextual issues and challenges that new managers face today

Continuous Performance Management
- Defining the goal of performance management
- Identifying the process and challenges
- Practicing the skills of performance management
- Conducting a self-audit on performance management

Understanding and Appreciating Situational Leadership II®
- Identifying the importance of and requirements for coaching
- Learning the micro-skills of effective coaching
- Confronting problem behaviors in a tactful manner
- Using the AMA Guide to manage a coaching discussion

- Differentiating between coaching and disciplining

Building A Motivational Climate
- Recognizing the manager’s role in employee motivation
- Exploring important elements of the motivational process
- Identifying managerial practices for building a motivational climate

Delegating for Growth and Development
- Describing the types of delegation that managers can engage in
- Assessing your current delegation practices and their challenges
- Recognizing what can and can’t be delegated
- Describing the phases of effective delegation
- Practicing delegation discussion

ADDITIONAL TAKEAWAYS

- Self-audits on performance management, technology, coaching, diversity and inclusion as well as delegation and global awareness
- A process for coaching behavioral challenges
- A process for conducting a delegation discussion

REGISTER TODAY! www.amaseminars.org/2238

2-Day Classroom Schedule

<table>
<thead>
<tr>
<th>1.2 CEUs</th>
<th>$2,445/AMA Members $2,195/AMA Members Save $250</th>
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<td>March 18-19 .......... Arlington, VA               2238-L6M-03020</td>
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<td>March 20-21 .......... Los Angeles, CA              2238-L6M-03021</td>
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<td>March 25-26 .......... Denver, CO                   2238-L6M-03018</td>
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<td>March 27-28 .......... Dallas, TX                   2238-L6M-03023</td>
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AUGUST

- Aug. 8-9 .......... Chicago, IL                     2238-L6M-03042 |
- Aug. 14-15 ... Dallas, TX                        2238-L6M-03046 |

SEPTEMBER

- Sept. 4-5 ...... San Francisco, CA                 2238-L6M-03085 |
- Sept. 10-11 .. New York, NY                       2238-L6M-03087 |

- Visit our website for a complete list of dates and locations.

- A self-reflection worksheet on business ethics
- Performance alignment conversations
- An AMA digital asset on motivation
- A motivational climate worksheet
- An AMA digital asset on the process of delegation

WHO SHOULD ATTEND

Managers with one to three years of management experience.
Managing Today’s Technical Professionals

You have the experience and the technical skills. Now add the management know-how to drive results. Managing technical professionals demands a whole new set of skills. In just three days, you’ll learn how to get your project teams, work groups and task forces working together more efficiently and productively.

HOW YOU WILL BENEFIT

- Understand what drives or motivates technical people
- Develop a broader organizational perspective
- Learn which combination of best management approaches works best for your team
- Align the technical professional’s goals with business goals
- Analyze performance based on business requirements

WHAT YOU WILL COVER

- Using the MBTI® Instrument to understand your type and the working styles of those you manage
- How the characteristics of the “typical” IT and technical professional affects your management actions
- Planning—the foundation of managing technical pros
- Communicating, making decisions with technical professionals
- Delegating, motivating and coaching
- Choosing talented technical professionals
- Managing progress and evaluating performance

WHO SHOULD ATTEND

IT and technical professionals who have been—or are about to be—promoted to a management position, experienced managers who are new to the technical environment.

Coaching and Counseling for Outstanding Job Performance

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

- Integrate coaching into your daily interactions
- Communicate the significance of each employee’s contributions
- Close the gap between current and desired performance for poor performers
- Minimize repeated performance failures
- Challenge your best employees to reach higher levels of performance
- Expand your team’s knowledge and competencies

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 of coaching
- 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.

SPECIAL FEATURE

Partner activity and coaching lab to reinforce learning and application.

REGISTER TODAY! www.amaseminars.org/2285

3-Day Classroom Schedule

<table>
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<th>1.8 CEUs/18 PDUs</th>
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<td>Oct. 7-9</td>
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4-Lesson Live Online Schedule

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REGISTER TODAY! www.amaseminars.org/2246

2-Day Classroom Schedule

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<td>Sept. 19-20</td>
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AMA seminars are GSA approved and are available for onsite group training — 1.800.262.9699 — www.amaseminars.org
April 29–30. Indianapolis, IN .......................... 2602-L6M-00562
May 10–11. Atlanta, GA ........................................ 2602-L6M-00557
May 16–18. Arlington, VA ................................. 2602-L6M-00558
May 25–27. San Francisco, CA ....................... 2602-L6M-00544

WHAT YOU WILL COVER

HABIT 1—Be Proactive®
- Become a resourceful, innovative manager who quickly accomplishes goals and motivates team members to get things done

HABIT 2—Begin with the End in Mind®
- Have a clear vision of what you want your contribution as a manager to be and shape your own future

HABIT 3—Put First Things First®
- Focus on top priorities and be regarded for follow-through and organizational skills; eliminate the unimportant

HABIT 4—Think Win-Win®
- Cultivate enthusiasm with performance measurements that satisfy both employee and employer goals; share recognition and success

HABIT 5—Seek First to Understand, Then Be Understood®
- Give honest, accurate feedback that develops trust and understand the physical components of communication and how they impact the message

HABIT 6—Synergize®
- Understand how differences can contribute to innovative solutions; maximize opinions, perspectives and backgrounds

HABIT 7—Sharpen the Saw®
- Maintain and increase effectiveness by renewing yourself mentally and physically

WHO SHOULD ATTEND
Managers who are seeking to become more efficient, build better relationships and help their organization succeed.

ATTENDEES WILL RECEIVE
- The 7 Habits of Highly Effective People® Audio CD—The bestselling audiobook.
- Participant Guidebook—a manual filled with examples and exercises.

MEET HENRY GONZALEZ
As executive director of the Federal Aviation Administration, Henry worked with the Project Management Institute developing The Standard for Program Management, 3rd Edition. Now retired after 31 years of federal government service, he is an independent consultant in acquisition support and operations analysis. Henry also teaches The 7 Habits of Highly Effective People® Signature Edition 4.0 and other FranklinCovey courses.

FACULTY SPOTLIGHT

He’s a Navy vet and a Covey-certified trainer

2-Day Classroom Schedule

2-Lesson Live Online Schedule

0.8 CEU/8 PDUs $2,195/AMA Members $1,995
AMA Members save $200

Wednesday and Thursday 12-5:30 pm ET

April 24-25 ........................................ 2602-L6M-00534
June 19-20 ........................................ 2602-L6M-00546
Aug. 21-22 ........................................ 2602-L6M-00562

L6M For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
The training was extremely valuable and catered to help all of the individuals involved leave with a more developed skill set to tackle the challenges of their positions. I left with information that would be crucial in helping me develop, support and understand my team.”

—Nina E.
Managing People

WHAT YOU WILL COVER

The Experience of Being a Manager in Today’s Organization
- Recognizing how economic and social trends have changed the manager’s role
- Defining “successfully managing people.”
- Discussing and illustrating specific challenges you face when motivating others in today’s organizations
- Understanding the importance of team culture

Values, Ethical Leadership, and Organizational Culture
- Defining “values” and recognizing their source
- Identifying ways in which values impact work life and productivity
- Recognizing conflicts of values in both yourself and in others
- Defining “ethics” and recognizing the manager’s role in setting ethical standards for employees
- Describing how values and ethics inform an organization’s culture
- Explaining the manager’s role in creating and sustaining the organization’s culture

Personal Styles: DiSC
- Determining your own personal profile (DiSC Profile)
- Delving into the strengths and limitations of your DiSC Profile
- Using behavioral cues to determine others’ personal styles
- Gaining insight into how to more effectively work with other personal styles

Motivating Those You Manage
- Distinguishing between pre-motivators, demotivators, and motivators
- Describing different types of motivation
- Tailoring your motivational efforts to individual employees and situations
- Applying motivational strategies when delegating responsibilities and/or tasks to an individual

Communication Skills for Managers
- Using techniques of active listening to better gain information and to recognize the worth of employees’ perspectives
- Effectively using positive and corrective feedback
- Dealing with difficult employees

Emotional Intelligence
- Describing the competencies of emotional intelligence
- Assessing your own level of emotional intelligence
- Developing a strategy for improving your emotional intelligence

WHO SHOULD ATTEND

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

REGISTER TODAY!  www.amaseminars.org/2295

2-Day Classroom Schedule

<table>
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Recommended CPE Credit: 14 hours/Intermediate
Prerequisites: Managerial experience
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live/Group
Field of Study: Non-technical—Communication, Personal Development

4-Lesson Live Online Schedule

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$2,445/AMA Members $2,195/AMA Members Save $250

MEET RAY WHITE

A founder and president of a training and consulting firm, Ray has worked with clients in financial services, in the paper and pulp industries, and in other fields. He has led seminars in supervisory skills, management development, and coaching for high performance, among other subjects. Ray graduated with a BA in Business Administration from the University of Florida.

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

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For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org

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**Improving Your Managerial Effectiveness**  
**SEMINAR #2508**

It’s one thing to be a manager—but being an effective team leader takes special skills, knowledge and practice. This course will help you build a high-performing team by becoming a learning leader and partner, developing your team’s ability to work together, and resolving conflict. Through lectures, discussions, self-assessments and other activities, you will gain insights about yourself and your role as a manager, as well as how your behaviors and ability to coach and mentor team members impacts their performance. In addition, you will apply what you learn to a prepared case study, plus a situation within your own team, and then share your solutions.

**HOW YOU WILL BENEFIT**
- Define your managerial role as a learning leader and partner
- Recognize and adapt your behavioral style for increased effectiveness
- Apply coaching methodologies for greater success
- Assist your team members in their professional and personal development
- Navigate your team through conflicts

**WHAT YOU WILL COVER**
- Improving personal and group effectiveness using a range of behavioral styles
- Applying tools to create high-performance teams
- Creating a team environment that encourages learning and development
- Applying coaching processes and behaviors
- Motivating and engaging your team
- Using the most effective conflict resolution approach based on the situation

**WHO SHOULD ATTEND**
Managers with three to five years of management experience.

**REGISTER TODAY!**  
www.amaseminars.org/2508

2-Day Classroom Schedule

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**Managing the “Unmanageable”**  
**Tough People, Tough Situations**  
**SEMINAR #2290**

Get proven methods for handling problematic direct reports. One of the toughest parts of a manager’s job is dealing with and turning around problem employees. Whether it’s passive/aggressive direct reports or conflict resulting from generational or cultural differences, the issues are complex and filled with emotion. The solutions aren’t always found in “Management 101”—but in this course, you’ll gain skills and tools for resolving situations and keeping problems from getting out of hand. You’ll also work through your toughest situations with the help of guided role-plays, exercises and skill practice sessions.

**HOW YOU WILL BENEFIT**
- Motivate over-taxed and “burned out” employees
- Effectively deal with employees in crisis and dysfunctional behaviors
- Address multi-cultural and multi-generational conflict in the workplace
- Prepare for a potentially confrontational conversation
- Reset expectations and lay a solid go-forward plan
- Protect yourself and your company by minimizing employment-related liability

**WHAT YOU WILL COVER**
- Understanding the connection between difficult behavior and personal style
- Learning the role of power, structure and tension in work relationships
- Applying leadership defense principles
- Troubleshooting common scenarios that put your “manager muscles” to the test
- Mediating employee disputes
- Understanding and applying fact-specific performance and corrective action do’s and don’ts
- Terminations for cause vs. resignations by mutual consent
- Leveraging workplace security options and resources

**WHO SHOULD ATTEND**
Directors, managers, supervisors, team leaders and anyone who manages or directs others.

**REGISTER TODAY!**  
www.amaseminars.org/2290

2-Day Classroom Schedule

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**SEMINAR #2290**

- Managing the “Unmanageable”
- Tough People, Tough Situations

**REGISTER TODAY!**  
www.amaseminars.org/2290

2-Day Classroom Schedule

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Moving from an Operational Manager to a Strategic Leader  
SEMINAR #2242

Can you make the leap to where you want to be? Now is your chance to move from being a good manager to being a great manager. You will be able to take away key insights, ideas and planned actions to add value to your organization and move your team forward for heightened success.

Take this opportunity to be proactive. Instead of being buried in your department’s ongoing activities, you will become an innovator, a persuasive player and a champion for strategic change who adds value to your organization, your customers and your stakeholders.

HOW YOU WILL BENEFIT

- Anticipate, adapt to and facilitate change
- Add value in a volatile environment
- Leverage key prospects for strategic opportunities
- Inspire risk taking and innovation
- Perform a SWOT analysis and identify opportunities to create strategic advantages
- Determine if you are an energy maximizer or an energy zapper with the Everyday Creative Video
- Create a plan for growth focusing on 3-5 characteristics you admire in other strategic leaders

WHAT YOU WILL COVER

Developing and Balancing Operational and Strategic Management Skills

- Establishing a working definition of operational management
- Exploring the key attributes of today’s strategic leaders

Creating a Strategic Frame of Reference

- Understanding the key components of the strategic model
- Developing a strategic leader’s approach for your own work environment

Understanding Your Current Operational Mission: Your Team, Your Customers and Your Competitors

- Strategic thinking: moving from a limited context to a broader view
- Understanding how to apply a SWOT analysis to your team
- Creating a mission statement defining the operational reality of your work group

Developing a Strategic Vision: Moving from What Is to What If

- How to identify priority issues to create your strategic advantage

I’m so glad I took this course. It provided a lot of information on how to be a leader. The exercises with the group, and sharing feedback and experiences, were most helpful. I was able to take most of the lessons and apply them to the team.” —Maryanne P.

REGISTER TODAY!  
www.amaseminars.org/2242

2-Day Classroom Schedule

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4-Lesson Live Online Schedule

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For business skills, he’s a spot-on trainer.

MEET DAVID MORIAH

David, a nationally recognized leader in experience-based learning, has been on the AMA faculty since 1998. His seminars cover multiple skill areas including communication, leadership and team development, conflict resolution, cross-cultural understanding, negotiation and public speaking. He’s also been a keynote presenter at large conferences and has been published in professional journals and national magazines.

- Encouraging innovative solutions
- Preparing a draft of a vision statement

Making Your Vision a Reality: Influencing Key Stakeholders

- Developing your persuasive skills
- Exploring options for influencing others

Your Personal Plan: Developing and Selling Your Vision of the Future

- Communication strategies to sell your strategic plan
- Conducting key conversations to encourage innovation and risk taking

WHO SHOULD ATTEND

Managers with five years or less of management experience who want to move into a more strategic role.

The use of this seal confirms that this activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.
**Fundamentals of Marketing**

*Your Action Plan for Success*  
SEMINAR #5512

Learn best practices for developing and implementing a great marketing plan. As a marketing professional, you need a clear understanding of your markets and what drives your customer’s decisions to buy. In this course, you’ll get modern techniques for analyzing markets and quantifying customer needs, wants and preferences (NWP). Utilize the 4 Ps of Marketing (Product, Price, Place, and Promotion) and avoid the most common marketing mistakes. In hands-on activities, you’ll discover how to implement the right approach for your company’s unique needs.

**HOW YOU WILL BENEFIT**

- Recognize the wide-ranging marketing roles and functions
- Apply modern techniques for conducting marketplace analysis
- Utilize insightful marketing tactics to pinpoint why customers buy or don’t buy
- Align the 4 Ps with your products, services and customer wants

**WHAT YOU WILL COVER**

- Identifying your key marketing challenges
- Defining crucial marketplace data and implementing market research
- Understanding the components of each of the 4 Ps
- Relating stages of the product lifecycle to marketing strategy
- Conducting a product SWOT analysis
- Positioning your product(s) and/or service(s) in the marketplace
- Exploring different marketing communication vehicles and channels used for promotion
- Developing a marketing plan for your organization

**WHO SHOULD ATTEND**

Newly appointed marketers; product, brand and advertising managers; business professionals and executives who need a clearer understanding of marketing’s role in generating profits.

Visit [www.amaseminars.org/5512](http://www.amaseminars.org/5512) for details about CPE credits.

**REGISTER TODAY!**  
[www.amaseminars.org/5512](http://www.amaseminars.org/5512)

### 2-Day Classroom Schedule

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**Successful Product Management**

*SEMINAR #5597*

Gain the business skills you need to manage your product’s profitability. Discover the tools and techniques you need to effectively manage the increasingly complex product management process and gain more control of the myriad tasks at hand.

**HOW YOU WILL BENEFIT**

- Understand the whys and hows of the product management system—and how to make the best use of it
- Gain marketing savvy and use it to perform your job effectively
- Set priorities and manage the profitability of your products or service
- Build effective working relationships with suppliers and with external and internal business partners
- Manage the financial aspects of product management
- Learn how to develop an effective business plan

**WHAT YOU WILL COVER**

- Benefits of the product management process
- Strategies and models for marketing success
- The main tasks of a product manager
- Key reports and relationships
- Managing new product or service development
- Preparing your marketing plan

**WHO SHOULD ATTEND**

Product and brand marketing managers and directors and those who interact with them.

**Note:** Attendees should have at least two years of marketing experience.

AMA is approved by the Society for Marketing Professional Services (SMPS) to offer SMPS CEUs. This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit [www.cpsmnow.org](http://www.cpsmnow.org)

---

**This course met my high expectations. It was very practical and made the connections from theory to practice for a variety of different companies.”** —Megan D.
AMA’s Advanced Course in Strategic Marketing  SEMINAR #5537

Take the next step toward becoming a marketing guru. You’ll discover cutting-edge strategic marketing models—and their real-world applications. Obtain the knowledge and tools you need to increase the spending rate of current customers and cost-effectively acquire new ones, integrate your marketing mix elements with corporate goals and maximize the benefits of e-commerce technology.

HOW YOU WILL BENEFIT
- Understand the strategic value of sales vs. the strategic value of marketing
- Learn the stages of the customer buying process—and generate incremental value at each stage
- Use the growth audit gap model to select the most effective options for marketing programs
- Efficiently target your campaigns to core buying influences
- Successfully develop and manage new product and service launches and increase overall market share

WHAT YOU WILL COVER
- Strategic growth perspectives: the SMART growth segmentation
- Marketing strategies for distinct psychographic groups
- Moving beyond pricing as an objective to pricing as a strategy
- The role of marketing in CRM: understanding the lifetime value of a customer
- Changing the buying structure through the Internet
- Promotions and communication as an integrated process
- The seven stages of new product/service development

WHO SHOULD ATTEND
Experienced marketing managers, directors and vice presidents of marketing—as well as executives and managers in finance, operations, customer service, R&D and other departments who interact with colleagues in marketing. Knowledge of the fundamentals of marketing is highly recommended.

Visit www.amaseminars.org/5537 for details about CPE credits.

Customer Service Excellence: How to Win and Keep Customers  SEMINAR #5165

Providing better, faster service will keep your customers coming back. Quality service will give you the competitive advantage you need to survive in a tough business climate. In today’s customer-oriented business environment, people skills are critical for personal and organizational success. How you handle your customers can directly affect your individual goals as well as your team’s and company’s performance. This seminar gives you the skills you need to enhance customer relationships and secure an overall competitive advantage.

HOW YOU WILL BENEFIT
- Deliver better, faster service and increase customer satisfaction
- Learn how to gain and maintain repeat business
- Know what customers expect
- Increase your credibility with customers—and your value to your organization
- Manage stressful situations more effectively
- Recognize the signals of customer irritation—and how to quickly find a workable solution to your customer’s problem

WHAT YOU WILL COVER
- The benefits of excellent service
- Focusing on customer service success
- How customer service creates revenue
- Why customer satisfaction is based on perceptions
- Focusing on customers’ top two expectations, to save time and reduce stress
- Managing customer expectations by personality style
- Dealing with difficult customers
- Responding effectively to specific customer behaviors

WHO SHOULD ATTEND
Customer service representatives, technical and support personnel, field service representatives, account managers, credit and billing specialists, small-business owners—as well as managers who want to reinforce their skills and train their staffs.

Visit www.amaseminars.org/5165 for details about CPE credits.

You may also want to consider Leadership Strategies to Build a Customer-Focused Team, seminar #2608, page 74.

REGISTER TODAY! www.amaseminars.org/5537

3-Day Classroom Schedule
- 1.8 CEUs/18 SMPS CEUs/18 CAEs
- $2,345/AMA Members $2,095

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REGISTER TODAY! www.amaseminars.org/5165

2-Day Classroom Schedule
- 1.2 CEUs
- $1,895/AMA Members $1,695

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<th>Month</th>
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<td>April 8-9</td>
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<td>5165-L6M-00408</td>
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<tr>
<td>Sept. 23-24</td>
<td>Atlanta, GA</td>
<td>5165-L6M-00423</td>
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</tbody>
</table>

AMA is approved by the Society for Marketing Professional Services (SMPS) to offer SMPS CEUs. This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org

As a CAE Approved Provider educational program related to the CAE exam content outline, this program may be applied for 18 credits toward your CAE application or renewal professional development requirements.

AMA Members Save $250

AMA Members Save $200
Partnering with Your Boss
Strategic Skills for Administrative Professionals  SEMINAR #2268

Become a proactive partner with your boss. You are often called upon to communicate, plan, organize, negotiate and participate in decision making at very high levels. Attend this seminar and master techniques for effective goal setting, prioritizing, planning, decision making, relationship building and listening. Learn how to communicate confidently and assertively—and develop and use power and authority.

HOW YOU WILL BENEFIT
- Consistently anticipate your boss’s needs
- Gain the respect of your boss and be taken seriously
- Confidently represent your boss
- Be seen by your boss and by others as a valuable professional resource
- Develop a trusting relationship with your boss
- Partner with multiple bosses and other office professionals

WHAT YOU WILL COVER
- Identifying the characteristics of effective partnering
- Adapting to methods to complement your boss’s preferences
- Planning skills to anticipate and proactively support your boss
- Defining and integrating your personal power bases by revisiting trust and by completing a “power-base planner”
- Using influencing and persuasive communication skills

WHO SHOULD ATTEND
Senior administrative support staff, executive secretaries, administrative professionals, staff assistants and executive assistants.

Organizing Your Work
New Techniques for Administrative Professionals  SEMINAR #2160

Tackle the tougher job challenges of today’s workplace with new organizational skills. Get the tools and techniques to get you moving in the right direction. You’ll get hands-on practice as well as systems and templates you will customize during the seminar—so they’ll be ready to use on your first day back at work.

WHAT YOU WILL COVER
- Defining what the terms productivity, organization, efficiency and effectiveness mean in today’s world
- Debunking myths and getting rid of antiquated tools
- Systematizing your work
- De-stressing to eliminate productivity loss
- Making technology work for you and your boss

WHO SHOULD ATTEND
Administrative professionals at all levels in an organization who are looking for better, more effective ways to manage the increasingly demanding work requirements of their jobs.

Managing Chaos: Dynamic Time Management, Recall, Reading and Stress Management Skills for Administrative Professionals  SEMINAR #2194

Deal efficiently with the overflow of information and still be able to produce effective results. Develop accelerated learning skills, advanced memory/recall methods and increased reading comprehension techniques. The results are immediate and will last a lifetime.

WHAT YOU WILL COVER
- Prioritizing: the SMART way to set goals
- Using your power skills to handle the mass of information on your desk
- Accessing your memory and recall skills
- Staying in control: how to use stress to your advantage
- Reading more effectively by increasing comprehension
- Delegation strategies that work

This was an excellent seminar! I learned a lot about my supervisor and, surprisingly, myself as well! I would highly recommend this course to all admins who want better working relationships with their bosses.” —Robin R.
Project Management for Administrative Professionals  SEMINAR #2298

Confidently take on the added pressure and challenges associated with projects—and get the job done right. Now you can develop the skills that spell project success—scheduling, budgeting and planning. As an administrator within the project team, learn how to conquer the project cycle and gain the confidence you need to take a project from conception to completion.

HOW YOU WILL BENEFIT
- Learn the skills to plan, organize and control projects of any size
- Organize and track all resources to maximize productivity
- Anticipate problems and solve them as they arise
- Manage time while juggling multiple projects with ongoing daily responsibilities
- Gain the ability to exert influence without authority
- Understand various project management software tools
- Meet project objectives and timetables

WHAT YOU WILL COVER
- Defining project management
- Understanding the roles and responsibilities of a project manager
- Planning and controlling projects
- Using basic project management tools
- Meeting project objectives
- Solving project problems effectively
- Managing time and priorities
- Learning from each project and tracking resources
- Organizing effective project team meetings
- Communicating effectively across organizational boundaries
- Avoiding project disasters
- Documenting project success and using your experience constructively in your career

WHO SHOULD ATTEND
Office managers, sales assistants, executive assistants, and any administrative professional responsible for projects.

The best training I’ve ever attended. I learned so much, and everything taught was applicable to my job.” —Sabrina C.

REGISTER TODAY!  www.amaseminars.org/2298

3-Day Classroom Schedule

<table>
<thead>
<tr>
<th>1.8 CEUs</th>
<th>$1,895/AMA Members $1,695</th>
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<td>AMA Members Save $200</td>
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March 13-15 ............................................ Arlington, VA ............................................. 2298-L6M-01028
April 15-17 ............................................ Atlanta, GA ............................................. 2298-L6M-01029
April 24-26 ............................................ Chicago, IL ............................................. 2298-L6M-01031
May 1-3 ..................................................... New York, NY ............................................. 2298-L6M-01032
June 17-19 .............................................. San Francisco, CA ...................................... 2298-L6M-01033
June 24-26 .............................................. Arlington, VA ............................................. 2298-L6M-01034
July 29-31 .............................................. New York, NY ............................................. 2298-L6M-01035
Aug. 7-9 ..................................................... Chicago, IL ............................................. 2298-L6M-01036

Visit our website for a complete list of dates and locations.

Management Skills for Administrative Professionals  SEMINAR #2294

Enhance your performance with administrative leadership. The support you provide as an administrative professional is vital to your organization’s ability to achieve its goals and objectives. Today, most senior managers expect you to have leadership and management skills in order to set your own administrative priorities. This seminar gives you a wide range of skills to help you handle any work challenge with greater confidence and effectiveness.

HOW YOU WILL BENEFIT
- Manage changing roles and responsibilities whether working with supervisors, peers, team members or customers
- Clearly and confidently communicate and negotiate to manage conflicts
- Apply emotional intelligence and effective listening practices
- Use strategic diplomacy to handle office politics and difficult people

WHAT YOU WILL COVER
- Applying skills and strategies to manage personal and professional change
- Recognizing and proactively using critical thinking to support goals
- Priority setting and time management strategies
- Incorporating emotional intelligence and effective listening
- Assertive communication using verbal and nonverbal behaviors
- Exhibiting confidence and influence using tested presentation models
- Analyzing conflict, office politics, and interactions with difficult people

WHO SHOULD ATTEND
Office managers, sales assistants, executive assistants, and any administrative professional responsible for projects.

REGISTER TODAY!  www.amaseminars.org/2294

3-Day Classroom Schedule

<table>
<thead>
<tr>
<th>1.8 CEUs</th>
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March 4-6 ............................................ New York, NY ............................................. 2294-L6M-01026
April 8-10 ............................................ Arlington, VA ............................................. 2294-L6M-01028
May 15-17 ............................................ San Francisco, CA ...................................... 2294-L6M-01030
June 17-19 .............................................. New York, NY ............................................. 2294-L6M-01031
July 24-26 .............................................. Arlington, VA ............................................. 2294-L6M-01033
Aug. 12-14 ............................................ Boston, MA ................................................. 2294-L6M-01034
Aug. 26-28 .............................................. Atlanta, GA ................................................. 2294-L6M-01035
Sept. 16-18 ............................................. Chicago, IL ................................................. 2294-L6M-01036

4-Lesson Live Online Schedule

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Tuesday and Thursday 2-5 pm ET

July 9-18 ..................................................... 2294-L6M-01037
Looking for an easy way to maintain your certification?

AMA is your one-stop resource to meet all requirements in each of the 3 Talent Triangle categories. We offer 75+ seminars that give you PDUs, and many of these courses offer PDUs in more than one category. Below are just a few examples:

- **Advanced Leadership Communication Strategies**
  15 Leadership PDUs, 3 Strategic PDUs, page 84

- **AMA’s Comprehensive Project Management Workshop**
  28 Technical PDUs, 7 Strategic PDUs, page 108

- **Developing Your Analytical Skills: How to Research and Present Information**
  12 Technical PDUs, page 10

- **Process Management: Applying Process Mapping to Analyze and Improve Your Operation**
  18 Technical PDUs, page 17

- **Technical Project Management**
  16 Technical PDUs, 2 Leadership PDUs, page 109

- **Strategy Execution: Getting It Done**
  18 Strategic PDUs, page 121

- **Strategic Planning**
  12 Strategic PDUs, page 120

- **Taking On Greater Responsibility: Step-Up Skills for Non-Managers**
  8 Leadership PDUs, 4 Strategic PDUs, page 24

- **The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results**
  Leadership: 18 Classroom/12 Live Online PDUs, page 82

A minimum of 8 PDUs must be earned in each category.

Learn more at [www.amaseminars.org/PDUs](http://www.amaseminars.org/PDUs)
**Essentials of Project Management for the Non-Project Manager**

Learn and apply basic elements of project management to your job to support project success. To work together effectively on any project, everyone on the team needs to use a common language and tools, plus have a clear understanding of all expectations. This unique seminar is designed for individuals with little or no prior knowledge of project management but who serve on project management teams—or those who simply want to know more about or are making the transition to project management. In just two days, you’ll develop an understanding of essential terminology and apply basic PM tools and techniques to increase your effectiveness both on the team and in your own functional area.

**WHAT YOU WILL COVER**

Getting Your Hands Around Project Management
- Distinguishing between projects and operations
- Considering factors that contribute to project success or failure
- Identifying the framework for project management

Getting the Project Off the Ground
- Knowing why/how a project is important to you and the organization
- Identifying the elements of a charter and its relevance to initiating a project
- Identifying stakeholders and their role(s) on a project

Planning the Work
- Defining the scope of the project: project scope statement
- Identifying the work to be done; work breakdown structure, activity lists
- Estimating resources, cost and hours for the project
- Scheduling the project work
- Identifying roles and responsibilities for the project
- Planning for potential risks to the project

Working the Plan
- Building an effective status report
- Recognizing the types of meetings and their purpose
- Identifying action items and issues
- Recognizing the importance of managing change

Putting the Project to Bed
- Comparing closing out successful vs. unsuccessful or canceled projects
- Identifying the project records and files that must be archived for historical purposes
- Contributing to the “lessons learned” database
- Identifying the project records and files that must be archived for historical purposes

**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.

**MEET ALANA HILL**
Alana believes analysis, strategy and skill development will help you excel. She’s helped individuals and organizations accomplish their goals for more than 20 years, using insight from her background as an engineer and certified Project Management Professional. In addition to leading classroom seminars, Alana has facilitated webcasts and helped develop course material.

**2-Day Classroom Schedule**

<table>
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<th>Date</th>
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**4-Lesson Live Online Schedule**

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**Prerequisites:**
- None

**Advance Preparation:**
- Online pre- and post-assessment

**Delivery Method:**
- Group Live/Group Internet-based

**Field of Study:**
- Technical—Management Services
Improving Your Project
The Basics for Success
SEMINAR #6503

Ready to learn the techniques of elite project managers?

- **Juggle tasks** using tools and processes for monitoring, managing and meeting deadlines.
- **Gain confidence** to manage projects from start to finish.
- **Earn respect and credibility** by performing proficiently and professionally.
- **Develop agility.** Learn to overcome the unexpected—and shine.

Relying on theory alone won’t help you in the heat of a project deadline. That’s why this seminar brings advanced project management methodology with in-class, hands-on exercises that prepare attendees to immediately apply what they’ve learned to their jobs.

Gain the knowledge and hands-on training you need to take command. AMA’s signature Blended Learning approach combines dynamic live training, leading edge online tools and a wealth of ready-to-use templates and processes.

Jump right to the forefront of project management. Learn the latest tools and techniques from an expert instructor with real-world experience.

Master the entire project lifecycle without spending a lifetime in school. Our seminar takes the framework of the Project Management Institute (PMI) to the next level. Learn how to initiate, plan and execute projects by exploring real project situations.

Learn skills you can apply at your organization immediately. We’ll teach you how to write business requirements. And we’ll help you understand task dependencies as well as how to build network flow diagrams and manage project risk.

"The Project Management class exceeded my expectations! It was interactive and engaging, and, most importantly, I walked away with a new skill set that can be applied to my work immediately. I’d recommend this class to anyone new to project management or if you are seeking the tools and processes to sharpen your current project management skill."

—Stephanie S.
Management Skills

WHAT YOU WILL COVER

An Overview of Project Management Concepts
- Discussing key concepts, terminology and roles
- Defining a “project,” the project triangle and core PM processes

Initiating the Project
- Creating a project charter and tying it to a business case
- Setting customer, sponsor and team member expectations

Identifying the Work
- Creating a work breakdown structure (WBS) based on the charter and product requirements
- Identifying and assigning ownership

Estimating the Work
- Discussing best practices for creating realistic estimates

Scheduling the Work
- Producing GANTT charts for project timelines
- Determining the critical path and calculating float

Creating the Budget
- Estimating and tracking personnel expenses

Completing the Plan
- Identifying, assessing and dealing with risks
- Acquiring goods and/or services

Executing the Plan
- Measuring progress against the plan
- Reporting on project status

Closing the Project
- Running “lessons learned” session
- Capturing historical data

WHO SHOULD ATTEND

Individuals who are new to project management, “accidental” project managers, business analysts and subject-matter experts who contribute to projects.

SPECIAL FEATURE

This seminar features fictional case studies that allow participants to immediately practice course concepts in group exercises. Participants will create key project documents: business case, charter, product requirements, project plan, status reports and lessons learned.

BONUS

Participants have access to online blended learning components, including a full toolkit of integrated project management templates.

Determinated to see projects succeed

Faculty Spotlight

MEET PATRICIA ENSWORTH

Patricia has worked with clients from a wide range of industries, government agencies and nonprofit organizations. At an investor's firm, she worked on the creation of their first Project Management Office, among other endeavors. She holds certifications as a Project Management Professional (Project Management Institute) and Certified Software Quality Engineer (American Society for Quality).

3-Day Classroom Schedule

1.8 CEUs/18 PDUs/18 PHR/SPHR/21 CPE/18 PDCs

**$2,345/AMA Members $2,095/AMA Members Save $250**

**MARCH**

Feb. 27-Mar. 1 ..........Chicago, IL ..........................6503-L6M-03051
March 6-8 ..........New York, NY ........................6503-L6M-03053
March 18-20 ........San Francisco, CA ...........6503-L6M-03055
March 27-29 ..........Atlanta, GA ........................6503-L6M-03057

**APRIL**

April 1-3 ..........Chicago, IL ........................6503-L6M-03066
April 3-5 ..........Nashville, TN ....................6503-L6M-03067
April 8-10 ..........Dallas, TX ........................6503-L6M-03068
April 10-12 ..........New York, NY ..................6503-L6M-03069
April 10-12 ..........San Francisco, CA ...........6503-L6M-03070
April 24-26 ..........Boston, MA ........................6503-L6M-03074

**MAY**

May 6-8 ..........Arlington, VA ........................6503-L6M-03076
May 15-17 ..........San Diego, CA ....................6503-L6M-03079
May 20-22 ..........Atlanta, GA ........................6503-L6M-03080
May 20-22 ..........Chicago, IL ........................6503-L6M-03081

**JUNE**

June 3-5 ..........San Francisco, CA ...........6503-L6M-03083
June 5-7 ..........Arlington, VA ..................6503-L6M-03085
June 10-12 ..........Orlando, FL ........................6503-L6M-03086
June 12-14 ..........Chicago, IL ........................6503-L6M-03118
June 12-14 ..........Columbus, OH ..................6503-L6M-03087
June 19-21 ..........New York, NY ..................6503-L6M-03082
June 24-26 ..........Austin, TX ........................6503-L6M-03089

**JULY**

July 8-10 ..........New York, NY ....................6503-L6M-03090
July 10-12 ..........Chicago, IL ........................6503-L6M-03092
July 10-12 ..........Denver, CO ........................6503-L6M-03075
July 15-17 ..........Atlanta, GA ........................6503-L6M-03093
July 17-19 ..........Arlington, VA ........................6503-L6M-03094
July 24-26 ..........Seattle, WA ........................6503-L6M-03096
July 31-Aug. 2 ..........Boston, MA ........................6503-L6M-03097
July 31-Aug. 2 ..........Dallas, TX ........................6503-L6M-03098

**AUGUST**

Aug. 5-7 ..........New York, NY ........................6503-L6M-03099
Aug. 7-9 ..........Chicago, IL ........................6503-L6M-03100
Aug. 12-14 ..........San Francisco, CA ...........6503-L6M-03101
Aug. 26-28 ..........Atlanta, GA ........................6503-L6M-03104

**SEPTEMBER**

Sept. 4-6 ..........New York, NY ....................6503-L6M-03105
Sept. 4-6 ..........New York, NY ....................6503-L6M-03106
Sept. 11-13 ..........Arlington, VA ........................6503-L6M-03109
Sept. 16-18 ..........Nashville, TN ....................6503-L6M-03124
Sept. 18-20 ..........Anaheim, CA .....................6503-L6M-03110
Sept. 25-27 ..........Houston, TX ........................6503-L6M-03126

**SEPTEMBER**

Sept. 9-12 ..........Chicago, IL ........................6503-L6M-03108

**4-Lesson Live Online Schedule**

1.2 CEUs/12 PDUs/12 PHR/SPHR/14 CPE/12 PDCs

**$2,195/AMA Members $1,995  AMA Members Save $200**

Monday-Thursday 2-5 pm ET

**MARCH**

March 4-7 ..........Chicago, IL .....................6503-L6M-03052
April 15-18 ..........New York, NY ........................6503-L6M-03071
May 13-16 ..........San Diego, CA ....................6503-L6M-03073
June 17-20 ..........Arlington, VA ....................6503-L6M-03084
July 22-25 ..........San Francisco, CA ...........6503-L6M-03095
Sept. 9-12 ..........Chicago, IL ........................6503-L6M-03108

**TECHNICAL:** 16 Classroom/10 Live Online PDUs

**LEADERSHIP:** 2 Classroom/2 Live Online PDUs

See page 104 for more details.

This program is valid for 18 PDUs Classroom and 12 PDUs Live Online for the SHRM-CM™ or SHRM-SCP™.
AMA’s Comprehensive Project Management Workshop  SEMINAR #6595

Nail your project every time. Delays, cost overruns, or quality problems can wreck your project. Keep it on course with this 5-day overview of project management. Aligned with PMI’s A Guide to the Project Management Body of Knowledge (PMBOK® Guide), this workshop helps you master the entire project management process. You’ll earn 35 professional development units (PDUs) pre-approved by PMI, and you’ll gain skills and in-depth knowledge that prepare you for the next level: the Project Management Professional (PMP®) certification.

You Will Learn How To:
- Manage projects with confidence
- Avoid dangerous shortcuts and omissions
- Monitor risks and correct trouble spots
- Put together a solid team and effective documentation
- Pave the way for achieving PMP® status

You’ll Also Receive:
- A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—5th Edition by PMI® (a $65.95 value)

HOW YOU WILL BENEFIT
- Learn all aspects of project management from the perspective of The PMBOK® Guide
- Acquire necessary prerequisite knowledge to enter a PMP Exam Prep training program
- Achieve competence in the 10 PM knowledge areas and 5 process groups
- Master the 47 competencies outlined in The PMBOK® Guide
- Learn the techniques of documenting project risks, assumptions and constraints
- Become skilled at identifying and performing stakeholder analysis
- Develop a WBS and create a project charter
- Determine the critical path of a project
- Staff your project for optimum results
- Execute, monitor, and control the tasks defined in your project plan

WHAT YOU WILL COVER
Examining the PM Framework
- Exploring characteristics of projects
- Reviewing project management terminology
- Considering environmental influences

Reviewing the PM Body of Knowledge
- The project management process groups
- The project management knowledge areas
- Project management competency standards

Initiating the Project
- Using project selection methods
- Defining project scope
- Documenting project risks, assumptions and constraints
- Performing stakeholder analysis
- Evaluating the project charter

Planning the Project
- Defining and recording requirements, constraints and assumptions
- Identifying project team members and defining roles and responsibilities
- Creating the work breakdown structure (WBS)
- Developing the change management plan
- Identifying risks and defining risk strategies
- Obtaining plan approval
- Conducting the kickoff meeting

Executing the Project
- Executing the tasks defined in the project plan
- Ensuring an understanding and expectations
- Implementing a quality management plan
- Executing changes, actions and workarounds
- Improving team performance

Monitoring and Controlling the Project
- Measuring project performance
- Verifying and managing changes
- Ensuring that project deliverables conform to quality standards
- Monitoring all project risks

Closing the Project
- Obtaining final acceptance for the project
- Financial, legal and administrative closure
- Releasing project resources

WHO SHOULD ATTEND
Project managers, program managers and project team leaders who have several years’ experience and project team members who are interested in enhancing their career by preparing to become a certified PMP.

For those who are interested in taking the PMP Exam, AMA recommends you also attend #6590, AMA’s PMP® Exam Prep Express. See page 112.

PREREQUISITE
Basic knowledge and experience in project management required. AMA recommends attending Improving Your Project Management Skills: The Basics for Success, seminar #6503, or its equivalent before enrolling in this seminar (see page 108).

5-Day Classroom Schedule

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$3,095/AMA Members $2,795/AMA Members Save $300

She’s an expert in strategic planning and financial strategy

Faculty Spotlight

MEET CHIA-LI CHIEN, CFP, CRPC, PMP
Improving their bottom line is why people turn to Chia-Li to learn finance, strategic planning, project management and other areas. Chia-Li is a certified financial planner and project manager who holds master’s degrees in financial services and insurance and management information systems. She is chair and past president of the Financial Planning Association’s Charlotte branch.

- Identifying lessons learned
- Creating and distributing a final project report
- Archiving and retaining project records
- Measuring customer satisfaction

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Technical Project Management  SEMINAR #4251

A bestselling seminar for managers and team members of IT and technical projects. This enriched 3-day program gives you valuable knowledge and practice in managing projects related to R&D, new product development and more. Working in teams, you will use a real-world case study to develop a logical framework for planning and managing projects.

HOW YOU WILL BENEFIT
- Correctly initiate projects
- Understand the different types of IT/software requirements
- Create balanced and predictable plans
- Plan for the unexpected
- Budget more effectively
- Maintain control of your projects and deliver quality systems on time
- Use PM (software) tools to improve your efficiency

WHAT YOU WILL COVER
- Overview of core project management concepts
- Initiating projects: how the software development and project management processes work together
- Defining project work
- Project estimating techniques
- Scheduling
- Creating the budget
- Creating a complete plan and executing it
- Project closure

WHO SHOULD ATTEND
R&D, IT, analysts, developers, engineers, plant managers, project managers, project team leaders and anyone else who administers IT and technical projects.

REGISTER TODAY! www.amaseminars.org/4251

3-Day Classroom Schedule
1.8 CEUs/18 PDUs/18 PDPs  $2,345/AMA Members $2,095

March 11-13 ............ New York, NY .............................................4251-L6M-00663
March 25-27 ............ Anaheim, CA .............................................4251-L6M-00665
April 15-17 ............ Chicago, IL .................................................4251-L6M-00666
May 20-22 ............ San Francisco, CA ......................................4251-L6M-00667
June 19-21 ............ Arlington, VA .............................................4251-L6M-00668
Aug. 26-28 ............ New York, NY ............................................4251-L6M-00670
Sept. 23-25 ............ Austin, TX ..................................................4251-L6M-00673

Project Team Leadership Building Commitment Through Superior Communication  SEMINAR #6585

Create more project successes through enhanced leadership, communication and negotiation skills. Master the skills that can help you build team commitment and create a more predictable project environment.

HOW YOU WILL BENEFIT
- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “breakups” by using constructive feedback
- Achieve better results through clear, open and honest communication and negotiation
- Optimize time, money and resources by putting the right people on the right projects

WHAT YOU WILL COVER
- The ins and outs of communication skills
- Team dynamics: what’s unique about project teams
- Conflict management, successful team behaviors
- How to delegate
- Communicating during project implementation and closure: conveying appreciation, what to do when crisis hits, performance reporting
- Negotiating agreements: a PM’s sources of power
- Achieving commitment and creating project successes

WHO SHOULD ATTEND
Mid- to high-level project and program leaders, managers and directors.

REGISTER TODAY! www.amaseminars.org/6585

3-Day Classroom Schedule
1.8 CEUs/18 PDUs  $2,445/AMA Members $2,195

Feb. 27-March 1 ............ San Francisco, CA ..................................6585-L6M-00245
April 15-17 ............ Arlington, VA ............................................6585-L6M-00247
May 29-31 ............ Chicago, IL .................................................6585-L6M-00248
June 24-26 ............ New York, NY ............................................6585-L6M-00249
Sept. 18-20 ............ San Francisco, CA ......................................6585-L6M-00250
AMA’s PMP® Exam Prep Express  SEMINAR #6590

Customers report a 100% pass rate on their certification exam. Ace the Project Management Professional certification exam. Guaranteed. At this seminar, we’ll help you prepare for today’s more rigorous PMP® exam based on the PMBOK® Guide.

**HOW YOU WILL BENEFIT**
- Cover the PMP certification exam from every angle
- Study under PMP-certified instructors
- Take a practice exam and concentrate on areas you need to review

**WHAT YOU WILL COVER**
- PMP certification process...test-taking strategies
- Project integration management
- Project scope, time, cost and quality management
- Project communication management
- Project risk management
- Project procurement management

**WHO SHOULD ATTEND**
Project managers, program managers and project team leaders who have experience leading and directing projects and who have met the PMP credential eligibility requirement.

**PREREQUISITE**
You are required to have basic knowledge and experience in project management. AMA recommends attending Improving Your Project Management Skills: The Basics for Success or its equivalent before enrolling in this seminar (see page 106).

**Note:** PMBOK, exam study guide and exam tools flash drive sent to attendees before seminar.

**FREE Books—Pre-Seminar Required Reading**
- Rita Mulcahy’s PMP Exam Prep, Ninth Edition (MSRP: $99.99)

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

**REGISTER TODAY!** www.amaseminars.org/6590

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June 10-12..........................Arlington, VA..........................6590-L6M-00288
July 15-17..........................New York, NY..........................6590-L6M-00289
Aug. 14-16..........................Atlanta, GA..........................6590-L6M-00290

**AMA is in**
40+ cities nationwide
to serve you

You don’t have to go far to experience an AMA Classroom Seminar. Our hands-on, world-class training is now available in more cities than ever before. Choose from some of AMA’s most popular courses. Get the skills you need to keep your performance sharp, tackle difficult challenges and add more value to your organization—and career.

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Orlando

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Philadelphia
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Myrtle Beach

**TENNESSEE**
Nashville

**TEXAS**
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Dallas
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**UTAH**
Salt Lake City

**VIRGINIA**
Arlington
(Texas area)
Virginia Beach

**WASHINGTON**
Seattle

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1-800-262-9699
www.amaseminars.org/locations

Why postpone success?
Start building a better future today!
Best Practices for the Multi-Project Manager

SEMINAR #6523

Ace multiple-project assignments by balancing time and resources. This updated seminar provides you with examples of best practices within the profession through use of instructor-led exercises and dynamic case studies. Learn how to develop a culture for consistent, standardized Multi-Project Management (MPM) practices, utilize proven metrics for MPM performance and gain the tools and techniques for successful completion of multiple projects.

HOW YOU WILL BENEFIT

- Align work and projects with the strategic direction of the organization
- Keep projects on track and on budget
- Assess project resources
- Set and maintain priorities
- Improve communication on all projects
- Increase your effectiveness and efficiency
- Manage stakeholder relationships
- Determine your organization’s ability to conduct additional projects

WHAT YOU WILL COVER

- Identifying techniques to prioritize projects effectively
- How to allocate the necessary resources to projects
- Standardizing the approach to project communication
- Using earned value management to track multiple projects
- Stakeholder and change management in a multiple project environment

WHO SHOULD ATTEND

Project managers who are working on multiple projects simultaneously and would like to learn tips and techniques to improve their effectiveness and efficiency.

REGISTER TODAY!  www.amaseminars.org/6523

2-Day Classroom Schedule

1.2 CEUs/12 PDUs  $2,195/AMA Members $1,995
AMA Members Save $200

March 21-22...................Arlington, VA .............................................6523-L6M-00443
April 11-12 .....................Atlanta, GA ................................................6523-L6M-00439
May 30-31 ......................San Francisco, CA ......................................6523-L6M-00440
June 13-14 ....................New York, NY ............................................6523-L6M-00441
July 15-16 ......................Chicago, IL .................................................6523-L6M-00442
Aug. 7-8 .......................San Diego, CA ..............................................6523-L6M-00443
Sept. 5-6 ......................Arlington, VA .............................................6523-L6M-00444

Program Management

SEMINAR #6216

Apply proven techniques and best practices to successfully manage programs. Projects are about specific deliverables. Focusing on that outcome is the project manager’s main goal—but a program manager coordinates a number of related projects and operations that will benefit his or her organization. As an integral part of the organization’s strategic business, you, as program manager, must apply very specialized skills, knowledge, and tools to have a degree of control that would not be possible by managing projects individually. In this course, you will build the skills and best practices needed to successfully manage a program. Learn how to align multiple activities to reach a strategic goal, report to and engage stakeholders, and satisfy all of the very specific and exacting demands of the program manager’s role.

HOW YOU WILL BENEFIT

- Recognize how program management is utilized at each point in the program life cycle
- Identify the program manager’s communication needs and ensure consistent dashboarding and reporting
- Define, create, maximize, and sustain the benefits provided by programs
- Capture stakeholder needs and expectations, gain their support, and mitigate opposition
- Understand the importance of program governance

WHAT YOU WILL COVER

- Ensuring program alignment with the strategic plan, objectives, priorities, vision and mission statement
- Knowing the PMI definitions of project management and program management and key differences between these roles
- Exploring strategic program management; aligning multiple components to achieve program goals
- Understanding the basic components of the program life cycle and its phases
- Reporting to stakeholders; four techniques for responding to a stakeholder distress call
- Understanding the governance activities that support program management

WHO SHOULD ATTEND

Experienced or senior-level project managers; program managers; anyone whose role requires involvement with programs, including portfolio managers, business analysts, operational managers and executives.

REGISTER TODAY!  www.amaseminars.org/6216

2-Day Classroom Schedule

1.2 CEUs/12 PDUs  $2,345/AMA Members $2,095
AMA Members Save $250

March 28-29 .................San Francisco, CA ......................................6216-L6M-00019
May 20-21 .....................New York, NY ............................................6216-L6M-00020
June 13-14 ....................Arlington, VA .............................................6216-L6M-00022
Sept. 12-13 ..................San Francisco, CA ......................................6216-L6M-00025

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PMI Agile Certified Practitioner (PMI-ACP)®

Boot Camp SEMINAR #76001

Also available as a Virtual Classroom

The Project Management Institute’s Agile Certified Practitioner (PMI-ACP)® certification illustrates that you’re a leader. This course prepares you to lead your next Agile project effort and ensures that you’re prepared to pass the PMI-ACP certification exam.

**HOW YOU WILL BENEFIT**
- Coach high-performance teams
- Manage rapidly changing priorities
- React and respond to change quickly to seize competitive advantage
- Dedicate a full day to PMI-ACP certification exam test prep

**WHAT YOU WILL COVER**
- Creating and communicating a product vision
- Learning your customer and developing user roles and personas
- Engaging the planning and execution of your iteration(s)
- Running a course retrospective to enable an individual plan of execution

**WHO SHOULD ATTEND**
Project managers, analysts, developers, programmers, testers, IT managers/directors, software engineers and software architects.

**AGILE PROJECT MANAGEMENT**

Deliver what your customers want faster and with better quality than ever before. This is an advanced course for those already familiar with agile methodologies.

**WHAT YOU WILL COVER**
- Understanding agile team performance and metrics
- Establishing and empowering teams
- Maximizing value and agile planning & estimating
- Communication and collaboration
- Creating stakeholder engagement

**REGISTER TODAY!** [www.amaseminars.org/76004](http://www.amaseminars.org/76004)

### 2-Day Classroom Schedule

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### 3-Lesson Live Online Schedule

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Delivered by ASPE. Visit [www.amaseminars.org](http://www.amaseminars.org) for more dates and locations.

**DEVOPS IMPLEMENTATION**

This class is loaded with practical real-world tools and techniques. You will leave this course fully literate in the whole array of available DevOps tools and lessons. You’ll be ready to select what’s right for you and chart a path to holistic, long-term IT success in your own organization.

**WHAT YOU WILL COVER**
- Maturing a DevOps practice in the enterprise
- Value stream mapping
- Your DevOps journey: Optimize flow

**REGISTER TODAY!** [www.amaseminars.org/76001](http://www.amaseminars.org/76001)

### 3-Day Classroom Schedule

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Visit our website for a complete list of dates and locations.

### Virtual Schedule

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### 3-Lesson Live Online Schedule

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Purchasing Management
SEMINAR #4109

Develop higher-level, up-to-date leadership skills in purchasing and sourcing. This seminar focuses on skills for the experienced purchasing professional, addressing more mid-level to advanced contemporary, state-of-the-art topics in purchasing management. As more companies reach overseas for foreign purchasing, such present-day issues as dealing with U.S. Customs (CBP), near-sourcing options in Mexico, contract management, and better defining landed costs, among others, will be addressed in the course. In addition, you’ll explore an entire set of advanced metrics in both domestic and global sourcing, including RFP management, web-based sourcing and more aggressive issues like going green, diversity purchasing, sustainability and sourcing leadership. You’ll also experience case studies and real-life examples in order to understand how to respond to executive mandates regarding purchasing and supply management, contract issues and more.

HOW YOU WILL BENEFIT
■ More effectively lead and manage purchasing and sourcing teams and projects
■ Recognize the role of the purchasing manager in the global supply chain
■ Increase your skill in leveraging options to reduce risks and costs
■ Build stronger capabilities in RFP management, vendor and supplier sustainability
■ Create better SOWs and supplier contracts
■ Understand how contract disputes are resolved with strategic negotiation
■ Maximize the utilization of current purchasing technology

WHAT YOU WILL COVER
■ Understanding purchasing complexities in today’s business world
■ Understanding effective leadership skills in purchasing and sourcing
■ Raising the complexity of “total cost of ownership”
■ Developing landed cost modeling
■ Leveraging web-based sourcing and procurement options
■ Diversity management in procurement options
■ Successful project management in purchasing and sourcing
■ What you need to know about U.S. government regulations in sourcing and purchasing

WHO SHOULD ATTEND
Experienced supply chain purchasing personnel and others who deal with sourcing, purchasing, logistics, operations, and/or the management of vendor and supplier relationships.

TABLE OF CONTENTS

SEMINAR #4265
Fundamentals of Purchasing for the New Buyer

Optimize your purchasing performance—attend the nation’s #1 new-buyer training program. Walk through every step of the purchasing, negotiating, vendor and materials-management process. This fundamentals course is taught by leaders in the field using case studies to reinforce the latest procurement concepts.

HOW YOU WILL BENEFIT
■ Understand today’s procurement strategies and techniques
■ Identify the core expertise, process knowledge and interpersonal skills necessary for success as a 21st-century buyer
■ Discover the criteria for successful supplier selection
■ Understand legal and ethical requirements and issues
■ Benefit from e-procurement strategies and other purchasing tools
■ Learn negotiation techniques for a global purchasing environment
■ Manage your supplier relationships to reduce costs, improve quality and enhance performance

WHAT YOU WILL COVER
■ The changing role of the buyer in today’s organization
■ How purchasing adds value to the firm, and profit to the bottom line
■ Developing the supply base and supplier relationships
■ Designing effective supplier performance measurements
■ Making effective procurement decisions through the use of price and cost analysis
■ Utilizing value and total cost of ownership concepts to reduce costs
■ Tools for enhancing material flow and reducing inventory investment
■ Specialized purchasing instruments, master agreements, contracting methods, and e-procurement
■ Successful selection and management of service suppliers
■ Professional practices and standards of purchasing ethics
■ Legal aspects of purchasing: contracts, agency, warranties, and anti-trust laws
■ Negotiating skills and tactics for the buyer

WHO SHOULD ATTEND
Newcomers who want to learn every facet of their job responsibilities—as well as veteran buyers who want to update their skills.

REGISTER TODAY! www.amaseminars.org/4265

3-Day Classroom Schedule

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1.2 CEUs | $2,195/AMA Members $1,995 |
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Inventory Management Techniques: Planning, Replenishment and Activities Control  SEMINAR #4206

Improve your inventory turnover ratio and transform frozen assets into cash. Cutting-edge inventory control techniques are delivering results that go far beyond initial expectations.

HOW YOU WILL BENEFIT

- Identify strategies for reducing inventory investment while optimizing responsiveness to customer needs
- Discover techniques for making scheduling and shop loading more efficient
- Determine tactics for narrowing the sales and stock replenishment gap
- Fine-tune your recordkeeping capabilities
- Improve the effectiveness of cycle counts and physical inventories

WHAT YOU WILL COVER

- Developing an effective inventory management strategy
- Identifying and establishing optimal inventory levels
- Forecasting and demand management tools
- Inventory planning and replenishment systems: order point, MRP, MRP II
- Managing, measuring and reporting inventory accurately
- Distribution Resource Planning and warehouse management
- Tactics for eliminating excess and obsolete stock
- Lead time analysis and reduction techniques
- Just In Time philosophy and its applications

WHO SHOULD ATTEND

Factory and inventory control professionals, manufacturing and production control managers, industrial engineers, plant managers, material and purchasing managers, factory supervisors and customer/technical service managers.

Inventory Management Techniques: Planning, Replenishment and Activities Control may be accepted as eligible for professional development points toward maintaining the APICS CPIM and CFiPM designations.

“...I thought the course was well rounded and provided insight into multiple ways for managing inventory.” — Dana L.

REGISTER TODAY!  www.amaseminars.org/4206

3-Day Classroom Schedule

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<th>1.8 CEUs/18 PDs</th>
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May 20-22 ............ New York, NY .............................................. 4206-L6M-00381
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Increase Productivity by Knowing Which Tasks to Delegate  BY AMA STAFF

One of the basic management skills you need to master is delegation, the process of turning over responsibility and authority for the completion of tasks to employees. As you build your delegation skills, consider the following dos and don’ts outlined in the AMA course Management Skills for New Managers.

Delegation takes practice, and knowing which kinds of tasks can be delegated is the first step in this process. Not all tasks can be handed off to others, despite the abilities of employees.

Tasks that can effectively be given to others include:

- Tasks closely related to the work employees are already doing
- Tasks with clearly defined procedures and end results
- Repetitive tasks that fit into the normal workflow
- Tasks that enable employees to develop themselves

When you’re thinking of tasks, projects, and responsibilities to delegate, ask yourself, “Is this something someone else could do?” If the answer is yes, it’s a potential opportunity for delegation.

Delegation is not appropriate in some cases. These include but are not limited to:

- Tasks of a highly sensitive nature (such as salary reviews or employee discipline)
- Tasks that are not clearly defined or about which uncertainty exists
- Critical tasks that upper management expects the manager to handle
- Assignments that could overwhelm direct reports

Situations when you should not delegate

To develop your basic management skills, you need to identify work that requires your personal attention. Do not delegate in these situations:

- The assignment might place the employee or the organization at risk
- The risk of failure outweighs the benefit of delegating to encourage employee development (such as when your job is on the line)
- The successful completion of the task by the employee will require more assistance than the manager can give
- The task falls clearly within the manager’s personal responsibilities (such as conducting a performance appraisal)
- The task is not employee development (such as conducting a performance appraisal)
- The successful completion of the task by the employee will require more assistance than the manager can give
- The assignment might place the employee or the organization at risk

Take the Next Step

- Seminar: Delegation Boot Camp, pg 86
- Seminar: Extraordinary Productivity: The 5 Choices That Drive Success™, pg 20
- Seminar: Improving Your Project Management Skills: The Basics for Success, pg 106
Global Supply Chain Management: Best Practices in Import and Export Operations

SEMINAR #4115

Master your international supply chain with the most up-to-date skills and tactics. With import/export costs accounting for up to 20% of bottom-line expenses for many U.S. corporations, there is an urgent need for global supply chain professionals to have the most current skill sets available. This course offers you a comprehensive and contemporary foundation in these issues. Explore regulations, procedures, global security, documentation, dealing with customs and other government agencies, trade compliance, HTS classifications, managing freight and much more. You’ll interact with a recognized expert course leader in global trade to gain both strategic and tactical skills and explore valuable, real-world case studies.

HOW YOU WILL BENEFIT
- Learn how to drive risk and spend out of your global supply chain
- Recognize e-commerce (direct to consumer) options
- Know how to investigate the viability of near-sourcing
- Understand landed-cost modeling and apply metrics to the decision-making process
- Select and negotiate with freight carriers to lower costs
- Know the implications of trade compliance
- Learn how to develop the best operating procedures for your imports and exports

WHAT YOU WILL COVER
- Global trade opportunities, risks and operational concerns
- The terminology, players and logistics of import and export supply chains
- Dealing with carriers, 3 PLs, freight forwarders and customhouse brokers
- Managing inbound supply chains from Asia
- Bonded warehouses and foreign trade zones
- Creating leverage to reduce risk and spend in the global supply chain
- Successfully working with U.S. and foreign government agencies
- Navigating free trade agreements and NAFTA

WHO SHOULD ATTEND
New, mid-level and experienced purchasing professionals including global supply chain executives; import and export operations personnel; traffic and logistics managers; purchasing professionals; legal and finance professionals (controllers).

REGISTER TODAY!  www.amaseminars.org/4115

2-Day Classroom Schedule

1.2 CEUs/12 SMPS CEUs  $2,195/AMA Members $1,995

AMA Members Save $200

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4-Lesson Live Online Schedule

1.2 CEUs/12 SMPS CEUs  $1,995/AMA Members $1,795

AMA Members Save $200

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Fundamental Selling Techniques for the New or Prospective Salesperson

SEMINAR #5510 Also available Live Online

Because sales plays such a dominant role in today’s economy, this growing profession is becoming much more competitive. This intensive, highly interactive 2-day introduction to the art of selling will equip you with the tools and techniques you need to achieve sales success and improve your performance.

HOW YOU WILL BENEFIT
- Identify the behaviors and skills of a successful sales professional
- Describe different types of selling models
- Identify elements of the sales framework
- Understand prospecting basics and be able to conduct a sales call
- Use a customer-centered selling approach to provide value
- Complete a formula to achieve sales goals
- Use techniques to manage the customer relationship on an ongoing basis
- Develop an action plan to apply your new skills

WHAT YOU WILL COVER
- Understanding the importance of sales to an organization
- Behaviors, characteristics and skills of a successful sales professional
- The various selling models and the sales framework
- Planning for the business
- Finding and qualifying new business
- Earning, delivering and managing the relationship

WHO SHOULD ATTEND
Salespeople, sales support and potential candidates for sales positions who want to build and revitalize their existing selling skills.

AMA is approved by the Society for Marketing Professional Services (SMPS) to offer SMPS CEUs. This course qualifies for 12 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org

REGISTER TODAY!  www.amaseminars.org/5510

2-Day Classroom Schedule

1.2 CEUs/12 SMPS CEUs  $2,095/AMA Members $1,895

AMA Members Save $200

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4-Lesson Live Online Schedule

1.2 CEUs/12 SMPS CEUs  $1,995/AMA Members $1,795

AMA Members Save $200

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For additional dates and locations or to register — 1.800.262.9699 — www.amaseminars.org
Principles of Professional Selling

SEMINAR #5520

Thousands of salespeople have prospered by attending AMA’s most popular professional sales training seminar. No matter how great your product or service is, or how talented a salesperson you are, you will not be able to close the deal if you cannot tell your clients how what you’re selling will benefit them. Through this intensive seminar, you will learn how to gain your clients’ business by earning their trust. You’ll leave better equipped to develop presentations that meet your clients’ real needs…create a specific sales plan to achieve your sales goals…influence the right buyers and close the sale with ease.

HOW YOU WILL BENEFIT

- Develop a master plan to manage the sales process
- Win the confidence and trust of prospects by learning as much as possible about their needs
- Successfully sell on a consultative level, using effective interviewing techniques
- Effectively communicate your product/service superiority
- Build long-term sales relationships by offering solutions
- Uncover customer resistance and overcome objections
- Know when—and how—to close the sale
- Productively manage your time and territory

WHAT YOU WILL COVER

- Planning: using competitive analysis to gain more business
- Matching your sales approach to the personality style of your customer
- Becoming a problem solver: supplier-based selling vs. selling a solution
- Developing new business while maintaining existing accounts
- Managing key account and key prospect relationships

WHO SHOULD ATTEND

Sales professionals with a minimum of one year of sales experience, veterans who want to refresh their skills, and managers who want to learn professional sales training techniques to train salespeople.

Note: This course is not for beginners. If you’re new to sales, we recommend Fundamental Selling Techniques for the New or Prospective Salesperson (seminar #5510), page 115.

REGISTER TODAY! www.amaseminars.org/5520

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Territory and Time Management for Salespeople
SEMINAR #5289

Learn to make the most productive use of your time as you mine your territory for sales. Poor territory management leads to missed opportunities and meager results. Time is a salesperson’s most valuable asset. Lost hours mean lost sales and lower earnings. To survive in today’s fiercely competitive marketplace, you need the best productivity training you can get.

HOW YOU WILL BENEFIT

- Control your territory with strategies that help you value accounts, target prime prospects, penetrate accounts and maximize coverage
- Stretch your selling day and spend more time with your customers
- Plan effectively and avoid losing sales to better organized competitors
- Sell more, earn more and accomplish more
- Set goals and priorities to maximize your selling effectiveness
- Increase selling time by minimizing distractions and procrastination
- Make more productive use of travel time
- Strike a balance between personal and professional goals

WHAT YOU WILL COVER

- How goals, attitudes and organizational skills impact territory and time management
- Managing your territory: assigning account priorities according to opportunity and probability
- Managing your time: setting and working with goals and quotas
- Getting organized: planning your day to accomplish what’s important
- Managing information: improving your electronic communication, organizing your paperwork and making your CRM (Customer Relationship Management) system work for you
- “Territory bandits” and “time burglars”: the causes of territory and time management problems

WHO SHOULD ATTEND

Sales representatives, account executives, sales managers and all sales staff with customer or field responsibilities.

REGISTER TODAY! www.amaseminars.org/5289

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Strategic Sales Negotiations  SEMINAR #5535

Today’s purchasers are more attuned to the “real value” of what they’re buying. Discover how to influence them and improve your profits! Regain the seller’s advantage over today’s more sophisticated purchaser. Learn the tools, techniques and savvy negotiating tactics that enable you to influence your buyer’s perception of cost, value and benefits. Close the sale by maintaining a flexible position that successfully counters your buyer’s negotiating moves.

HOW YOU WILL BENEFIT

- Improve sales margins and closing ratios
- Influence how customers view your product’s costs, benefits and value to them
- Anticipate buyer behavior and turn it into an advantage
- Establish your credibility with the buyer
- Develop confidence-building skills that maintain your control of negotiations
- Be ready to justify your price when meeting price specifications
- Use creative advantages to counter competitive offers

WHAT YOU WILL COVER

- Understanding the sales negotiation process from both perspectives—yours and the customer’s
- Differentiating between selling and negotiating
- Using powerful sales negotiating/planning tools
- Addressing aggressive buyer demands face to face
- Developing stronger client relationships through win-win negotiations
- Applying strategies to favorably influence the four primary negotiating styles
- Creating a motivational climate for your buyer

WHO SHOULD ATTEND

Sales professionals, sales managers, account executives, contract negotiators and anyone involved in the negotiating process.

Note: Several years of sales experience is recommended.

**“** Trainer was excellent! I highly recommend this course for a fresh way of looking at negotiation.”

—Michelle G.

**REGISTER TODAY!**  www.amaseminars.org/5535

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June 24-25 .......................... Atlanta, GA ................................................. 5535-L6M-00261
July 15-16 .......................... Chicago, IL ................................................. 5535-L6M-00262
Aug. 8-9 .............................. New York, NY ................................................. 5535-L6M-00263
Sept. 19-20 .......................... San Francisco, CA .................................... 5535-L6M-00265

Selling to Major Accounts

A Strategic Approach  SEMINAR #5235

Calling on major accounts is time-consuming and risky. Develop the account strategy that will get you the best return on your investment. You can no longer afford to expend energy on account development without a plan or focus. Major account selling requires a long cycle and a big investment of resources. That’s why today’s successful sales professionals are more than just tactical pros—they’re strategic experts. Learn how to develop a strategic selling plan that will save you time, money and hassles by identifying the right account and project, why your offer matters to them, what it takes to assure their long-term relationship and how to move them along the pipeline quickly.

WHO SHOULD ATTEND

Sales professionals, including account managers, sales representatives and sales executives—as well as sales managers, vice presidents and directors of sales and marketing who are seeking best-practice techniques used in major account selling today.

Note: A minimum of three years of sales experience is recommended.

**“** Very relative tools that I was able to apply almost immediately to my daily work.”

—Taylor P.

**REGISTER TODAY!**  www.amaseminars.org/5235

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June 10-12 ........................... Boston, MA ................................................. 5235-L6M-00225
Aug. 12-14 ........................... Arlington, VA ............................................ 5235-L6M-00226
Sept. 4-6 .............................. Chicago, IL ................................................. 5235-L6M-00227
**Fundamentals of Sales Management for the Newly Appointed Sales Manager**

**SEMINAR #5227**

You’re a new sales manager, taking over a sales team with both rookies and pros. You also have an open territory that needs to be filled as quickly as possible. Where do you start? How do you gain the respect of your team? How can you maximize the skills of each team member? And how do you respond to your manager’s demands?

**HOW YOU WILL BENEFIT**
- Make a smooth transition to sales management
- Win respect by building your management skills
- Ensure your team’s productivity through recruiting, training, and coaching skills
- Effectively plan—and target—customers and territories
- Successfully plan your logistical operations and organizational structure

**WHAT YOU WILL COVER**
- Making the transition to management
- Understanding management communication styles
- The Internal Motivation theory
- Developing SMART goals
- Recruiting and interviewing
- Creating for, and presenting information to, the salesperson
- Best practices in sales skills today
- Characteristics of appropriate delegation
- Positive approaches to problem solving
- Developing a win-win appraisal or goal-setting system
- Applying the principles of team building
- Recognizing the principles of leadership

**WHO SHOULD ATTEND**

Newly appointed or prospective sales managers who need the tools to respond to customer, team and company needs.

**Note:** Sales managers who are more experienced should attend Advanced Sales Management (seminar #5598, at right).

**REGISTER TODAY!**

[www.amaseminars.org/5227](http://www.amaseminars.org/5227)

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**Advanced Sales Management**

**SEMINAR #5598**

Learn how to ensure your team’s success. This advanced program shows you how to keep pace with all the issues that are revolutionizing salesforce management. It’s the seminar to choose if you want to become a more effective manager—and advance further, faster, in your career. In three days, you’ll discover the “can’t fail” techniques that have already benefited thousands of your colleagues. You will learn how to achieve peak performance in every area indispensable to sales management success.

**HOW YOU WILL BENEFIT**
- Develop leadership and team-building skills
- Recruit and train a higher caliber of sales professional
- Improve your sales team’s productivity
- Keep your team accomplishments in the spotlight
- Generate increased profits with fewer resources
- Understand the internal motivators of your salesforce
- Become a more effective communicator and decision maker by applying proven leadership principles

**WHAT YOU WILL COVER**
- The changing sales environment
- How to utilize a system for analyzing your sales planning
- The dimensions of effective sales management
- Understanding people: the basis for sales motivation and effective communication
- Organizing and structuring the salesforce
- The attributes of standards of performance
- Coaching, counseling and performance appraisals
- The challenges of special personnel situations
- Creative decision-making and problem-solving techniques
- The implications of sales compensation

**WHO SHOULD ATTEND**

Seasoned sales managers who want to refine sales planning techniques, build leadership skills and become more powerful decision makers, motivators, coaches and counselors.

**Note:** Fundamentals of Sales Management for the Newly Appointed Sales Manager (seminar #5227, at left) is recommended as a prerequisite to this seminar.

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**It was a great experience, and I took back many tools that will improve my sales management skills. Wonderful training. I would recommend to all.” — Ruston S.**
Fundamentals of Strategic Planning  SEMINAR #2565

Know what senior management is thinking and why—and increase your value to your organization. Here’s an overview of strategic planning for those who want to understand the impact of strategy on their work and their organization’s success. Gain a perspective and vocabulary to help you actively and constructively support your firm’s strategic direction.

HOW YOU WILL BENEFIT
- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Assess current and future environments

WHAT YOU WILL COVER
- What strategy and strategic planning really mean
- How strategy creates value for customers and stakeholders
- How companies develop strategy: seven strategic planning processes
- The strategic planning process in action: five stages of a classic approach
- Assessing the environments
- The 3 Ds of strategy: Discussion, Decision, Development
- Implementing strategy: how strategy cascades through the organization

WHO SHOULD ATTEND
Managers and supervisors who want to expand their management perspective and anyone who must communicate with managers and leaders involved in the creation and implementation of strategy.

Visit www.amaseminars.org/2565 for details about CPE and SHRM credits.

Facilitating an Effective Strategic Planning Process  SEMINAR #2009

Efficiently prepare and run strategic planning sessions that produce real results. There’s great pressure on executives who must plan and conduct this process. The tools and techniques you must have to successfully prepare and conduct a productive, results-driven strategic planning session are thoroughly explored in this seminar. You’ll address definition of goals, upfront contracting within the organization, sponsorship, selecting the best approach and tools, and determining what data is required. You’ll then learn how to smoothly facilitate the process/session and implement an effective follow-up.

HOW YOU WILL BENEFIT
- Know which discussions and decisions should occur prior to the strategic planning session
- Determine who should be involved and to what extent
- Know how to get chief influencers at multiple levels on your team in leading roles
- Decide the best strategic planning approach/process to use and customize it
- Explore various scenarios which may occur and possible approaches to handling them
- Build in metrics and schedule meetings to assess milestones and progress toward goals

WHAT YOU WILL COVER
- Preparing for strategic planning by contracting and getting buy-in from executive leadership
- Defining scope, goals and specific results that will be achieved
- Finding your Strategic Planning Champions and defining accountabilities
- Today’s most commonly used strategic planning processes/approaches/models
- Techniques for enabling creativity and innovative thinking
- Facilitating the actual session: drawing people out, generating ideas and running the sessions efficiently
- Establishing next steps and moving toward the execution phase

WHO SHOULD ATTEND
Experienced executives, directors of OD, senior HR leaders, division leaders, strategic planners and others who manage the strategic planning process for a department or organization.

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.

HOW YOU WILL BENEFIT
- Describe the strategic planning process
- Use strategic planning tools and techniques to gather and analyze pertinent data
- Begin building a strategic plan for your area of responsibility
- Master the basics and terminology
- Explore a classic strategic planning process
- Return to work ready to apply helpful concepts, frameworks and analytical tools

WHAT YOU WILL COVER
Strategic Planning Overview
- Describing key definitions of strategic planning terms
- Identifying the questions that strategic planning must address
- Exploring the analyses typically incorporated in strategic planning
- Discovering how your planning relates to planning at other levels of the organization

The Strategic Foundation
- Differentiating between a strategic mission and vision
- Examining core values and their role in strategic planning
- Articulating the unique value for your unit
- Developing a strategic mission, vision and unique value statement for your unit

Assessing the Internal Environment
- Distinguishing between macro and market environments
- Identifying the macro and market trends that affect your organization and your customers
- Determining your organization’s performance profile
- Conducting a competitor assessment

Assessing the External Environment
- Explaining the components of an internal assessment
- Understanding the concept of core competencies
- Conducting a VRIO Analysis for identifying competencies that provide a sustainable competitive advantage
- Appreciating the importance of “culture” in an internal assessment
- Applying an internal assessment to your organization

Making Strategic Decisions
- Conducting a SWOT analysis for your unit
- Identifying the roles of data synthesis, insight, and creativity in strategic planning
- Learning how to use a SWOT analysis to choose your strategic imperatives
- Understanding the potential value of scenario planning

Building Your Strategic Plan
- Identifying key elements of a good strategic plan
- Beginning to develop your own strategic plan
- Crafting an executive summary
- Tapping into the wisdom of the group via collaborative sharing and discussion

Communicating and Executing Your Strategic Plan
- Articulating the importance of metrics and accountability
- Building commitment through multiple avenues of communication throughout the execution process

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

Recommended CPE Credit: 14 hours/Intermediate
Prerequisites: None
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live
Field of Study: Non-technical—Business Management and Organization

VIEW CLASSROOM EXPERIENCE

REGISTER TODAY! www.amaseminars.org/2526

1.2 CEUs/12 PDUs/12 CPUs/14 CPE/12 CAEs

July 10-11 ...... New York, NY .................2526-L6M-01293
Aug. 1-2 ........... Arlington, VA .................2526-L6M-01295
Aug. 5-6 .......... Chicago, IL .....................2526-L6M-01296
Sept. 5-6 ...... Atlanta, GA .......................2526-L6M-01292
Sept. 9-10 ....... San Francisco, CA .............2526-L6M-01291
Sept. 26-27 .... New York, NY .................2526-L6M-01298

Recommended CPE Credit: 14 hours/Intermediate
Prerequisites: None
Advance Preparation: Online pre- and post-assessment
Delivery Method: Group Live
Field of Study: Non-technical—Business Management and Organization

12 Strategic PDUs
See page 104 for more details.
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MEET JENNIFER L. YOUNT
Once a commanding officer in the U.S. Coast Guard and an administrator in higher education, Jennifer now uses her 35 years as an accomplished leader to facilitate seminars focusing on the development of the relational self. She was one of the first women to graduate from a military academy, and she holds an MBA from Barry University.

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Close the gap between strategic planning and implementation. Learn step-by-step processes and models for executing strategic initiatives. Bring your actual initiatives and situations to the table, and gain the skills and talents that often lead to the executive suite.

HOW YOU WILL BENEFIT
• Apply basic elements of strategy execution to your strategic initiative
• Recognize factors affecting your ability to execute your organization’s strategy
• Break large, long-term strategic initiatives into smaller, achievable projects
• Map your own strategic goals against the vital points of success, failure and resistance
• Gain and sustain support across organizational boundaries
• Align your strategy with departmental and organizational goals

WHAT YOU WILL COVER
• Using mind mapping to define and refine a strategic initiative
• Designing a strategic execution goal for a successful outcome and preparing for results
• Planning and leading an energizing launch for a strategic initiative-focused project
• Using plans, schedules, budgets and controls to track the progress of your strategic initiative
• Overcoming opposition and unforeseen obstacles using political skills and creative problem solving

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

Note: 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.

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