

# AMA Seminars

**NEW!** 1-Day and  
**Express** Skills Courses  
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**140+** Classroom Seminars  
in 40+ cities nationwide

**45** Live Online  
Seminars See pages 10-24

**NEW!** Executive  
Presence for Women  
See page 66 for details



Don't just  
light the way—  
ignite the way

See pages 103–114 for

**AMA's  
Leadership  
Seminars**

**\$200  
OFF ANY  
AMA SEMINAR  
ACT NOW!  
See pg. 6 for details**

# Why AMA? The difference is in the details.

AMA seminars help you transform performance for maximum results

**What makes a customer choose one business over another?** Why is one employee picked for a promotion instead of someone else? With commerce and careers, the dealbreaker usually comes down to capabilities.

A business with great products but poor customer service will lose sales. An innovative scientist with weak interpersonal skills will struggle to advance. How can you keep the odds of success firmly in your favor? By keeping your skills as strong and versatile as possible—through highly effective training.

From our best-in-class learning techniques and frontline faculty to our extremely flexible learning options, AMA offers a combination of powerful advantages that has long made us the preferred training provider for millions of people.



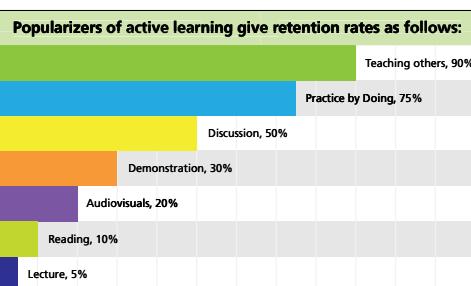
Our training is based on proven adult learning methods

Everyone learns differently—and AMA's proven approach takes that into account. Through our years of experience, we've mastered the most effective combination of visual and language-oriented learning, superior course design, pacing and hands-on skill building. Every concept is enlightened through examples, case studies, group discussion and skill practice. You truly learn by doing, increasing your confidence through supportive feedback in a safe environment.

Creating the perfect learning experience for you is our goal

The **AMA learning experience is all about you.** A lot of training providers say that, but at AMA, the proof is in decades of positive results. Every AMA learning experience is unique because the skills you acquire are discussed in the context of what *you* and other attendees want to accomplish.

You'll be encouraged to take risks you might never be allowed to take on the job—without the distractions of everyday business, preconceived notions, snap judgments or politics. Pre- and post-assessments help measure and ensure retention, increasing the likelihood that you'll use what you learn back on the job.



Learn with AMA anytime, anywhere

We know it's tough to find time for training—but AMA makes it easy. You can experience our world-class courses in the classroom, your office, an airport or a hotel. Spend a few days, afternoons, or hours building new skills. We bring the learning to you with classroom seminars offered in 40+ cities nationwide—plus an extensive variety of live online courses for maximum flexibility. Our On Demand option lets you schedule lessons at whatever time works best for you. No matter what your learning preference or budget, AMA has the *right* training option for you.

**“I hear, I forget. I see, I remember. I do, I understand.”**

—Confucius



American Management Association  
has been selected for the fifth  
consecutive year as one of 2014's  
**TOP 20 LEADERSHIP TRAINING  
COMPANIES** by TrainingIndustry.com

## Receive expert training guidance and great customer service

**Our training advisors can help you analyze your job or business needs and develop the best plan to broaden your skills.** You'll receive friendly and knowledgeable customer support from every AMA staff member, whether you're taking a class in our centers or learning with us online.

## See why our faculty is one of AMA's most valued resources

### Ever had a great teacher who made a lasting impact on you?

Our customers praise our faculty members for their effectiveness, knowledge, practical expertise, enthusiasm and focus. They are recognized subject-matter experts who are also successful business leaders. They "get" today's tough business world because they've faced many of the same struggles and challenges as you have. It's the commitment of AMA's faculty that helps keep our learning experiences dynamic, exciting and fun—and always results-driven.



**Shawn K. Woods** (left) teaches our How to Communicate with Diplomacy, Tact and Credibility seminar; **Janet Bailey** (center) teaches Effective Technical Writing, and **Miles Hutchinson** (right) teaches the Advanced Financial Forecasting and Modeling Workshop.

## Get the advantages you can only get from AMA

**People come to us because they know professional development with AMA is a uniquely effective and rejuvenating experience.** We continue to be a trusted guide for the business community, supporting organizations and individuals through economic downturns, technology shifts and all kinds of change. Our seminars, webcasts, webinars and other events have been experienced by millions. Only AMA has that kind of track record, along with the most versatile training choices we've ever offered, including a wealth of time- and money-saving options.

## Rave reviews from our customers



A recent Time Management seminar attendee says:

*"A lot of my objectives and priorities changed during the day. I need a better strategy to manage my workload. It's the psychology of why we do what we do that made me understand how I can balance my work issues."*



More praise from our customers:

*"This course is fantastic in that it applies both to one's personal and professional lives. I appreciated the use of humor and multiple examples to ground the principles taught."* (on Expanding Your Influence: Understanding the Psychology of Persuasion)

*"I expected to gain a few new insights, a few new tips and tricks. Instead, I received much, much more, and I believe that has a lot to do with the instructor..."* (on Successfully Managing People)

*"I was able to do a coaching session which was a little out of my comfort zone, yet the class and the leader were really amazing in their support, constructive criticism and positive feedback."* (on Leading Virtual and Remote Teams)

## Your satisfaction is guaranteed

**At AMA, we guarantee the quality of our programs.** In fact, 98% of our participants say they would recommend the course they have taken to their colleagues. If, for any reason, you are not satisfied with a program for which you have paid, AMA will give you credit toward another program of comparable price or will refund your fee. We appreciate that this is an important investment for you and your company and would like to accommodate your needs the best we can.



**Think ahead...Get ahead...Stay ahead...With AMA.  
Call us at 1.800.262.9699**

**Learn more about AMA's training options**

*See pages 4-5 for a side-by-side comparison of features and benefits.*

# Find your perfect fit

Would the full benefits of multi-day learning best suit your needs—or does your schedule only permit a few hours here and there for new skills? Perhaps something in-between would be better? Or do you need an option with 24/7 flexibility? AMA has them all.

Refer to this convenient chart for a quick overview of the many valuable features offered in AMA's different training formats. Then choose the right fit to help you achieve your career and business goals.

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To learn more  
and to register, visit  
[www.amaseminars.org/choices](http://www.amaseminars.org/choices)  
or call  
**1-800-262-9699**

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\* See [www.amaseminars.org/annualpass](http://www.amaseminars.org/annualpass) for specific eligibility requirements.

\*\* See [www.amaseminars.org/savingspass](http://www.amaseminars.org/savingspass) for specific eligibility requirements.

† NOTE: You may attend up to 3 Live Online Seminars.

		Classroom	
		Full-immersion learning, maximum skills practice and personalized feedback	An accelerated way to learn and practice essential skills
		Multi-Day Seminars	1-Day Workshops
<b>Level of Skill Mastery</b>	How confident will I be in my new skills after the course?	◆◆◆◆	◆◆◆
<b>Level of Immersion</b>	How in-depth is the exploration of the topic(s)?	◆◆◆◆	◆◆◆
<b>Topics Covered</b>	How many different topics are covered in the course?	Multiple	Multiple
<b>Level of Interactivity</b>	Are there activities and breakout sessions to practice skills?	◆◆◆◆	◆◆◆
<b>Addresses Individual Concerns</b>	Will I have the opportunity to raise my specific concerns and issues in the class?	◆◆◆◆	◆◆◆
<b>Peer-to-Peer Networking</b>	Will I be able to discuss ideas and share information with the other attendees?	◆◆◆◆	◆◆◆
<b>Real-Time Feedback</b>	Will I get immediate feedback from the instructor and my classmates?	◆◆◆◆	◆◆◆◆
<b>Expert Faculty</b>	Are the courses taught by experts in the field?	✓	✓
<b>Time Required</b>	How much time does the course take to complete?	2-5 days	1 day
<b>Location</b>	Where is the course held?	40+ cities in the U.S.	8 major cities in the U.S.
<b>Flexible Schedule</b>	Can I take the course at my own pace, on my own schedule?	Set schedule	Set schedule
<b>Cost</b>	How much does it cost to attend?	\$\$\$	\$\$
<b>Annual Pass/Premium Annual Pass*</b>	Can I use my Annual Pass or Premium Annual Pass for these courses? See page 146	✓	✓
<b>Seminar Savings Pass**</b>	Can I redeem my Seminar Savings Pass coupons for these courses? See page 54	✓	✓
<b>For more information</b>		<a href="http://www.amaseminars.org/seminars">www.amaseminars.org/seminars</a> Pages 46-158	<a href="http://www.amaseminars.org/workshops">www.amaseminars.org/workshops</a> Pages 25-32

	Live Online	OnDemand	AMA Enterprise	
	Comprehensive, interactive learning in easy-to-manage lessons	2 1/2-hour interactive online courses that provide a practical understanding of a targeted skill	Self-paced online programs that provide a complete exploration of the topics	Tailored solutions to meet the specific needs of large groups.
	Multi-Day Seminars	Express Skills Courses	Online Self-Study	Onsite Programs
	◆◆◆◆	◆◆◆	◆◆◆	Customizable
	◆◆◆◆	◆◆	◆◆◆	Customizable
	Multiple	Several	Multiple	Customizable
	◆◆◆◆	◆◆	◆	◆◆◆◆
	◆◆◆◆	◆	N/A	◆◆◆◆
	◆◆◆	◆	N/A	◆◆◆◆
	◆◆◆◆	◆	N/A	◆◆◆◆
	✓	✓	✓	✓
	2-4 half-days	2½ hours	21 hours within 3 months	Customizable
	Live Online	Live Online	Online	The location of your choice, online or a blend of both
	Set schedule	Set schedule	Complete flexibility	Customizable
	\$\$\$	\$	\$\$	Variable
	✓†	N/A	N/A	N/A
	✓	N/A	N/A	N/A
	<a href="http://www.amaseminars.org/liveonline">www.amaseminars.org/liveonline</a> Pages 10-24	<a href="http://www.amaseminars.org/express">www.amaseminars.org/express</a> Pages 34-39	<a href="http://www.amaseminars.org/OnDemand">www.amaseminars.org/OnDemand</a> Pages 40-42	<a href="http://www.amaenterprise.org">www.amaenterprise.org</a> Page 43

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 Classroom	 Express Skills	 Virtual Classroom
 OnDemand	 Live Online	 1-Day Workshop

**\$200 Off**  
any AMA seminar in  
this catalog when you  
register by Nov. 30, 2014.

Visit [www.amaseminars.org](http://www.amaseminars.org) or call 1-800-262-9699 and be sure to mention offer code LH7N to save \$200 off any AMA seminar.

Offer code LH7N expires Nov. 30, 2014, 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 pricing. Individuals eligible for GSA pricing must choose between GSA contract pricing or this discount applied to the AMA Member rate. AMA Annual Pass/Premium Annual Pass, AMA Seminar Savings Pass, Express Skills courses, AMA Webinars, and third party-delivered programs available through AMA are not eligible for this offer. Prices and schedules are subject to change without notice.

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One full year of  
**Unlimited**  
training

## AMA's Annual Pass

Take as many AMA seminars as you want  
for an entire year—at one low price!  
**Includes most AMA Classroom Seminars  
and all 1-Day Workshops, and 3 Live Online  
Seminars.** See page 146 for complete details.

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 Classroom     Express Skills     Virtual Classroom  
 OnDemand     Live Online     1-Day Workshop

Train 3 or more people and  
**SAVE!**

## AMA's Seminar Savings Passes

If you have 3 or more employees taking AMA Classroom or Live Online Seminars in the next 6 or 12 months, our Savings Pass is your best value. The more you buy, the more you save!

See page 54 for full information.

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## GSA Contract Holder

Schedule 69 (GS-02F-0092R)

AMA Classroom and Live Online Seminars and 1-Day Workshops are on General Services Administration Schedule

Look for this icon throughout our catalog offerings.



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

See page 163 for details on **Continuing Education Accreditations**.



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## 3 Easy Ways to Register

**Web** [www.amaseminars.org](http://www.amaseminars.org)

**Phone** 1-800-262-9699

8 am–7 pm, eastern time  
Monday–Friday  
(TDD 1-800-736-3508)

**Email** [customerservice@amanet.org](mailto:customerservice@amanet.org)

**Please note:** Registration fees and seminar schedules are subject to change without notice.

**Electronic funds transfer.** For complete ACH payment instructions, please fax your request (including email address if available) to AMA's ACH Department at 1-518-891-0128.

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**Transfer, Cancellation and Refund Policy.** For Classroom, Live Online, Express Skills Series and Webinar programs, you may transfer to a future session, send someone to take your place or cancel without penalty at any time up to three weeks prior to your program. If you provide AMA with less than three weeks' notice, or fail to attend, you will be liable for the entire program fee. Programs included in AMA OnDemand offerings are not eligible for substitution, transfer, cancellation, return, or refund.

We appreciate that this is an important investment for you and your company and would like to accommodate your needs the best we can. Therefore, please call us at 1-800-262-9699.

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A professional woman with dark hair styled in braids, wearing a white blazer over a light-colored top, is smiling while looking at a laptop screen. She is positioned on the left side of the advertisement.

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**Learn.  
Accelerate.  
Lead.**

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► We've even added morning sessions  
to better accommodate our global clients!

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industry-leading experts

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# Live Online Seminars

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Register for courses at [www.amaseminars.org/liveonline](http://www.amaseminars.org/liveonline)

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## Improve Your Analytical Skills Making Information Work for You

seminar #2162 (see page 46 for classroom seminar)

When there's new information, there's new demands. This seminar gives you basic analytical tools to assimilate, assess, organize and analyze new knowledge, so you can use it to your best advantage.

### WHO SHOULD ATTEND

All business professionals who want to learn basic analytical skills to make successful business decisions.

Visit [www.amaseminars.org/2162](http://www.amaseminars.org/2162) for details about CPE credits.



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

### LESSON 1

- Core Analytical Skills

### LESSON 2

- Plan Your Analytical Approach to a Business Problem

### LESSON 3

- Using Analytic Techniques for Problem Solving and Decision Making

### LESSON 4

- Applying Analytic Tools and Techniques for Business Solutions

### SCHEDULE 1.2 CEUs/12 PDUs • \$1,995/AMA Members \$1,795

#### Tuesday 2-5 pm ET • 4 Lessons

Oct. 28-Nov. 18 .....	2162-GHN-00137
Dec. 2-23 .....	2162-GHN-00144
Jan. 6-27 .....	2162-GHN-00131
March 3-24 .....	2162-GHN-00129
Feb. 3-24 .....	2162-GHN-00149

## Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure

seminar #2261 (see page 58 for classroom seminar)

Manage unproductive confusion and disorder and transform them into controllable challenges. The four 3-hour lessons give you immediate opportunity to apply your knowledge so you can alleviate, clarify and eliminate chaos within your control.



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

### WHO SHOULD ATTEND

Anyone facing shifting priorities, expanding workloads, tight deadlines, organizational restructuring, multiple projects or increased uncertainty.

Visit [www.amaseminars.org/2261](http://www.amaseminars.org/2261) for details about CPE credits.

### LESSON 1

- Identifying Real/Root Cause; Choosing a Tool to Address Chaos

### LESSON 2

- Priority Planning and Decision Making

### LESSON 3

- Planning Daily Work

### LESSON 4

- Communication Skills for Managing Chaos

### SCHEDULE 1.2 CEUs/12 PDUs • \$1,995/AMA Members \$1,795

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 3-12 .....	2261-GHN-00519
Jan. 5-14 .....	2261-GHN-00493
March 16-25 .....	2261-GHN-00508
May 4-13 .....	2261-GHN-00539

## Critical Thinking seminar #2533

(see page 49 for classroom seminar)

Critical thinking helps you step back, examine your thought processes and make them more effective. You'll ask the right questions, challenge assumptions and see others' viewpoints with clarity. In this seminar, you'll get hands-on experience with a battery of practical tools to help you make critical thinking an indispensable part of your skill set.



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

### WHO SHOULD ATTEND

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

NOTE: Before attending this session, you will receive a link to the online Pearson "My Thinking Styles™" assessment. You must complete the assessment to fully participate in this seminar.

Visit [www.amaseminars.org/2533](http://www.amaseminars.org/2533) for details about CPE credits.

### LESSON 1

- Critical Thinking in Business

### LESSON 2

- The Critical Thinking Process

### LESSON 3

- Appraising Your Critical Thinking Skills

### LESSON 4

- Applying and Developing Critical Thinking Skills

The RED Model and *My Thinking Styles* are trademarks of Pearson Education, Inc.

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

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 10-19 .....	2533-GHN-01199
Dec. 1-10 .....	2533-GHN-01230
Jan. 5-14 .....	2533-GHN-01195
Feb. 2-11 .....	2533-GHN-01224
March 9-18 .....	2533-GHN-01198
April 20-29 .....	2533-GHN-01268

## Time Management seminar #2233

(see page 55 for classroom seminar)

Do you find yourself overloaded with work? Feel stretched and exhausted daily? It's time to make a choice. Take this class to find balance, achieve your objectives and be more effective and productive.



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

### WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/2233](http://www.amaseminars.org/2233) for details about CPE credits.

### LESSON 1

- Identifying Typical Time Wasters

### LESSON 2

- Planning for Success
- Setting Priorities
- Putting Priorities into Action

### LESSON 3

- Increasing Productivity
- Controlling Interruptions and Managing Yourself

### LESSON 4

- Managing Technology
- Creating Boundaries

### SCHEDULE 1.2 CEUs/12 PDUs • \$1,995/AMA Members \$1,795

#### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 8-11 .....	2233-GHN-01702
Jan. 12-15 .....	2233-GHN-01708
March 23-26 .....	2233-GHN-01718
May 11-14 .....	2233-GHN-01753

## The 7 Habits of Highly Effective People® SIGNATURE EDITION 4.0

seminar #2601

(see page 56 for classroom seminar)

**By FranklinCovey—available through AMA. Based on the teachings of Dr. Stephen R. Covey.**

This new Signature 4.0 version takes the 7 Habits to a whole new level, with even more tools and processes to help you live and apply the 7 Habits, including more than 30 new world-class videos; a powerful new *Living the 7 Habits* mobile app; new Skill and Practice cards with 20 new 7 Habits practices, and much more.

### WHO SHOULD ATTEND

Anyone who wants to apply the power of effectiveness for greater success, and feel more satisfied with what they accomplish.

Visit [www.amaseminars.org/2601](http://www.amaseminars.org/2601) for details about CPE credits.

#### LESSON 1

- Habit 1: Be Proactive

#### LESSON 2

- Habit 2: Begin with the End in Mind
- Habit 3: Put First Things First

#### LESSON 3

- Habit 4: Think Win-Win

- Habit 5: Seek First to Understand, Then Be Understood

#### LESSON 4

- Habit 6: Synergize
- Habit 7: Sharpen the Saw

#### SCHEDULE 1.2 CEUs • \$2,195/AMA Members \$1,995

##### Monday-Thursday 2-5 pm ET • 4 Lessons

Nov. 10-13 .....	2601-GHN-00723
Dec. 8-11 .....	2601-GHN-00715
Jan. 12-15 .....	2601-GHN-00727
Feb. 9-12 .....	2601-GHN-00718
March 16-19 .....	2601-GHN-00737

## The 5 Choices to Extraordinary Productivity™

seminar #2605

(see page 60 for classroom seminar)

**By FranklinCovey—available through AMA.**

Career demands and information overload can hurt our ability to think clearly. This seminar combines current neuroscience research with proven productivity principles to help you better manage your decisions, attention and energy. Learn to apply a process and maximize the use of technology platforms that can dramatically increase your ability to achieve life's most important outcomes by consistently making choices that create extraordinary value for yourself and your organization.

### WHO SHOULD ATTEND

Business professionals at all levels looking for the tools to maximize productivity and achieve the extraordinary.

Visit [www.amaseminars.org/2605](http://www.amaseminars.org/2605) for details about CPE credits.

#### LESSON 1

- Choice 1: Act on the Important
- Choice 2: Go for the Extraordinary
- Choice 3: Schedule the Big Rocks

#### LESSON 2

- Choice 4: Rule Your Technology
- Choice 5: Fuel Your Fire

#### SCHEDULE 1.2 CEUs • \$2,095/AMA Members \$1,895

##### Tues. 9 am-5 pm ET and Wed. 9 am-2 pm ET • 2 Lessons

Nov. 18-19 .....	2605-GHN-00124
Dec. 9-10 .....	2605-GHN-00194
Jan. 27-28 .....	2605-GHN-00142
March 24-25 .....	2605-GHN-00137
April 21-22 .....	2605-GHN-00176
June 2-3 .....	2605-GHN-00186

## Assertiveness Training for Women in Business

seminar #2528

(see page 65 for classroom seminar)

Strengthen your leadership ability and image by learning essential assertiveness skills.

Knowing how to assert yourself is vital for getting what you want and commanding respect. Handle any situation without seeming either shy or pushy. You'll practice and refine your skills.

### WHO SHOULD ATTEND

Females who want to build their strengths, and improve communication.

Visit [www.amaseminars.org/2528](http://www.amaseminars.org/2528) for details about CPE credits.

#### LESSON 1

- Assertiveness Overview

#### LESSON 2

- Assessing Yourself

#### LESSON 3

- Assertive Techniques and Practices

#### LESSON 4

- Key Communication Skills Necessary for Communication

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

##### Monday and Wednesday 2-5 pm ET • 4 Lessons

Oct. 27-Nov. 5 .....	2528-GHN-00958
Jan. 5-14 .....	2528-GHN-00960
March 9-18 .....	2528-GHN-00942
May 11-20 .....	2528-GHN-00968

## Developing Your Emotional Intelligence

seminar #2144

(see page 63 for classroom seminar)

**Developed with Dr. Daniel Goleman, based on his research and bestselling book *Leadership: The Power of Emotional Intelligence®—Selected Writings*.**

Increase your effectiveness and performance by understanding the concepts of Emotional Intelligence (EI). Applying EI skills to maximize effectiveness gives you a powerful advantage in business. Dr. Daniel Goleman is a world-renowned expert in the field and has shared his years of practical research with the AMA to develop this seminar. Explore this proven EI model and learn how to apply it.

### WHO SHOULD ATTEND

Business professionals who want to maximize their performance by increasing emotion management and self-understanding.

#### LESSON 1

- Emotional Intelligence Competency Framework
- Self-Assessment Results

#### LESSON 2

- Self-Awareness
- Self-Management

#### LESSON 3

- Social Awareness
- Relationship Management
- Development Planning

#### SCHEDULE .9 CEU • \$2,345/AMA Members \$2,095

##### Monday to Wednesday 2-5 pm ET • 3 Lessons

Dec. 1-3 .....	2144-GHN-00199
April 6-8 .....	2144-GHN-00192

## How to Communicate with Diplomacy, Tact and Credibility

seminar #2206 (see page 70 for classroom seminar)

What you say and how you say it can determine your success. It takes a special set of skills to hear others clearly and respond appropriately when feeling challenged or overwhelmed. Such skills are also necessary for effective collaborations and diplomatic interactions.

### WHO SHOULD ATTEND

Those who want to advance their credibility.

Visit [www.amaseminars.org/2206](http://www.amaseminars.org/2206) for details about CPE credits.



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

### LESSON 1

- How Diplomacy, Tact and Credibility Affect How You're Perceived

### LESSON 2

- Communication Style Differences

### LESSON 3

- Effective and Powerful Communication Skills

### LESSON 4

- Better Communication Through Effective Listening Skills

### SCHEDULE 1.2 CEUs/12 PDUs • \$2,095/AMA Members \$1,895

#### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 8-11 .....	2206-GHN-01307
Jan. 5-8 .....	2206-GHN-01299
Feb. 2-5 .....	2206-GHN-01285
March 9-12 .....	2206-GHN-01312
Mar. 30-Apr. 2 .....	2206-GHN-01463

#### NEW! Monday-Thursday 9 am-12 noon ET • 4 Lessons

Nov. 17-20 .....	2206-GHN-01378
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## Building Better Work Relationships: New Techniques for Results-Oriented Communication

seminar #2235

(see page 74 for classroom seminar)

Build a more successful career by making your work relationships more successful. Discover the competencies critical to solid work relationships and become more accepting of the differences between people. Become more skilled at analyzing situations and selecting the most productive communication strategies to use.



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

### WHO SHOULD ATTEND

Anyone who wants to apply effective communication and relationship management.

Visit [www.amaseminars.org/2235](http://www.amaseminars.org/2235) for details about CPE credits.

### LESSON 1

- Effective Workplace Relationships

### LESSON 2

- Building Better Relationships with Ourselves and Others

### LESSON 3

- Expressing Needs Within Relationships

### LESSON 4

- Addressing Relational Change and Conflict

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

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 10-19 .....	2235-GHN-01220
Jan. 5-14 .....	2235-GHN-01210
March 16-25 .....	2235-GHN-01203
May 4-13 .....	2235-GHN-01236

## Responding to Conflict Strategies for Improved Communication

seminar #2115 (see page 73 for classroom seminar)

Learn to manage disputes and disagreements positively and proactively. You'll become aware of your emotional triggers to prevent explosive situations. The new strategies of conflict management you'll acquire will improve your communication performance and ultimately increase the success of your business initiatives.



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

### WHO SHOULD ATTEND

Those who want to find productive ways to manage conflict.

### LESSON 1

- Developing Conflict Awareness
- Responding to Conflict

### LESSON 2

- Conflict Strategies
- The Role of Trust in Minimizing Conflict

### LESSON 3

- Moving Beyond Conflict
- Dealing with Difficult Behavior

### LESSON 4

- Mapping the Conflict and Forecasting Potential Thunderstorms

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

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Jan. 5-14 .....	2115-GHN-00495
May 11-20 .....	2115-GHN-00519

## Communicating Up, Down, and Across the Organization

seminar #2203

(see page 77 for classroom seminar)

Are you prepared to communicate with anyone in your company? Do you know how to analyze your audience? Can you frame your message so that people feel connected to you? In this seminar, you'll learn how to build mutual understanding and connectivity with others, discover influence strategies and get skills to critically evaluate each unique communication event.



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

### WHO SHOULD ATTEND

Business professionals who want to be strong, passionate and effective communicators across organizational boundaries.

Visit [www.amaseminars.org/2203](http://www.amaseminars.org/2203) for details about CPE credits.

### LESSON 1

- Putting the "Best" You Forward

### LESSON 2

- Targeting Your Message to the Audience and Situation

### LESSON 3

- Framing the Message

### LESSON 4

- Motivating and Influencing Throughout the Organization

### SCHEDULE 1.2 CEUs/12 PDUs • \$2,095/AMA Members \$1,895

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 3-12 .....	2203-GHN-00358
Feb. 2-11 .....	2203-GHN-00352
April 13-22 .....	2203-GHN-00381

## Getting Results Without Authority

seminar #2532

(see page 80 for classroom seminar)

The ability to win respect, influence people and cultivate cooperation is essential to career success—especially since the people with whom you interact can change without warning. This seminar will help you focus on the key elements of influencing others when there is a lack of authority—personal power, persuasion and negotiation. You will practice powerful influencing techniques and enhance your learning with assessment tools and group activities.

### WHO SHOULD ATTEND

Those who need to influence or get work done through others.

Visit [www.amaseminars.org/2532](http://www.amaseminars.org/2532) for details about CPE credits.



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

### LESSON 1

- Building Your Personal Power Base

### LESSON 2

- Relationships, Partnerships and Preferred Behavioral Styles

### LESSON 3

- The Keys to Persuasion

### LESSON 4

- Conflict and Negotiation

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

#### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Jan. 13-22 .....	2532-GHN-01183
March 10-19 .....	2532-GHN-01177
May 19-28 .....	2532-GHN-01247

#### NEW! Tuesday and Thursday 9 am-12 noon ET • 4 Lessons

Nov. 11-20 .....	2532-GHN-01212
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## Negotiating to Win

seminar #2513

(see page 83 for classroom seminar)

Whether it's allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is at the heart of the process. You must identify the problem, understand it from the other's perspective, generate alternative solutions and select a solution that benefits both sides. You will learn the structure, techniques and approaches available to positively influence an outcome and to develop an effective plan and strategy for any negotiation.

### WHO SHOULD ATTEND

Those responsible for negotiating the terms of an agreement.

Visit [www.amaseminars.org/2513](http://www.amaseminars.org/2513) for details about CPE credits.



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

### LESSON 1

- What Is Negotiation?
- Negotiation Stages

### LESSON 2

- Planning Your Negotiation
- Persuasion

### LESSON 3

- Communication

### LESSON 4

- Crafting a Negotiation Strategy

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

#### Thursday 2-5 pm ET • 4 Lessons

Oct. 23-Nov. 13 .....	2513-GHN-01231
Jan. 8-29 .....	2513-GHN-01233
March 5-26 .....	2513-GHN-01273
April 23-May 14 .....	2513-GHN-01264

## Expanding Your Influence Understanding the Psychology of Persuasion

seminar #2204

(see page 82 for classroom seminar)

Uncover persuasion techniques that most people don't even know exist—and use them to build your influence. Getting the reaction you want from others and expanding your influence require insights into the psychology of what truly prompts us to say yes or no. This seminar explores these psychological triggers, and shows you how to apply persuasion principles so you can achieve the outcomes you want.

### WHO SHOULD ATTEND

Those who need to understand how people are convinced to do something.

### LESSON 1

- Appealing to Human Nature and Fulfilling Emotional Needs

### LESSON 2

- Involving to Persuade and Creating Discomfort

### LESSON 3

- Balancing Emotion and Logic

### SCHEDULE .9 CEU • \$2,095/AMA Members \$1,895

#### Tuesday-Thursday 2-5 pm ET • 3 Lessons

Nov. 4-6 .....	2204-GHN-00201
Jan. 20-22 .....	2204-GHN-00196
March 17-19 .....	2204-GHN-00193
May 12-14 .....	2204-GHN-00212

## AMA's Business Grammar Workshop

seminar #2121

(see page 84 for classroom seminar)

Avoid costly and embarrassing mistakes in all types of business writing. This interactive seminar is the perfect and painless way to refresh your knowledge of grammar and punctuation. Learn standard rules you must know for achieving proper usage and grammar, and then apply what you've learned in hands-on exercises and activities. You'll increase your confidence and ability when writing emails, reports, proposals and all other types of business correspondence.

### WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/2121](http://www.amaseminars.org/2121) for details about CPE credits.

### LESSON 1

- Words, Words, Words

### LESSON 2

- More About Words

### LESSON 3

- Sentences

### LESSON 4

- More About Sentences

### SCHEDULE 1.2 CEUs • \$1,895/AMA Members \$1,695

#### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 .....	2121-GHN-00069
Feb. 23-26 .....	2121-GHN-00070
April 20-23 .....	2121-GHN-00091
June 1-4 .....	2121-GHN-00080

## AMA's Business Writing Workshop

seminar #2211 (see page 85 for classroom seminar)

Learn quick and easy methods for composing letters, emails, reports, proposals and performance appraisals—and save time by focusing on what to write, instead of how to write it. This seminar provides you with basic formats and formulas for tackling any kind of writing task.

### WHO SHOULD ATTEND

Those who need to save time by streamlining their writing process.



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

#### LESSON 1

- Standards—Principles of Excellent Business Writing

#### LESSON 2

- Structure—Organizing Messages for Maximum Effect

#### LESSON 3

- Style—Using Language Professionally

#### LESSON 4

- Strategies—Techniques for Ensuring Quality Messages

**SCHEDULE** 1.2 CEUs/12 PDUs • \$1,995/AMA Members \$1,795

### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Dec. 2-11 .....	2211-GHN-00588
Jan. 20-29 .....	2211-GHN-00604
March 10-19 .....	2211-GHN-00599
May 5-14 .....	2211-GHN-00623
June 9-18 .....	2211-GHN-00629



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

## Effective Technical Writing

seminar #2216 (see page 87 for classroom seminar)

Present complex technical information with precision, clarity, impact and simplicity. Learn proven approaches for conveying technical information in emails, letters, reports, manuals, instructions, documentation and proposals. Recognize the needs of your audience, be able to organize your information to make the best possible impression.

### WHO SHOULD ATTEND

Engineers, scientists, IT/computer personnel and people in R&D and other technical areas who are required to present ideas in writing.

#### LESSON 1

- The Territory: Employing the Standards of Effective Technical Writing

#### LESSON 2

- The Task: Getting Started Efficiently

#### LESSON 3

- The Techniques: Organizing Messages Strategically

#### LESSON 4

- The Tweaks: Achieving Precision, Clarity, and Conciseness

**SCHEDULE** 1.2 CEUs/12 PDUs • \$2,195/AMA Members \$1,995

### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Dec. 2-11 .....	2216-GHN-00452
March 3-12 .....	2216-GHN-00467
June 16-25 .....	2216-GHN-00458

## Fundamentals of Finance and Accounting for Non-Financial Managers

seminar #2218 (see page 90 for classroom seminar)

Overcome your fear of finance and learn the financial impact of your decisions—without leaving your office. From accruals and writeoffs to receivables and payables, you'll get the concepts, tools and techniques that can help you make each decision pay off.

### WHO SHOULD ATTEND

This program is designed for non-financial managers in every functional area of responsibility, in all industries.

#### LESSON 1

- Basic Accounting Concepts and Financial Statements

#### LESSON 2

- Evaluating an Annual Report and Calculating Financial Ratios

#### LESSON 3

- Calculating Financial Ratios (cont'd), Cost Analysis and Profit Planning



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

**SCHEDULE** 1.2 CEUs/12 PDUs/12 PHR/SPHR  
\$2,345/AMA Members \$2,095

### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Oct. 28-Nov. 6 .....	2218-GHN-02334
Dec. 2-11 .....	2218-GHN-02298
Jan. 6-15 .....	2218-GHN-02305
Feb. 3-12 .....	2218-GHN-02300
March 10-19 .....	2218-GHN-02312
April 7-16 .....	2218-GHN-02407
June 9-18 .....	2218-GHN-02377



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). This accreditation applies to both seminars #2218 and #1276.

## AMA's Advanced Financial Forecasting and Modeling Workshop

seminar #1276 (see page 97 for classroom seminar)

Create more powerful and accurate financial models that steer you to improved decision making.

### WHO SHOULD ATTEND

Analysts and executive-level managers who work with financial models, need a refresher course on modeling methods—as well as experienced financial professionals who have not built models on a regular basis.

Visit [www.amaseminars.org/1276](http://www.amaseminars.org/1276) for details about CPE credits.

#### LESSON 1

- Finance Theory as Used in Modeling
- Creating Financial Models in Microsoft Excel®

#### LESSON 2

- Creating Financial Models in Microsoft Excel (cont'd)
- The Art of Building Models

#### LESSON 3

- Model Statistics and Forecasting

#### LESSON 4

- Modeling Risk and Uncertainty



Approved for up to 13.6 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

**SCHEDULE** 1.2 CEUs/12 PDUs/13.6 CTP/CCM  
\$2,545/AMA Members \$2,295

### Monday 2-5 pm ET • 4 Lessons

Nov. 3-24 .....	1276-GHN-00536
Feb. 23-Mar. 16 .....	1276-GHN-00533

## Fundamentals of Human Resources Management

seminar #8506

(see page 99 for classroom seminar)

This intensive, Live Online Seminar will give you a solid overview of all aspects of HR. Whether you're a recently appointed HR manager, are new to HR or have a job with HR responsibilities, this seminar can give you the know-how you need.

### WHO SHOULD ATTEND

HR practitioners with fewer than three years' experience; non-HR practitioners with HR responsibilities; experienced HR professionals seeking a fast review of HR's role in today's workplace.

Visit [www.amaseminars.org/8506](http://www.amaseminars.org/8506) for details about CPE credits.

#### LESSON 1

- The Changing Role of HR and the HR Function

#### LESSON 2

- Legal Responsibilities and the Employment Process

#### LESSON 3

- Information Processing; Benefits

#### LESSON 4

- Compensation; Performance Management; Organizational and Employee Development



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

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

#### Thursday 2-5 pm ET • 4 Lessons

Oct. 30-Nov. 20 .....	8506-GHN-00878
Feb. 5-26 .....	8506-GHN-00872
Apr. 30-May 21 .....	8506-GHN-00886

## Leading Virtual and Remote Teams

seminar #2280 (see page 105 for classroom seminar)

For virtual or remote teams to succeed, the team leader must successfully apply special insights and techniques to guide performance and work relationships. Learn tools and methods needed to manage and lead virtual and remote teams with success and complete confidence.

### WHO SHOULD ATTEND

Managers, senior managers, directors and project leaders of global and/or geographically dispersed teams.

Visit [www.amaseminars.org/2280](http://www.amaseminars.org/2280) for details about CPE credits.

#### LESSON 1

- Leading Virtual Teams—What's Different?
- Building and Maintaining Trust in Virtual Teams
- Leading and Facilitating Virtual Communications

#### LESSON 2

- Handling Conflict in Virtual Teams

- Managing the Performance of Virtual Teams
- Coaching in a Virtual Environment

#### LESSON 3

- How to Facilitate Virtual Meetings
- Action Planning

#### SCHEDULE .9 CEU • \$2,545/AMA Members \$2,295

#### Monday-Wednesday 2-5 pm ET • 3 Lessons

Dec. 8-10 .....	2280-GHN-00248
March 16-18 .....	2280-GHN-00243
June 22-24.....	2280-GHN-00259

Interactive modules create a **dynamic** learning experience

NEW!

Only Available Live Online

## The Virtual Trainer: Success Strategies for Facilitating Live Online Training

seminar #8115

Prepare, develop and deliver highly engaging online learning experiences. It's not easy to juggle course content, speak and listen well, show visuals, respond to chat messages, avoid silences, poll participants and manage interruptions and technical problems. The unprepared can lose audience members in the first few minutes. This seminar explores best practices in developing and delivering successful live online learning. You'll also get hands-on experience in a live, online environment and receive expert and peer feedback.

### WHO SHOULD ATTEND

New and existing online trainers, instructional designers, presenters and "accidental" trainers.

#### LESSON 1

##### The Challenges/Opportunities of Online Learning

- Key aspects of design, development and delivery
- Designing for Learner Engagement
- Applying best practices for designing live online learning

#### LESSON 2

##### Developing for Learner Engagement

- Applying brain-based learning techniques in course materials
- Evaluating engagement tools (polling, chats, online breakout groups and more)

##### Preparing the Participants

- Customizing pre-delivery checklists; managing technology and the learning environment
- Increasing your vocal effectiveness

#### LESSON 3

##### Delivering for Learner Engagement

- Navigating in the live facilitator environment
- Delivery/Facilitation of Online Learning
- Pacing and managing your own energy and participant engagement

#### LESSON 4

##### Delivery/Facilitation of Online Learning (continued)

- Creating backup plans for when things go wrong (and they will)
- Delivering a segment of live online training you create and receiving feedback

#### SCHEDULE 1.2 CEUs • \$2,195/AMA Members \$1,995

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 10-19 .....	8115-GHN-00006
Jan. 5-14 .....	8115-GHN-00007
March 2-11 .....	8115-GHN-00005
May 4-13 .....	8115-GHN-00008

For complete course descriptions visit [www.amaseminars.org/liveonline](http://www.amaseminars.org/liveonline) and select the course you want

# Minimize the time away from work

Only Available Live Online

## Coaching from a Distance: Developing Your Team When You Can't Be Face to Face seminar #2559

Successful coaching is challenging and rewarding—coaching remotely demands all-new rules. Coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This seminar enables 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.

#### 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 and skills with emotional intelligence

#### LESSON 2

##### Building Employee Loyalty, Trust and Connection

- Identifying the strengths to develop in others
- Paying attention to strengths and providing feedback
- 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

#### SCHEDULE 1.2 CEUs • \$2,195/AMA Members \$1,995

##### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 11-20 .....	2559-GHN-00021
Dec. 2-11 .....	2559-GHN-00026
Jan. 20-29 .....	2559-GHN-00022
Feb. 3-12 .....	2559-GHN-00027
April 14-23 .....	2559-GHN-00035
May 12-21 .....	2559-GHN-00034
June 16-25 .....	2559-GHN-00037

##### NEW! Tuesday and Thursday 9 am-12 noon ET • 4 Lessons

Dec. 9-18 .....	2559-GHN-00030
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## Preparing for Leadership What It Takes to Take the Lead

seminar #2536

(see page 103 for classroom seminar)



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

Learn how to get noticed and selected for a leadership position and develop the skills every confident leader needs. Discover the heart and mind of true leadership. Through self-assessments and other leadership scenarios, learn to develop your unique leadership style for maximum impact.

### 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.

#### LESSON 1

- Is There a Leader in You?

#### LESSON 2

- What Do Leaders Talk About?
- What Is Your Leadership Image?

#### LESSON 3

- How Can You Build Your Influence and Power?
- How Can You Handle Organizational Politics?
- How Can You Motivate People?

#### SCHEDULE 1.2 CEUs/12 PDUs • \$2,195/AMA Members \$1,995

##### Monday-Wednesday 2-5 pm ET • 3 Lessons

Nov. 10-12 .....	2536-GHN-00725
March 9-11 .....	2536-GHN-00722

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

(see page 104 for classroom seminar)



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

Master the art of IT and technical leadership with these essential “people” skills. Helping technical professionals successfully complete tasks through positive work relationships is a key leadership responsibility. In this interactive Live Online Seminar, you’ll learn how to build and lead an effective team and evaluate your team’s performance. You will also develop a practical action plan for continued leadership success.

### WHO SHOULD ATTEND

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

#### LESSON 1

- Forming

#### LESSON 2

- Storming

#### LESSON 3

- Norming

#### LESSON 4

- Performing

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

##### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Dec. 2-11 .....	2569-GHN-00363
March 3-12 .....	2569-GHN-00356
June 2-11 .....	2569-GHN-00367

## Leading with Emotional Intelligence

seminar #2133

(see page 109 for classroom seminar)

Developed with Dr. Daniel Goleman, based on his research and bestselling book *Leadership: The Power of Emotional Intelligence® Selected Writings*. Intellect and business expertise can only carry you so far if emotional intelligence (EI) is lacking. This Live Online Seminar will explore Dr. Goleman's EI model and how you can use it to go from being a good to a great, emotionally intelligent leader.

### WHO SHOULD ATTEND

Leaders who want to enhance their overall performance and create a healthy, productive workplace and organizational culture.

#### LESSON 1

- What is Emotional Intelligence and Why Does it Matter to Leaders?
- Explaining the EI Competency Framework

#### LESSON 2

- Gaining Personal Insight Into Your EI Competencies Through a Self-Assessment

#### LESSON 3

- Tools and Techniques for Increasing Competence in the Four Domains of EI
- Using a Variety of Leadership Styles to Increase Emotional Intelligence Competence

#### LESSON 4

- The Emotionally Intelligent Leader

**SCHEDULE** 1.2 CEUs • \$2,545/AMA Members \$2,295

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 10-19 .....	2133-GHN-00476
Feb. 2-11 .....	2133-GHN-00466
May 11-20 .....	2133-GHN-00503

## Developing Executive Leadership

seminar #2501 (see page 111 for classroom seminar)

Build an executive leadership style that creates trust, sets a clear vision and guides your team to greater performance and profit. This intensive program combines proven-in-action techniques with online peer interaction and insights from the latest research to help you master the competencies of effective executive leadership—right in your office, where you can apply them as you learn.

### WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/2501](http://www.amaseminars.org/2501) for details about CPE credits.



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

#### LESSON 1

- Leadership Challenges
- Leading with the Head

#### LESSON 2

- Leading with the Hands

#### LESSON 3

- Leading with the Feet

#### LESSON 4

- Leading with the Heart
- Action Plan

**SCHEDULE** 1.2 CEUs/12 PDUs • \$2,545/AMA Members \$2,295

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Dec. 1-10 .....	2501-GHN-01472
Feb. 2-11 .....	2501-GHN-01476
April 13-22 .....	2501-GHN-01526
June 1-10.....	2501-GHN-01494

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

seminar #2130 (see page 110 for classroom seminar)

Master crucial leadership communication skills for maximum impact. Uncover practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.



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

### WHO SHOULD ATTEND

Experienced managers and anyone who is expected to provide leadership.

Visit [www.amaseminars.org/2130](http://www.amaseminars.org/2130) for details about CPE credits.

#### LESSON 1

##### The Voices of Effective Leaders

- Five traits of effective leaders as communicators

##### Finding Your Leadership Voice

- Discovering, developing and adapting your leadership style

#### LESSON 2

##### Crafting Messages that Inspire Action and Results

- Shaping your message using information packaging

##### Powerful and Understandable Communication

- Generating presence and charisma that command respect

- Telling captivating stories that drive home your message

#### LESSON 3

##### Setting Direction

- Communicating a clear mission and inspiring vision and values

##### Influencing and Inspiring Others Into Action

- Applying nine different influence strategies

#### LESSON 4

##### Coaching, Counseling, and Mentoring

- Applying the appreciative-inquiry technique

##### Addressing Tough Topics in Ways that Defuse Tension

- Delivering bad news and unpopular change to win acceptance

**SCHEDULE** 1.2 CEUs/12 PDUs • \$2,545/AMA Members \$2,295

#### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 4-13 .....	2130-GHN-00643
Jan. 20-29 .....	2130-GHN-00631
March 3-12 .....	2130-GHN-00633
May 5-14 .....	2130-GHN-00671

#### NEW! Tuesday and Thursday 9 am-12 noon ET • 4 Lessons

Dec. 2-11 .....	2130-GHN-00665
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Practice your skills in  
**breakout sessions**  
with small groups

## Making the Transition from Staff Member to Supervisor

seminar #2243

(see page 115 for classroom seminar)

Establish your presence as a new boss, build credibility and adapt your style to every situation that comes your way. Through interactive practice and feedback, this seminar will prepare you to take your first supervisory role. You will gain techniques and strategies for setting goals, tackling difficult conflicts, motivating, delegating and getting the most from your team.

### WHO SHOULD ATTEND

Newly promoted supervisors with less than one year of experience in this position.

#### LESSON 1

- Determining expectations from your boss, employees, peers and senior management
- Writing SMART goals and delegating

#### LESSON 2

- Clarifying your priorities and protecting your time
- Demonstrating the best way to communicate with bosses, employees or peers

#### LESSON 3

- Employee motivators and supervisor actions
- The five-step model for training people on the job

#### LESSON 4

- Giving and Receiving Feedback
- Equal Employment Opportunity (EEO) and basic laws governing the performance cycle.

#### SCHEDULE 1.2 CEUs • \$1,895/AMA Members \$1,695

##### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 4-13 .....	2243-GHN-01030
Jan. 20-29 .....	2243-GHN-01052
March 10-19 .....	2243-GHN-01038
May 12-21 .....	2243-GHN-01074

## Management Skills for New Supervisors

seminar #2248

(see page 116 for classroom seminar)

Take your management skills to a higher level of proficiency. Learn the tools to plan, organize, communicate and monitor with greater effectiveness, and be better equipped to handle your new responsibilities and challenges with increased confidence, respect and power.

### WHO SHOULD ATTEND

New supervisors with fewer than five years of supervisory experience.

Visit [www.amaseminars.org/2248](http://www.amaseminars.org/2248) for details about CPE credits.



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

#### SCHEDULE 1.2 CEUs/12 PDUs • \$2,095/AMA Members \$1,895

##### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 4-13 .....	2248-GHN-01990
Jan. 13-22 .....	2248-GHN-01988
March 17-26 .....	2248-GHN-01995
May 5-14 .....	2248-GHN-02038

## Management Skills for New Managers

seminar #2238 (see page 120 for classroom seminar)

This seminar will take you through the paces of motivation, delegation, coaching, communication, performance management and Ken Blanchard's Situational Leadership® II model. You'll identify ways to build upon your strengths, see opportunities for improvement and get the results you want with and through other people.



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

### WHO SHOULD ATTEND

Managers with one to three years of experience.

Visit [www.amaseminars.org/2238](http://www.amaseminars.org/2238) for details about CPE credits.

#### LESSON 1

- Your Role as a Manager
- Performance Management

#### LESSON 2

- Effective Communication
- Motivation; Creating a Climate for Engagement

#### LESSON 3

- Situational Leadership® II (SII®): The Art of Influencing Others

#### LESSON 4

- Coaching for Performance
- Delegation for Growth and Development

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

##### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 4-13 .....	2238-GHN-02395
Dec. 2-11 .....	2238-GHN-02325
Feb. 3-12 .....	2238-GHN-02332
Feb. 24-Mar. 5 .....	2238-GHN-02375
Mar. 31-Apr. 9 .....	2238-GHN-02464

## Managing Today's IT and Technical Professionals

seminar #2285

(see page 122 for classroom seminar)

How do you get people who typically work alone to function as a team unit? Each lesson will enable you to examine your role and practice specific skills for running meetings, coaching and providing feedback. You'll be better equipped to leverage the talents of your direct reports in order to reach your goals.



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

### WHO SHOULD ATTEND

IT and technical professionals who have been (or expect to be) promoted to a management position, as well as experienced managers who are new to the technical environment.

#### LESSON 1

- Defining the Challenges
- Mastering the Critical Roles of a Technical Manager

#### LESSON 2

- Applying Personality Type to Technical Professionals

#### LESSON 3

- SMART Objectives and Decision Making

#### LESSON 4

- Performance and Development
- Coaching and Motivating

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

##### Monday-Thursday 2-5 pm ET • 4 Lessons

March 2-5 .....	2285-GHN-00504
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Only Available Live Online

## AMA Business Boot Camp Management and Leadership Essentials

seminar #2172

Get a quick, intensive drill in the skills every manager needs. Based on the book *AMA Business Boot Camp* by Edward T. Reilly, President and CEO of American Management Association, this seminar encompasses AMA's years of trusted wisdom and training expertise. You'll complete the Myers-Briggs® (MBTI®) assessment prior to class to gain a deeper understanding of yourself and others. Return to your job rejuvenated—a better manager and communicator 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.

#### LESSON 1

##### The Role of a Manager

- Using the MBTI assessment as a tool to understand personality types and their impact at work
- 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

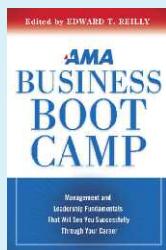
- Balancing six factors: time, cost, scope, risk, resources and quality
- Understanding a project's scope, constraints and deliverables
- Planning, executing and completing your projects

#### LESSON 4

##### Strategic Thinking and Leadership

- Developing a strategic mindset and clear vision
- Performing SWOT analysis to create a strategic advantage
- Leveraging your style to build power and influence

Receive a complimentary copy of *AMA Business Boot Camp* (\$25 value) when you attend this seminar.



**SCHEDULE      1.2 CEUs • \$1,995/AMA Members \$1,795**

**Monday-Thursday 2-5 pm ET • 4 Lessons**

Nov. 3-6.....	2172-GHN-00008
Jan. 12-15 .....	2172-GHN-00009
March 16-19 .....	2172-GHN-00010
May 4-7.....	2172-GHN-00011

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

seminar #2602

(see page 123 for classroom seminar)

**By FranklinCovey—available through AMA.**

Cultivate effectiveness, lead with excellence and transform your team. Workers increasingly find themselves with too many assigned tasks and competing priorities, making it nearly impossible to be completely effective. People still lack open communication, and "crises" are reacted to with fast, ineffectual decisions. Change old, ineffective behaviors to effective ones and learn to better manage yourself, become better equipped to lead others and unleash team potential.

### WHO SHOULD ATTEND

Managers who are seeking to become more effective, build better relationships and help their organization succeed.

Visit [www.amaseminars.org/2602](http://www.amaseminars.org/2602) for details about CPF credits.

#### LESSON 1

- Habit 1: Be Proactive
- Habit 2: Begin with the End in Mind
- Habit 3: Put First Things First

#### LESSON 2

- Habit 4: Think Win-Win
- Habit 5: Seek First to Understand, Then to Be Understood
- Habit 6: Synergize
- Habit 7: Sharpen the Saw

**SCHEDULE      1.2 CEUs • \$1,995/AMA Members \$1,795**

**Wednesday and Thursday 12-5:30 pm ET • 2 Lessons**

Nov. 5-6.....	2602-GHN-00240
Feb. 11-12 .....	2602-GHN-00247
March 18-19 .....	2602-GHN-00303
May 13-14.....	2602-GHN-00282

## Moving from an Operational Manager to a Strategic Leader

seminar #2242 (see page 128 for classroom seminar)

Become an innovator, a persuasive player and a champion of strategic change. You will gain the practical skills to add value to your organization and lead the pack to positive results. Learn to conduct SWOT analysis, leverage key prospects for strategic opportunities and inspire risk taking and innovation to move yourself and your team decisively forward.

### WHO SHOULD ATTEND

Managers with five years or less of management experience who want to move into a more strategic role.

#### LESSON 1

- Developing Your Operational and Strategic Management Skills

#### LESSON 2

- Creating a Strategic Frame of Reference; Understanding Your Current Operational Mission

#### LESSON 3

- Developing a Strategic Vision: Moving from "What Is" to "What If"

#### LESSON 4

- Making Your Vision a Reality: Influencing Innovation



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

**SCHEDULE      1.2 CEUs/12 PHR/SPHR • \$2,195/AMA Members \$1,995**

**Wednesday 2-5 pm ET • 4 Lessons**

Oct. 29-Nov. 19 .....	2242-GHN-00752
Feb. 18-Mar. 11 .....	2242-GHN-00754
June 3-24.....	2242-GHN-00777

For complete course descriptions visit [www.amaseminars.org/liveonline](http://www.amaseminars.org/liveonline) and select the course you want

# Live personal feedback from your instructor and peers

## Successfully Managing People

seminar #2295 (see page 124 for classroom seminar)

How can you resolve conflicts less painfully, delegate critical tasks more efficiently, energize your employees and transform resistance into support? Each 3-hour lesson will give you opportunities to practice and fine-tune your skills. You will become well versed in the most effective methods for dealing with difficult people, winning cooperation and trust and ensuring that your people's values and your organization's goals are in sync.



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

### WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/2295](http://www.amaseminars.org/2295) for details about CPE credits.

### LESSON 1

#### The Experience of Being a Manager; Values and Motivation

- Specific challenges when motivating others
- Identifying the value conflicts

### LESSON 2

#### Personal Styles-DiSC®, Delegation

- Determining your personal profile (DiSC profile)
- Using behavioral clues to determine others' personal styles
- Different delegation styles and how and when to use them

### LESSON 3

#### Listening, Giving Feedback, Dealing with Difficult People and Conflict

- Different conflict resolution styles for different situations
- Understanding the impact of organizational culture/subculture

### LESSON 4

#### Emotional Intelligence; Ethical Leadership

- Developing a strategy for improving your emotional intelligence
- Identifying ethical standards appropriate to your work

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

### Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 3-12 . . . . .	2295-GHN-01973
Jan. 5-14 . . . . .	2295-GHN-01931
March 16-25 . . . . .	2295-GHN-01957
May 4-13 . . . . .	2295-GHN-02002

### NEW! Monday and Wednesday 9 am-12 noon ET • 4 Lessons

Dec. 1-10 . . . . .	2295-GHN-01993
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## Fundamentals of Marketing

Your Action Plan for Success seminar #5512

(see page 129 for classroom seminar)

A powerful, 4-lesson workshop that delivers all the essentials for a breakout marketing career! Master the basic skills and techniques necessary to become the marketer your company needs—a professional with the know-how to position your organization's image, products and reputation ahead of the competition. And you'll take the necessary steps to develop these marketing skills right at your desk!

### WHO SHOULD ATTEND

Newly appointed marketers; product, brand and advertising managers; business professionals and non-marketers who need to understand marketing's role in generating profits. More experienced marketers needing a refresher in traditional methods—and in a fast-changing marketing environment—will also benefit from attending.

Visit [www.amaseminars.org/5512](http://www.amaseminars.org/5512) for details about CPE credits.

### LESSON 1

- Marketing Overview
- Market Analysis

### LESSON 2

- Market Analysis (cont'd)
- Segmentation, Targeting, and Positioning

### LESSON 3

- Marketing Mix

### LESSON 4

- Creating Customer Value



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](http://www.cpsmnow.org)

**SCHEDULE** 1.2 CEUs/12 SMPS CEUs • \$2,095/AMA Members \$1,895

### Monday-Thursday 2-5 pm ET • 4 Lessons

Nov. 17-20 . . . . .	5512-GHN-01148
Feb. 2-5 . . . . .	5512-GHN-01150
May 18-21 . . . . .	5512-GHN-01169

## Fundamental Selling Techniques for the New or Prospective Salesperson

seminar #5510 (see page 149 for classroom seminar)

With this intensive introduction to selling, you can begin your sales career with confidence. Many new sales professionals lack a strong understanding of the fundamentals of selling, making it highly unlikely they'll close as many sales as they need to. With ever-increasing competition, they face the unfortunate prospect of a short-lived sales career. This highly interactive Live Online introduction to the art of selling will equip you with the tools and techniques necessary to improve your performance and achieve sales success.

### WHO SHOULD ATTEND

Salespeople, sales support, as well as potential candidates for sales positions who want to build and revitalize their existing selling skills.

### LESSON 1

- The Importance of Sales

### LESSON 2

- Finding and Qualifying the Business

### LESSON 3

- Earn the Business

### LESSON 4

- After the Sale



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](http://www.cpsmnow.org)

**SCHEDULE** 1.2 CEUs/12 SMPS CEUs • \$2,095/AMA Members \$1,895

### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 . . . . .	5510-GHN-01260
June 15-18 . . . . .	5510-GHN-01283

**NEW!**

Only Available Live Online

## Unlimited Sales Success

### Mastering the New Realities of Selling

seminar #5205

**Developed with Brian Tracy, based on his research and book *Unlimited Sales Success: 12 Simple Steps for Selling More Than You Ever Thought Possible*.**

Discover the 7 secrets to optimize your sales efforts, adopt the right mindset and perfect your preparation and presentation. The sales environment has changed, and today the bar is higher than ever. The key to success involves positioning yourself as a trusted advisor so you can overcome sales resistance, meet your quotas and achieve your goals.

#### WHO SHOULD ATTEND

Newly appointed sales professionals with three years of experience or less, and those salespeople looking to refresh the core sales skills.

#### LESSON 1

##### The 7 New Realities of Selling

- How to establish a sales mindset
- 7 new realities of selling—new techniques required
- Widening your sales funnel

#### LESSON 2

##### Relationship Selling, Consultative Selling

- Become a friend, advisor and teacher
- Position yourself as a consultant

#### LESSON 3

##### Influence with a Great Presentation

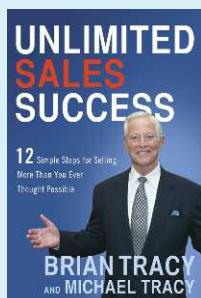
- Components of a great presentation
- Presentation do's and don'ts
- 10 tips for a more influential, persuasive presentation

#### LESSON 4

##### Handling Objections, Close for Success

- Solve objections before they arise
- Discover a formula for handling objections
- Perfect your timing and overcome barriers to closing a sale using 7 proven techniques
- Get feedback and insight on resolving problematic selling situations

**EXTRA:** Receive a FREE eBook of Brian Tracy's *Unlimited Sales Success: 12 Simple Steps for Selling More Than You Ever Thought Possible* (a \$22.95 value).



**SCHEDULE** 1.2 CEUs • \$2,095/AMA Members \$1,895

Monday and Wednesday 2-5 pm ET • 4 Lessons

Dec. 8-17 .....	5205-GHN-00005
Feb. 2-11 .....	5205-GHN-00006
May 11-20 .....	5205-GHN-00008

## Management Skills for Administrative Professionals

seminar #2294 (see page 134 for classroom seminar)

With tighter budgets and staff reductions, you have even more responsibilities than before. Chances are you don't have time to get away to acquire the skills you need to face new challenges with confidence. This Live Online Seminar lets you do just that. Build your managerial skills, discuss pressing problems and brainstorm solutions by interacting with other attendees and your course leader via chat panels and VoIP—right from your desktop.

#### WHO SHOULD ATTEND

Experienced administrative professionals who are striving to refine their managerial skills in order to enhance their careers and add to their organization's effectiveness.

#### LESSON 1

- Taking the Role of Mission Control
- Blending Leadership and Management Skills

#### LESSON 2

- Fine-Tuning Your Team Skills
- Controlling Your Workday

#### LESSON 3

- Communicating Professionally
- Listening Effectively

#### LESSON 4

- Dealing Productively with Conflict
- Value-Added Management Skills

**SCHEDULE** 1.2 CEUs • \$1,895/AMA Members \$1,695

Tuesday 2-5 pm ET • 4 Lessons

Oct. 21-Nov. 11 ..... 2294-GHN-00950

## Partnering with Your Boss: Strategic Skills for Administrative Professionals

seminar #2268

(see page 132 for classroom seminar)

Are your skills keeping up with your boss's demands? Is it challenging to set priorities? How can you effectively represent your boss while positioning yourself for upward mobility? Without even leaving the office, you can experience this Live Online Seminar that includes exercises and skills assessments—and learn to become a proactive partner with your boss. You'll be better equipped to support both your boss and your organization.

#### WHO SHOULD ATTEND

Senior administrative support staff, executive secretaries, administrative assistants, staff assistants and executive assistants.

#### LESSON 1

- Defining Your Strategic Partnership

#### LESSON 2

- Understanding Your Boss (and Yourself)
- Anticipating Your Boss's Needs

#### LESSON 3

- Becoming an Effective Gatekeeper
- Decision Making

#### LESSON 4

- Establishing Ethical Boundaries
- Expanding Your Partnering Relationship

**SCHEDULE** 1.2 CEUs • \$1,645/AMA Members \$1,495

Thursday 2-5 pm ET • 4 Lessons

Jan. 8-29 ..... 2268-GHN-00492

For complete course descriptions visit [www.amaseminars.org/liveonline](http://www.amaseminars.org/liveonline) and select the course you want

## Improving Your Project Management Skills: The Basics for Success

seminar #6503

(see page 136 for classroom seminar)

Build a solid foundation of project management knowledge that covers the entire project lifecycle. Learn and practice the latest tools and techniques necessary for project management success.

### WHO SHOULD ATTEND

New and experienced project managers looking to review current tools, techniques and processes, and all others who contribute to projects.

Visit [www.amaseminars.org/6503](http://www.amaseminars.org/6503) for details about CPE credits.

#### LESSON 1

- The Framework of PM; Initiating the Process

#### LESSON 2

- Initiating the Process (cont'd)
- Identifying, Estimating and Scheduling the Work

#### LESSON 3

- Scheduling the Work (cont'd)
- Creating the Budget; Completing the Plan

#### LESSON 4

- Executing the Plan; Closing the Project



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

#### SCHEDULE

**1.2 CEUs/12 PDUs • \$2,195/AMA Members \$1,995**

#### Monday-Thursday 2-5 pm ET • 4 Lessons

Nov. 3-6 .....	6503-GHN-02419
Dec. 15-18 .....	6503-GHN-02449
Jan. 26-29 .....	6503-GHN-02458
Feb. 2-5 .....	6503-GHN-02416
March 9-12 .....	6503-GHN-02450
April 6-9 .....	6503-GHN-02517

#### NEW! Monday-Thursday 9 am-12 noon ET • 4 Lessons

Nov. 17-20 .....	6503-GHN-02495
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## Essentials of Project Management for the Non-Project Manager

seminar #6548 (see page 135 for classroom seminar)

Learn and apply basic elements of PM to your job to support project success. This seminar will help you develop an understanding of essential project management terminology and apply basic tools and techniques to increase your effectiveness—both on your team and in your own functional area.

### 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.

Visit [www.amaseminars.org/6548](http://www.amaseminars.org/6548) for details about CPE credits.

#### LESSON 1

- Getting Your Hands Around Project Management

#### LESSON 2

- Getting It off the Ground

#### LESSON 3

- Planning the Work (cont'd) and Working the Plan (cont'd)

#### LESSON 4

- Putting the Project to Bed

#### SCHEDULE

**1.2 CEUs • \$2,095/AMA Members \$1,895**

#### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 .....	6548-GHN-00218
April 6-9 .....	6548-GHN-00212

Only Available Live Online

## Managing Projects Using Microsoft® Project 2013

seminar #6550

This live online seminar gives you intensive, hands-on training for using the powerful Microsoft Project 2013 tool. Discover how it can help you master the relationships among work, logic, time, cost and resources. You'll see each technique demonstrated—and perform it yourself under the interactive guidance of an experienced project manager. Reduce stress and improve your job performance by applying this time-saving, productivity-boosting software to your projects.



AMA has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI). This accreditation applies to both seminars #6503 and #6550.

### WHO SHOULD ATTEND

Project managers or those familiar with PM principles who want to manage projects with a software tool.

#### LESSON 1

##### Basic Functions and Scheduling

- Ten steps to creating a project schedule
- Navigation of views: GANTT chart; calendar; network diagram; split screens; resource cost; resource schedule
- Entering tasks: Work Breakdown Structure (WBS) and transition

#### LESSON 2

##### Estimating Project Resources

- Reviewing and entering time estimates, durations and tasks
- Assigning, formatting and customizing resources
- Setting dependencies
- Making schedule adjustments; absolute lag and lead time; partial dependency

#### LESSON 3

##### Baselining, Tracking Actuals and Adjusting the Plan

- Defining, formatting, setting and viewing a baseline
- Entering hard dates
- Tracking actuals, percentage of completion, reports
- Adjusting the plan: tips and tricks; filter techniques

**Note:** Your computer must be loaded with Microsoft Project Standard or Professional 2013. (Please note this seminar will only use Microsoft Project 2013 and will not discuss earlier versions. The course leader uses Project Professional 2013, so there will be a slight difference in data/screen views if you use Project Standard 2013.)

#### SCHEDULE

**.9 CEU/9 PDUs • \$1,795/AMA Members \$1,595**

#### Monday-Wednesday 2-5 pm ET • 3 Lessons

Nov. 3-5 .....	6550-GHN-00119
Dec. 8-10 .....	6550-GHN-00116
Feb. 23-25 .....	6550-GHN-00117
April 27-29 .....	6550-GHN-00129
May 11-13 .....	6550-GHN-00125

# 1-Day Workshops

**What a difference a DAY can make!**

- ▶ **Shorter format**  
available in the classroom
- ▶ **Learn-by-doing**  
with peer and faculty feedback
- ▶ **Intensive** skill building
- ▶ **Apply** key concepts



## **ANALYTICAL SKILLS**

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## **BUSINESS ENHANCEMENT SKILLS**

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## **SALES**

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# Critical Thinking Workshop

SEMINAR #2862

## To stay competitive, you must nail down this skill!

Discover how to step back, examine how you approach complex problems and sharpen your thinking processes. Ask the right questions, challenge assumptions and see others' viewpoints clearly. You'll gain insight into yourself and make life-changing discoveries. Plus get hands-on experience using practical tools you can apply right away. Business leaders agree—critical thinking is crucial to delivering the best possible results—so get on board!

### HOW YOU WILL BENEFIT

- Explore real-world examples of why critical thinking is so important in business
- Learn to use critical thinking skills when making decisions
- Choose the right techniques to recognize assumptions, evaluate arguments and draw conclusions
- Discover 7 ways to spot a weak argument
- Identify 8 barriers to effective critical thinking
- Take Pearson's "My Thinking Styles™" Assessment and become familiar with your preferred styles
- Get a roadmap for developing your critical thinking skills

### WHAT YOU WILL COVER

- Defining critical thinking and recognizing its value
- Using a framework to relate critical thinking to business challenges
- Using the RED\* (Recognize assumptions, Evaluate arguments, Draw conclusions) Model® and positioning it within a critical thinking framework
- Gaining insights into your critical thinking skills
- Relating critical thinking to other business skills
- Applying insights from your "My Thinking Styles" Report and feedback to a personal critical thinking situation
- Practicing critical thinking skills in business scenarios
- Creating an action plan for honing critical thinking skills

### WHO SHOULD ATTEND

All business professionals who want to enhance their thinking processes to achieve better business results.

**EXTRA:** Before attending this session, you will receive a link to the online "My Thinking Styles" assessment.

\*The RED model and My Thinking Styles are trademarks of Pearson Education, Inc.

### Classroom Schedule

[www.amaseminars.org/2862](http://www.amaseminars.org/2862)

Nov. 20 . . . . .	San Francisco, CA . . . . .	2862-GHN-00005
Dec. 4 . . . . .	Arlington, VA . . . . .	2862-GHN-00006
Jan. 16 . . . . .	Los Angeles, CA . . . . .	2862-GHN-00001
Feb. 17 . . . . .	New York, NY . . . . .	2862-GHN-00007
April 21 . . . . .	Chicago, IL . . . . .	2862-GHN-00008
May 15 . . . . .	San Francisco, CA . . . . .	2862-GHN-00012
June 9 . . . . .	Arlington, VA . . . . .	2862-GHN-00014

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Time Management Workshop

SEMINAR #2869

**Discover how to eliminate time wasters and watch your personal productivity soar.** Everyone starts with the same number of hours—so why do some people seem to get so much more done?

An inability to manage time efficiently can leave you feeling stressed, overwhelmed and unproductive. This workshop offers practical techniques that you can use immediately to gain control over your day. You'll learn how to plan and prioritize more effectively while managing interruptions and distractions.

### HOW YOU WILL BENEFIT

- Identify typical time wasters and create solutions to overcome them
- Set goals and objectives to get things done
- Plan your day to accomplish what is important
- Understand how technology affects your ability to accomplish your goals
- Identify where you are spending time wisely and how you are wasting time
- Reorder your activities to make the best use of your time and increase your productivity

### WHAT YOU WILL COVER

- How to organize and prioritize to get more done
- Ways to get out of crisis mode and focus on what's important
- The planning process and how to use it
- Using scheduling to stay on track
- Managing your environment
- Dealing with interruptions
- How to use technology efficiently

### WHO SHOULD ATTEND

Business professionals who want to take control of their time and life and get back on track.

### Classroom Schedule

[www.amaseminars.org/2869](http://www.amaseminars.org/2869)

Nov. 24 . . . . .	San Francisco, CA . . . . .	2869-GHN-00004
Dec. 1 . . . . .	Boston, MA . . . . .	2869-GHN-00006
Jan. 20 . . . . .	New York, NY . . . . .	2869-GHN-00002
Feb. 20 . . . . .	Chicago, IL . . . . .	2869-GHN-00007
March 30 . . . . .	Los Angeles, CA . . . . .	2869-GHN-00009
April 9 . . . . .	Arlington, VA . . . . .	2869-GHN-00015
May 8 . . . . .	Boston, MA . . . . .	2869-GHN-00016
June 11 . . . . .	New York, NY . . . . .	2869-GHN-00018

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Managing Chaos Workshop: Setting Priorities and Making Decisions Under Pressure

SEMINAR #2866

## Within the chaos there are things you can control.

Chaos is becoming a part of many organizations' reality. In this fast-paced workshop, you'll learn how to leverage a variety of easy-to-use tools and techniques to alleviate, clarify and eliminate "controllable" chaos. Discover how to apply these tools to your situation. And develop a solid action plan to keep your head above water, make immediate improvements and achieve measurable results.

## HOW YOU WILL BENEFIT

- Reduce, clarify and eliminate chaos within your control
- Identify, analyze and prioritize workday tasks
- Use a daily action plan to allocate time and energy
- Stay focused and act more decisively when priorities shift
- Become more assertive and strategic when communicating
- Manage interruptions and conflicts with greater ease
- Use the right tools to balance and manage tough choices

## WHAT YOU WILL COVER

- Defining which elements of the chaos you can control
- Making decisions based on multifaceted problem analysis
- Determining the order of tasks by importance and urgency
- Practicing assertive communication to manage shifting priorities
- Building a plan that leverages the new tools you acquire to help you manage the chaos at work

## WHO SHOULD ATTEND

Anyone facing shifting priorities, expanding workloads, tight deadlines, organizational restructuring, multiple projects pulling you in different directions, and increased uncertainty.

**This workshop has a pre-work component:** Prior to the workshop, you will be asked to detail your chaos challenge. Be prepared to discuss the sources of chaos you are currently experiencing at work and apply what you learn.

## Classroom Schedule

[www.amaseminars.org/2866](http://www.amaseminars.org/2866)

Nov. 17 .....	Dallas, TX.....	2866-GHN-00004
Dec. 8 .....	New York, NY .....	2866-GHN-00006
Jan. 9.....	Arlington, VA .....	2866-GHN-00002
Feb. 9 .....	San Francisco, CA .....	2866-GHN-00007
March 16.....	Chicago, IL.....	2866-GHN-00008
April 10.....	Atlanta, GA.....	2866-GHN-00015
May 18 .....	New York, NY .....	2866-GHN-00017
June 11 .....	Arlington, VA .....	2866-GHN-00018

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# High-Performance Accountability Workshop

SEMINAR #2864

## Develop a mindset of accountability, empower yourself to succeed and be accountable for your outcomes.

Accountable people negotiate clear agreements, build strong partnerships, feel more in control—and are less stressed and more productive. It's no wonder accountability is viewed as a key driver in high-performing organizations. In this course, you'll learn a process for focusing on results, not activity, and making good choices.

## HOW YOU WILL BENEFIT

- Apply the accountability cycle to achieve greater success in your work, career and relationships
- Use an accountability worksheet to claim ownership of what didn't work
- Convey clear and specific expectations when you delegate tasks to eliminate the need for re-work
- Learn to "manage up" and separate what you are being asked to do from how it is to be done
- Develop a constructive, blame-free way to hold others accountable

## WHAT YOU WILL COVER

- The case for accountability: defining responsibility, self-empowerment and accountability in today's workplace
- Understanding the accountability mindset and what it means to you, your performance and job satisfaction
- Developing your professional definition of success
- Using the 85% solution: acknowledging and planning for factors beyond your control before they occur
- Overcoming reluctance to hold others accountable
- Developing your action plan to build accountability in yourself and others

## WHO SHOULD ATTEND

Managers, supervisors, project and team leaders who have direct reports or work in a team environment.

**Special Feature:** Get a complimentary copy of *The 85% Solution* by Linda Galindo and a USB flash drive containing all of the tools you learn in class to apply back on the job.

## Classroom Schedule

[www.amaseminars.org/2864](http://www.amaseminars.org/2864)

Nov. 25 .....	Chicago, IL.....	2864-GHN-00005
Dec. 16 .....	New York, NY .....	2864-GHN-00006
Jan. 27.....	Atlanta, GA.....	2864-GHN-00002
Feb. 24 .....	Arlington, VA .....	2864-GHN-00007
March 24.....	San Francisco, CA .....	2864-GHN-00009
April 28.....	Chicago, IL.....	2864-GHN-00015
May 28 .....	New York, NY .....	2864-GHN-00017
June 23 .....	Atlanta, GA .....	2864-GHN-00018

1 day/.6 CEU • \$1,245/AMA Members \$1,095

## Internal Consulting Skills Workshop SEMINAR #2873

**Step in to bring about change and add value.** Almost anyone can be called upon to act as an internal consultant. Or, you can position yourself as one. Whether it's a process that needs fixing, a chance to collaborate on a new product or an opportunity to save the company money, you can distinguish yourself and earn respect by solving problems effectively.

In this workshop, you'll discover how to develop a consulting mindset, analyze your organization's culture and apply the right change solutions using dynamic problem-solving skills.

### HOW YOU WILL BENEFIT

- Know how to think as an internal consultant
- Learn how to market yourself as an internal consultant
- Define and meet an organization's or client's requirements
- Develop client-facing skills, manage expectations and conduct client interviews
- Use problem-solving skills and provide appropriate solutions

### WHAT YOU WILL COVER

- Learning 4 critical skills a consultant should possess
- Diagnosing a situation within an organizational context
- Distinguishing between the roles of manager and consultant
- Developing a problem-solving approach to address various challenges
- Practicing interviewing, questioning and agreement skills
- Preparing a sustainment plan for continuous improvement

### WHO SHOULD ATTEND

Business professionals or managers new to the role of internal consultant with proven expertise in their own job.

### Classroom Schedule

[www.amaseminars.org/2873](http://www.amaseminars.org/2873)

Nov. 18 . . . . .	Atlanta, GA . . . . .	2873-GHN-00004
Dec. 18 . . . . .	Dallas, TX . . . . .	2873-GHN-00005
Jan. 20 . . . . .	New York, NY . . . . .	2873-GHN-00001
Feb. 12 . . . . .	Arlington, VA . . . . .	2873-GHN-00007
March 16 . . . . .	Chicago, IL . . . . .	2873-GHN-00009
April 14 . . . . .	Boston, MA . . . . .	2873-GHN-00010
May 12 . . . . .	Atlanta, GA . . . . .	2873-GHN-00012
June 19 . . . . .	Houston, TX . . . . .	2873-GHN-00014

1 day/.6 CEU • \$1,245/AMA Members \$1,095

## Emotional Intelligence Workshop SEMINAR #2863

**Developed with Dr. Daniel Goleman, based on his research and bestselling book, *Leadership: The Power of Emotional Intelligence®—Selected Writings***

**Understand the connection between emotions and actions.** Emotional Intelligence (EI) is vital to being an effective and high-performing member of any team. In this seminar, you will become familiar with this proven EI model and learn how to apply EI skills for maximum effectiveness. Gain insight and tools you can apply to make your job and career more effective, satisfying and successful.

### HOW YOU WILL BENEFIT

- Recognize the benefits of developing EI
- Define EI competencies and origins
- Identify personal strengths and limitations using the Emotional and Social Competency Inventory
- Apply the EI competency framework to optimize professional performance and working relationships
- Build a personal development strategy

### WHAT YOU WILL COVER

- Defining EI and describe why it's important
- Discovering how to increase your EI competency
- Becoming more self-aware and authentic
- Applying mindfulness and the here-there technique to a critical work relationship
- Increasing your social awareness and cultivating empathy through active listening
- Exploring relationship management and collaboration
- Creating a development plan identifying areas for improvement and specific steps for developing EI

### WHO SHOULD ATTEND

Business professionals who want to maximize their performance by increasing self-understanding and emotion management through EI training.

**EXTRA:** Participants will receive a complimentary copy of *Leadership: The Power of Emotional Intelligence—Selected Writings*® by Dr. Daniel Goleman.

**NOTE:** Prior to the workshop, you will receive a link to an online inventory. Please print your results and bring to class.

### Classroom Schedule

[www.amaseminars.org/2863](http://www.amaseminars.org/2863)

Nov. 20 . . . . .	Boston, MA . . . . .	2863-GHN-00005
Dec. 18 . . . . .	Arlington, VA . . . . .	2863-GHN-00006
Jan. 20 . . . . .	New York, NY . . . . .	2863-GHN-00002
Feb. 19 . . . . .	Chicago, IL . . . . .	2863-GHN-00007
March 19 . . . . .	Los Angeles, CA . . . . .	2863-GHN-00009
April 9 . . . . .	Atlanta, GA . . . . .	2863-GHN-00015
May 7 . . . . .	Dallas, TX . . . . .	2863-GHN-00017
June 11 . . . . .	San Francisco, CA . . . . .	2863-GHN-00018

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# 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.

## Classroom Schedule

[www.amaseminars.org/2861](http://www.amaseminars.org/2861)

Nov. 17 .....	Atlanta, GA .....	2861-GHN-00004
Dec. 15 .....	Los Angeles, CA .....	2861-GHN-00006
Jan. 20 .....	New York, NY .....	2861-GHN-00001
Feb. 12 .....	Chicago, IL .....	2861-GHN-00007
March 30 .....	Arlington, VA .....	2861-GHN-00009
April 16 .....	Dallas, TX .....	2861-GHN-00010
May 18 .....	Atlanta, GA .....	2861-GHN-00011
June 11 .....	New York, NY .....	2861-GHN-00013

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Influencing Skills Workshop

SEMINAR #2865

**Get results working through others, regardless of your positional power.** Today, you need exceptional influencing skills to persuade others. In this workshop, you will gain insight into the nature of influence and your own persuasive style. You'll acquire the know-how to build credibility with others—up and down the organization—so you can negotiate with greater success. Craft compelling messages that enable you to connect emotionally to your stakeholders. And overcome personal barriers to influencing others.

## HOW YOU WILL BENEFIT

- Understand the impact of various communication styles
- Realize the relationship between credibility and influence
- Gain insight into overcoming influence challenges through collaborative exercises
- Identify opportunities to strengthen relationships
- Build trust between you and your colleagues
- Understand who you are trying to influence and what may be driving them
- Craft compelling messages that inspire, influence, persuade and motivate

## WHAT YOU WILL COVER

- Learning how you work with others using insights from an eye-opening self assessment
- Ways to apply influence models so you can develop powerful influence strategies
- Effective questioning techniques to persuade others to your point of view
- Activities involving practical scenarios so you can practice new skills and receive immediate feedback
- Worksheets and job aids to help you transfer your new skills to your work environment
- How to immediately apply the tools you've learned to real-life challenges

## WHO SHOULD ATTEND

Managers, supervisors, team leaders, project managers and business professionals who need to achieve results with and through others.

## Classroom Schedule

[www.amaseminars.org/2865](http://www.amaseminars.org/2865)

Nov. 10 .....	San Francisco, CA .....	2865-GHN-00004
Dec. 8 .....	Chicago, IL .....	2865-GHN-00006
Jan. 20 .....	New York, NY .....	2865-GHN-00001
Feb. 9 .....	Dallas, TX .....	2865-GHN-00007
April 16 .....	Arlington, VA .....	2865-GHN-00009
May 14 .....	San Francisco, CA .....	2865-GHN-00023
June 1 .....	Chicago, IL .....	2865-GHN-00015
June 16 .....	Atlanta, GA .....	2865-GHN-00018

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Negotiation Skills Workshop

SEMINAR #2867

**Adopt a win-win approach that fosters positive relationships and achieves desired business outcomes.** You negotiate every day. It may be with customers, vendors, colleagues, your boss or employees. Whether it's allocating resources for a project, funding a new initiative or agreeing on who will take on specific tasks, negotiation is at the heart of the process. This hands-on session offers you a step-by-step guide to effective negotiation. Now, you can begin to master the skills you need to become a win-win negotiator.

## HOW YOU WILL BENEFIT

- Develop an effective plan and appropriate strategy for any negotiation
- Learn tips for breaking negotiation deadlocks
- Use questioning techniques to uncover what all stakeholders want or need
- Demonstrate strategies for recognizing conflict and moving towards effective resolution
- Build confidence and credibility in asking for what you want
- Become more strategic in your professional and personal negotiations

## WHAT YOU WILL COVER

- The stages of negotiation
- How to adapt your approach to each stage
- Key strategies used by effective negotiators
- Tools you can apply to improve your negotiating ability
- Role-plays to practice techniques and obtain feedback in a safe environment
- Structured case studies that reinforce the learning and underline best practices

## WHO SHOULD ATTEND

Professionals from all functional areas who use negotiation in a business context.

## Classroom Schedule

[www.amaseminars.org/2867](http://www.amaseminars.org/2867)

Nov. 21 . . . . .	Boston, MA . . . . .	2867-GHN-00004
Dec. 19 . . . . .	Arlington, VA . . . . .	2867-GHN-00006
Jan. 21 . . . . .	New York, NY . . . . .	2867-GHN-00001
Feb. 27 . . . . .	San Francisco, CA . . . . .	2867-GHN-00007
March 20 . . . . .	Chicago, IL . . . . .	2867-GHN-00009
April 27 . . . . .	Atlanta, GA . . . . .	2867-GHN-00015
June 19 . . . . .	Arlington, VA . . . . .	2867-GHN-00018
June 30 . . . . .	Boston, MA . . . . .	2867-GHN-00021

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Presentation Skills Workshop

SEMINAR #2868

**Transform yourself from inexperienced speaker to skilled presenter.** In this 1-day workshop, you'll learn to communicate effectively and persuasively and become comfortable with 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

- 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
- Gain confidence in your presentation skills

## WHAT YOU WILL COVER

- Balancing verbal and nonverbal messages so content is clear and memorable and you engage listeners
- 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 stress and speaker's 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

Everyone who needs to develop their presentation skills, speak in front of groups or sell ideas to others and has little or no presentation experience.

**SPECIAL FEATURE:** Your presentations will be recorded for playback and review, so you can see for yourself how you come across to an audience. It's a great way to get instant feedback and helpful recommendations. This recording is yours to keep.

## Classroom Schedule

[www.amaseminars.org/2868](http://www.amaseminars.org/2868)

Nov. 20 . . . . .	Arlington, VA . . . . .	2868-GHN-00003
Dec. 18 . . . . .	San Francisco, CA . . . . .	2868-GHN-00004
Jan. 15 . . . . .	Atlanta, GA . . . . .	2868-GHN-00001
Feb. 17 . . . . .	New York, NY . . . . .	2868-GHN-00005
March 12 . . . . .	Chicago, IL . . . . .	2868-GHN-00006
April 16 . . . . .	Arlington, VA . . . . .	2868-GHN-00011
May 18 . . . . .	San Francisco, CA . . . . .	2868-GHN-00012
June 22 . . . . .	Atlanta, GA . . . . .	2868-GHN-00013

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# **NEW! The 7 Habits Leader Implementation: Coaching Your Team to Higher Performance**

SEMINAR #2606

By FranklinCovey—available through AMA.

Also available Live Online • [www.amaseminars.org/workshops](http://www.amaseminars.org/workshops)

**Get tools and a process for implementing the 7 Habits in your organization.** If you've incorporated the 7 Habits into your thinking, you already know the transformational impact they can have on your life and job—but how do you translate these principles to your team? This 1-day workshop has been specifically developed to support the implementation of *The 7 Habits of Highly Effective People® Signature Edition 4.0* in work teams, divisions and organizations. It is based on extensive global research with clients who are highly successful at implementing the 7 Habits in their businesses. You will acquire tools and a three-step process to make the 7 Habits the practical operating solution for work. You'll also get guidance for coaching your team to a higher, more synergistic level of performance that truly reflects the 7 Habits.

## **HOW YOU WILL BENEFIT**

- Step back and see the 7 habits framework from a team and organizational perspective
- Explore three steps for implementing the 7 Habits: Commit, Model and Reinforce
- Incorporate a common language to ensure everyone on your team is going in the same direction
- Apply tools to create a synergistic, high-performing team that embraces the 7 Habits
- Create a work environment that promotes the most productive and successful management of time and relationships

## **WHAT YOU WILL COVER**

- The 7 Habits Operating System
- Committing to implement the 7 Habits
- Modeling the 7 Habits
- Reinforcing the 7 Habits
- Integrating the 7 Habits everywhere
- Implementing the practices of a 7 Habits team

## **WHO SHOULD ATTEND**

Those who are familiar with the 7 Habits framework and want to implement it in their organization.

## **Classroom Schedule**

[www.amaseminars.org/2606](http://www.amaseminars.org/2606)

Feb. 25 .....	New York, NY .....	2606-GHN-00001
March 26.....	Chicago, IL.....	2606-GHN-00003
April 22.....	San Francisco, CA .....	2606-GHN-00004
May 21 .....	Atlanta, GA .....	2606-GHN-00006
June 22 .....	Salt Lake City, UT.....	2606-GHN-00007

**1 day/.6 CEU • \$1,245/AMA Members \$1,095**

## **LIVE ONLINE SCHEDULE • \$1,245/AMA Members \$1,095**

**10 am to 1 pm ET and 2 to 5 pm ET • 2 lessons**

March 10 ..... 2606-GHN-00002      May 5 ..... 2606-GHN-00005

# **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
- Practicing, role-playing, case studies and script analysis

## **WHO SHOULD ATTEND**

Managers, supervisors, project managers and team leaders who have direct reports or who work in a team environment.

## **Classroom Schedule**

[www.amaseminars.org/2819](http://www.amaseminars.org/2819)

Nov. 24 .....	Arlington, VA .....	2819-GHN-00218
Dec. 1 .....	New York, NY .....	2819-GHN-00217
Jan. 21.....	Chicago, IL .....	2819-GHN-00221
Feb. 6 .....	San Francisco, CA .....	2819-GHN-00219
March 9.....	New York, NY .....	2819-GHN-00220
April 20 .....	Arlington, VA .....	2819-GHN-00232
June 5 .....	New York, NY .....	2819-GHN-00233

**1 day/.6 CEU • \$1,245/AMA Members \$1,095**

# Change Management Workshop

SEMINAR #2871

**Motivate others in the face of uncertainty and communicate in a manner that inspires optimal productivity.** Organizational change is constant. Yet many people react to change with denial or resistance. As a change leader, your ability to help people overcome their inertia and get onboard with new initiatives is critical to your success. In this 1-day workshop, you'll learn practical tools that will enable you to build trust and commitment and achieve positive results through change initiatives.

## HOW YOU WILL BENEFIT

- Get clear on your own reaction to change as well as the reactions of those you work with
- Appreciate why others may react negatively to change and discover how best to respond
- Adapt your communication style to gain buy-in and support from others toward change initiatives
- Increase readiness to embrace change and overcome resistance in yourself and others
- Begin establishing your reputation as someone who can manage change and demonstrate agility and resilience
- Influence others to follow your lead through any change initiative

## WHAT YOU WILL COVER

- Your role as a change leader
- Change-management skills and how to apply them
- Practical scenarios to reinforce your new change-management skills
- How you react to change, based on insights from a self-assessment
- How to address and decrease anxiety and concentrate on productivity and results
- Ways to set a positive example for others when handling change in the workplace
- Job aids and tools you can apply in your work environment

## WHO SHOULD ATTEND

Supervisors, team leaders and managers responsible for implementing change initiatives within their organization.

## Classroom Schedule

[www.amaseminars.org/2871](http://www.amaseminars.org/2871)

Nov. 3 . . . . .	Dallas, TX . . . . .	2871-GHN-00004
Dec. 12 . . . . .	Atlanta, GA . . . . .	2871-GHN-00006
Jan. 20 . . . . .	New York, NY . . . . .	2871-GHN-00001
Feb. 27 . . . . .	Chicago, IL . . . . .	2871-GHN-00008
March 5 . . . . .	Boston, MA . . . . .	2871-GHN-00009
April 13 . . . . .	San Francisco, CA . . . . .	2871-GHN-00013
May 11 . . . . .	New York, NY . . . . .	2871-GHN-00015
June 4 . . . . .	Saranac Lake, NY . . . . .	2871-GHN-00016
June 22 . . . . .	Atlanta, GA . . . . .	2871-GHN-00020

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# Customer Service Workshop

SEMINAR #5802

**Secure an overall competitive advantage through distinctive customer service.** 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 the performance of your team—and company. This seminar gives you the skills you need to communicate professionalism, gain respect, enhance customer relationships and keep your customers coming back.

## HOW YOU WILL BENEFIT

- Know what customers expect
- Deliver better, faster service and increase customer satisfaction
- Deepen your credibility with customers—and your value to your organization
- Manage stressful situations more effectively
- Recognize the signals of customer irritation—and learn how to respond appropriately
- Assist in quickly finding a workable solution to your customer's problem
- Motivate your staff to take on more difficult responsibilities

## WHAT YOU WILL COVER

- The benefits of excellent service
- Focusing on customer service success
- Why customer satisfaction is based on perceptions
- Zeroing in 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, business owners—as well as managers who want customer service training in order to reinforce their skills and train their staffs.

## Classroom Schedule

[www.amaseminars.org/5802](http://www.amaseminars.org/5802)

Nov. 5 . . . . .	Atlanta, GA . . . . .	5802-GHN-00005
Dec. 3 . . . . .	Boston, MA . . . . .	5802-GHN-00006
Jan. 20 . . . . .	New York, NY . . . . .	5802-GHN-00002
Feb. 25 . . . . .	Los Angeles, CA . . . . .	5802-GHN-00007
March 25 . . . . .	Chicago, IL . . . . .	5802-GHN-00009
April 29 . . . . .	New York, NY . . . . .	5802-GHN-00010
May 20 . . . . .	San Francisco, CA . . . . .	5802-GHN-00011
June 17 . . . . .	Arlington, VA . . . . .	5802-GHN-00013

1 day/.6 CEU • \$1,245/AMA Members \$1,095

# AMA is channeling some great ideas for your success...

## on YouTube

See what attendees are saying about our seminars:



**“...I didn’t realize that my presentation skills would improve so quickly!”**  
**“...I learned how to get up in front of a group and stay relaxed and be able to give an effective presentation...”**



**“...it [the course] gives you a buffet of tools that you CAN implement... CAN utilize...”**  
**“...everyone deals with the same situation, but they also bring another perspective to the table...”**

Visit the  
**AMA channel on YouTube**  
[www.amaseminars.org/WhyAMA](http://www.amaseminars.org/WhyAMA)

In just a few minutes, get an inside look at how we help change people’s lives—and careers. Check out our most popular videos:



### Why AMA?

This 90-second introduction to AMA gives you a glimpse of our acclaimed, hands-on training. See what sets us apart from all the others.



### Three Questions

Some of the top thought leaders and business experts in the world share their answers to questions about today's most critical challenges.



### AMA Seminars

Why is our name synonymous with great training? Find out from the people who are taking our courses in this insider's view of the AMA experience.

- See what you've been missing at [www.amaseminars.org/WhyAMA](http://www.amaseminars.org/WhyAMA) •

# Express Skills Series

**In less than 3 hours, put powerful new skills to work—GUARANTEED!**

► **Fastest**

learning in a live online format

► **Laser-Focused**

concentration on a specific topic

► **Interactive**

design lets you learn by doing

► **Live**

access to expert faculty



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## 3 Steps to Exceptional Critical Thinking

seminar #7827

**Did you know... Critical thinking is one of the most sought-after skills in business today! How do you measure up?**

Find out how effective your critical thinking is now. Then get up to speed using the RED model\*—Recognize assumptions, Evaluate arguments, Draw conclusions. Discover the link between your thinking styles and how you approach business challenges.

Learn how to leverage your preferred style and discover and practice other styles that don't come naturally to you. Gain confidence in decision making and expressing your opinions.

**EXTRA:** Before attending this session, you will receive a link to Pearson's online "My Thinking Styles™" assessment.

### WHAT YOU WILL COVER

- Reviewing feedback on your "My Thinking Styles" assessment
- Gaining insight into your thinking style preferences
- Seeing the connection between your thinking styles and the RED Model for critical thinking
- Positioning the RED model within a critical thinking framework\*

\*The RED model and *My Thinking Styles* are trademarks of Pearson Education, Inc.

[www.amaseminars.org/7827](http://www.amaseminars.org/7827)

### EXPRESS SCHEDULE .2 CEU • \$249

**Monday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 3 .....	7827-GHN-00006	Feb. 2 .....	7827-GHN-00011
Nov. 17 .....	7827-GHN-00007	March 2.....	7827-GHN-00012
Dec. 1 .....	7827-GHN-00008	April 6.....	7827-GHN-00013
Dec. 15 .....	7827-GHN-00009	May 4 .....	7827-GHN-00014
Jan. 5 .....	7827-GHN-00010	June 1 .....	7827-GHN-00015

## How to Prioritize and Make Decisions Like a Pro

seminar #7829

**Frantic, under pressure, can't say no. Does this sound like you?**

When everything is equally important and due yesterday, it's easy to get overwhelmed—or even become frozen in place. But the art of balancing competing demands and making the right decisions is something you can master. There's no time like the present to get a handle on this crucial business skill!

Get the practical know-how you need to manage pressures, assess risks and ensure that you're on track. So you can cross the right things off your to-do list first, and leave work each day feeling like you're on top of the situation—and at the top of your game.

### WHAT YOU WILL COVER

- Analyzing four aspects of a situation
- Identifying ways to close the gap between the current situation/problem and the desired outcome
- Evaluating risk using 3 key questions
- Using the priority matrix to determine which activities best support your decisions

[www.amaseminars.org/7829](http://www.amaseminars.org/7829)

### EXPRESS SCHEDULE .2 CEU • \$249

**Wednesday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 19 .....	7829-GHN-00006	March 18 .....	7829-GHN-00010
Dec. 17 .....	7829-GHN-00007	April 22.....	7829-GHN-00011
Jan. 21.....	7829-GHN-00008	May 20 .....	7829-GHN-00012
Feb. 18 .....	7829-GHN-00009	June 17 .....	7829-GHN-00013

## Secrets to Boosting Productivity

seminar #7824

**You're getting things done, right? All but the big, important stuff, that is! Overcome bad habits and take back your time.**

As you know, it's not about how much you get done. It's about how many high-priority tasks you complete. And it's time to learn how to overcome your avoidance behaviors. So you stay focused on your core objectives. Feel productive and efficient. In control and in charge. Zero in on and accomplish your major goals and achieve the results you desire.

### WHAT YOU WILL COVER

- Creating productive and efficient routines to support core goals
- Identifying ways to deal with distractions and interruptions
- Overcoming procrastination
- Discovering techniques to organize your environment
- Controlling interruptions and managing your time better

[www.amaseminars.org/7824](http://www.amaseminars.org/7824)

### EXPRESS SCHEDULE .2 CEU • \$249

**Monday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 10 .....	7824-GHN-00007	Feb. 23 .....	7824-GHN-00012
Nov. 24 .....	7824-GHN-00008	March 23.....	7824-GHN-00013
Dec. 8 .....	7824-GHN-00009	April 27.....	7824-GHN-00014
Dec. 22 .....	7824-GHN-00010	May 18 .....	7824-GHN-00015
Jan. 26.....	7824-GHN-00011	June 22 .....	7824-GHN-00016

{ Turn a **weakness** into a **strength** in under 3 hours }

## Confidence-Building Skills for Women

seminar #7822

### Learn how to handle yourself in just about any situation!

Are you afraid to speak up in meetings? Unsure of how to express your ideas with the same confidence you see in others?

Don't miss this opportunity to discover powerful assertiveness techniques you can use every day, everywhere. You'll learn how to send the right signals so you get the right responses. How to overcome obstacles to assertiveness to get what you want. And how to command respect and get things done.

#### WHAT YOU WILL COVER

- Exploring a successful formula for assertion
- Saying no and surviving
- Learning the assertive techniques of fogging, broken record, negative assertion, negative inquiry, free information and self-disclosure
- Practicing responses to put-down statements

[www.amaseminars.org/7822](http://www.amaseminars.org/7822)

#### EXPRESS SCHEDULE .2 CEU • \$249

##### Monday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 3 .....	7822-GHN-00006	Feb. 23 .....	7822-GHN-00011
Nov. 17 .....	7822-GHN-00007	March 16.....	7822-GHN-00012
Dec. 1 .....	7822-GHN-00008	April 20.....	7822-GHN-00013
Dec. 15 .....	7822-GHN-00009	May 18 .....	7822-GHN-00014
Jan. 26.....	7822-GHN-00010	June 15.....	7822-GHN-00015

## How to Build a Persuasive Power Base

seminar #7832

### Do you need to get work done through others?

Discover how to establish or regain credibility so you can begin to influence others. Learn how to build your power base using the Personal Power Model. Increase your understanding of each person you're trying to influence and negotiate more effectively. Understand why commitment from others doesn't happen by chance. Use your power base to persuade others, accomplish your goals and earn respect and recognition.

#### WHAT YOU WILL COVER

- Understanding your personal power
- Clarifying personal power behaviors
- Defining attributes of effective/ineffective influencers
- Exploring your power relative to other people
- Practicing influence strategies

[www.amaseminars.org/7832](http://www.amaseminars.org/7832)

#### EXPRESS SCHEDULE .2 CEU • \$249

##### Tuesday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 4 .....	7832-GHN-00008	Feb. 3 .....	7832-GHN-00013
Nov. 18 .....	7832-GHN-00009	March 3.....	7832-GHN-00014
Dec. 2 .....	7832-GHN-00010	April 7.....	7832-GHN-00015
Dec. 16 .....	7832-GHN-00011	May 5 .....	7832-GHN-00016
Jan. 6.....	7832-GHN-00012	June 2.....	7832-GHN-00017

## Powerful Communication Techniques

seminar #7828

### Don't hem and haw! Communicate effectively throughout the organization.

Your ability to communicate can make or break your career. Here is your chance to increase your effectiveness and find your best voice—even when you're under pressure.

Learn how to engage in clear, two-way communication to convey information...ideas...and feelings. Discover how to choose and use the most appropriate words and tone for every business interaction. Acquire the tools to craft each message with the audience in mind. Adopt the right mindset for success. And take specific action steps to enable others to receive your messages positively.

#### WHAT YOU WILL COVER

- Identifying and remove the roadblocks to effective communication
- Exploring the Know-Feel-Do Model of communicating
- Practicing strategies for effective communication
- Understanding nonverbal communication as a critical part of the communication process
- Positively impacting the visual, verbal and vocal components of communication
- Implementing an effective way to communicate in difficult circumstances
- Knowing how to go beyond what is said to what is meant
- Devising a strategy to handle a miscommunication you've experienced at work

[www.amaseminars.org/7828](http://www.amaseminars.org/7828)

#### EXPRESS SCHEDULE .2 CEU • \$249

##### Tuesday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 4 .....	7828-GHN-00006	Feb. 17 .....	7828-GHN-00011
Nov. 18 .....	7828-GHN-00007	March 17.....	7828-GHN-00012
Dec. 9 .....	7828-GHN-00008	April 21.....	7828-GHN-00013
Dec. 23 .....	7828-GHN-00009	May 19 .....	7828-GHN-00014
Jan. 20.....	7828-GHN-00010	June 16 .....	7828-GHN-00015

Tackle challenges with powerful tools

## How to Flex Your Communication Style

seminar #7826

### Do people hear what you're saying—or only how you're saying it?

To become a better communicator and gain commitment from others, you need to understand your own style first—and then how to flex it. Discover your own preferred style and evaluate the opportunities and challenges of that style in working with others. Learn how to adapt your style while under stress—when confronted with someone of an opposite style, a different gender or generation.

**EXTRA:** Before attending this session, you will receive the Insight Inventory® to discover your style.

### WHAT YOU WILL COVER

- Exploring how style impacts the image others have of you
- Learning how to flex to gender, generation and position
- Understanding how style impacts your effectiveness
- Recognizing how stress impacts your style and planning for better outcomes

[www.amaseminars.org/7826](http://www.amaseminars.org/7826)

### EXPRESS SCHEDULE .2 CEU • \$249

Thursday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 6 .....	7826-GHN-00008	Feb. 5 .....	7826-GHN-00013
Nov. 20 .....	7826-GHN-00009	March 5.....	7826-GHN-00014
Dec. 4 .....	7826-GHN-00010	April 2.....	7826-GHN-00015
Dec. 18 .....	7826-GHN-00011	May 7 .....	7826-GHN-00016
Jan. 8.....	7826-GHN-00012	June 4.....	7826-GHN-00017

## How to Build a High-Performing Team Using the MBTI® Tool and Type

seminar #7893

Research on high-performing teams identifies several essential characteristics, including healthy conflict and debate; mutual trust and accountability; diversity of work styles; and high levels of interpersonal commitment to team members. This session focuses on 4 MBTI® tools useful in developing team cohesiveness and effectiveness. Using interactive exercises and practice scenarios, you will increase your competence, skill and confidence as a team facilitator.

### WHAT YOU WILL COVER

- Surveying team needs to assess current practices and whether MBTI® is the appropriate tool at this time
- Using type knowledge to bridge communication differences and breakdowns
- Exploring type's contributions to conflicts and useful interventions
- Expanding and deepening team decision-making practices

[www.amaseminars.org/7893](http://www.amaseminars.org/7893)

### EXPRESS SCHEDULE .2 CEU • \$249

Tuesday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 25 .....	7893-GHN-00002	March 24 .....	7893-GHN-00006
Dec. 23 .....	7893-GHN-00003	April 28.....	7893-GHN-00007
Jan. 27.....	7893-GHN-00004	May 26 .....	7893-GHN-00008
Feb. 24 .....	7893-GHN-00005	June 23.....	7893-GHN-00009

## How to Speak Accounting

seminar #7811

### Get heard—regardless of where you sit in the organization. Are you prepared to communicate with anyone in your company?

Become familiar with common accounting concepts and buzzwords used by accounting insiders, all in just a few hours. You'll develop a baseline of financial understanding...clear up any confusion between different kinds of financial statements...and identify their purpose and relation to each other.

### WHAT YOU WILL COVER

- Understanding the accounting equation and the relationship among its components
- Learning how various business transactions affect financial statements
- Outlining GAAP and relating it to IFRS
- Describing accrual basis accounting and differentiating between accounting profit and cash flow
- Preparing a simple set of financial statements

[www.amaseminars.org/7811](http://www.amaseminars.org/7811)

### EXPRESS SCHEDULE .2 CEU • \$249

Friday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 7 .....	7811-GHN-00009	Feb. 20 .....	7811-GHN-00014
Nov. 21 .....	7811-GHN-00010	March 20.....	7811-GHN-00015
Dec. 5 .....	7811-GHN-00011	April 17.....	7811-GHN-00016
Dec. 19 .....	7811-GHN-00012	May 15 .....	7811-GHN-00017
Jan. 16.....	7811-GHN-00013	June 19.....	7811-GHN-00018

## Successfully Applying the MBTI® Assessment: A Hands-On Refresher

seminar #7892

### Are you rusty on some of the fundamental concepts of using the MBTI® Assessment and Personality Type?

Passing an exam is one thing, but gaining comfort using the assessment in an organization only comes with practice and experience. This is your opportunity to quickly jump-start and reinvigorate your hands-on type knowledge and again feel confident and prepared to use the MBTI®. You will start with an overview of type and a review of the preferences and combinations. Then you'll participate in interactive exercises and case studies that address some of the more common challenges practitioners face when using the assessment.

### WHAT YOU WILL COVER

- Reinforcing the foundational elements of the MBTI®
- Reviewing the 16 behavior types of the MBTI® Type Table
- Practicing applying your knowledge of behavior types to various case studies
- Exploring the impact of type bias and reviewing type combinations
- Discussing the challenges and solutions of being an MBTI® practitioner

**Prerequisite:** Prior MBTI® certification or qualification is strongly recommended. Brief pre-work is required prior to refresher session and will be provided to you.

[www.amaseminars.org/7892](http://www.amaseminars.org/7892)

### EXPRESS SCHEDULE .2 CEU • \$249

Friday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson

Nov. 21 .....	7892-GHN-00002	March 20 .....	7892-GHN-00006
Dec. 19 .....	7892-GHN-00003	April 17.....	7892-GHN-00007
Jan. 16.....	7892-GHN-00004	May 15 .....	7892-GHN-00008
Feb. 20 .....	7892-GHN-00005	June 19.....	7892-GHN-00009

## How to Coach a Virtual Team

seminar #7825

**Building relationships over hundreds—or thousands—of miles? Trying to set goals that are understood around the globe? These special circumstances require special skills.**

Workplaces around the world are now linked virtually through technology. To get results, the leader of a virtual team must approach employees differently from co-located teams.

Master the tools and techniques that increase your effectiveness when managing performance and coaching virtually. So you can overcome the challenges that are specific to leading a virtual team. Build effective long-distance teams. And manage and coach virtually with success and complete confidence.

### WHAT YOU WILL COVER

- Identifying virtual performance challenges
- Exploring best practices for performance management in virtual teams
- Defining virtual team members' roles and responsibilities to maintain team focus on goals, objectives and tasks
- Learning the process for identifying coaching and development activities for employees
- Practicing using the GROW Model of Coaching

[www.amaseminars.org/7825](http://www.amaseminars.org/7825)

### EXPRESS SCHEDULE .2 CEU • \$249

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Nov. 10 .....	7825-GHN-00006	March 9 .....	7825-GHN-00010
Dec. 8 .....	7825-GHN-00007	April 13 .....	7825-GHN-00011
Jan. 12 .....	7825-GHN-00008	May 11 .....	7825-GHN-00012
Feb. 9 .....	7825-GHN-00009	June 8 .....	7825-GHN-00013

## How to Manage Time, Meetings and Stress

seminar #7823

**Imprisoned in unproductive and unnecessary meetings? What about the mountain of work on your desk and the voicemails and emails that await you? Panicking because you're running out of time?**

Welcome to the daily life of a manager. It's a balancing act, where managing yourself, your time and how you react to events outside your control are critical to your success.

Now you can take control. Acquire the skills to get the best results in the least amount of time. Create the feeling of accomplishment. Plus, juggle priorities with ease and make headway on your top priority projects.

### WHAT YOU WILL COVER

- Exploring effective time management techniques, including the priority matrix
- Identifying typical time wasters
- Preparing, conducting and evaluating meetings
- Learning proven techniques to manage stress

[www.amaseminars.org/7823](http://www.amaseminars.org/7823)

### EXPRESS SCHEDULE .2 CEU • \$249

**Tuesday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 11 .....	7823-GHN-00004	March 10 .....	7823-GHN-00008
Dec. 9 .....	7823-GHN-00005	April 14 .....	7823-GHN-00009
Jan. 13 .....	7823-GHN-00006	May 12 .....	7823-GHN-00010
Feb. 10 .....	7823-GHN-00007	June 9 .....	7823-GHN-00011

## Tips for Giving and Receiving Feedback

seminar #7831

**Giving feedback can be difficult and sometimes hurtful. Often stressful. How do you even begin?**

The ability to give and receive feedback is a critical skill that doesn't come easily. Especially when the words, timing, and moods and emotions of both parties collide.

When done right, both giver and receiver are inspired to improve business results and leap to higher performance. Take this opportunity to learn the most effective techniques for building trust, deepening relationships and creating viable paths for growth.

### WHAT YOU WILL COVER

- Understanding the criteria for giving effective feedback
- Delivering both supportive and corrective feedback using the instant feedback method
- Demonstrating how to receive feedback constructively
- Tailoring your comments to each recipient
- Promoting improved performance for everyone you coach

[www.amaseminars.org/7831](http://www.amaseminars.org/7831)

### EXPRESS SCHEDULE .2 CEU • \$249

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Nov. 21 .....	7831-GHN-00009	March 6 .....	7831-GHN-00014
Dec. 5 .....	7831-GHN-00010	April 10 .....	7831-GHN-00015
Dec. 19 .....	7831-GHN-00011	May 8 .....	7831-GHN-00016
Jan. 9 .....	7831-GHN-00012	June 5 .....	7831-GHN-00017

## Painless Performance Management

seminar #7821

**Fear and dread? Don't even know where to begin? Does this describe your reaction when HR sends the message, "It's that time of year again"?**

Good performance management is not a one-time event but a continuous process you can master. Take the angst out of performance management and create a more productive workplace for your team. Learn proven steps to get on top of the process—aligning goals, clarifying expectations, and adopting a "no surprises" approach for your direct reports—so it's quick, effective and even something you can look forward to. It's all possible, thanks to a whole new toolkit of techniques.

### WHAT YOU WILL COVER

- Defining a manager's roles and responsibilities
- Understanding the value of continuous performance management
- Learning a process for effective performance management
- Practicing performance management techniques

[www.amaseminars.org/7821](http://www.amaseminars.org/7821)

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Nov. 12 .....	7821-GHN-00006	March 11 .....	7821-GHN-00010
Dec. 10 .....	7821-GHN-00007	April 15 .....	7821-GHN-00011
Jan. 14 .....	7821-GHN-00008	May 13 .....	7821-GHN-00012
Feb. 11 .....	7821-GHN-00009	June 10 .....	7821-GHN-00013

## How to Start a Project Right

seminar #7867

**Don't jeopardize your project's objectives by starting off with inaccurate and unrealistic baselines for scope, timeline, costs and quality.**

You have no chance of meeting project objectives and coming in on time and under budget unless you invest in creating a well-thought-out project management framework.

Establish a solid foundation for success by gaining an understanding of the fundamentals of planning and initiating a project. Learn the basics of effectively gathering and documenting requirements. Define key concepts, terminology and roles. Build a solid baseline to create the blueprint of what a successful project includes. All it takes is a few key skills, and your projects will be set up for success, right from the get-go.

### WHAT YOU WILL COVER

- Learning key PM terminology
- Understanding the triple constraints
- Differentiating between operations and projects
- Defining the business case for a project by developing a project charter and a product requirements document

[www.amaseminars.org/7867](http://www.amaseminars.org/7867)

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Nov. 21 .....	7867-GHN-00008	March 13.....	7867-GHN-00013
Dec. 12 .....	7867-GHN-00009	April 10.....	7867-GHN-00014
Dec. 19 .....	7867-GHN-00010	May 8 .....	7867-GHN-00015
Jan. 9.....	7867-GHN-00011	June 12.....	7867-GHN-00016

## How to Successfully Execute a Project Plan

seminar #7868

**Don't let your project get derailed! Take steps NOW to get your project off the ground the right way.**

It's so easy for a project to get bogged down. What you need is a strong dose of preventive medicine to ensure your project is not hopeless due to issues that could have been avoided.

Learn to manage change requests and negotiate with stakeholders to prevent stalls or derailments. Equip yourself with the skills to deliver the expected results on time, on budget and within scope.

### WHAT YOU WILL COVER

- Practicing techniques for acquiring information
- Building an effective status report
- Learning communication techniques to ensure smooth progress
- Identifying the types and purposes of meetings
- Pinpointing action items and issues
- Understanding the importance of managing change

[www.amaseminars.org/7868](http://www.amaseminars.org/7868)

### EXPRESS SCHEDULE .2 CEU • \$249

**Thursday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 6 .....	7868-GHN-00007	Feb. 19 .....	7868-GHN-00012
Nov. 20 .....	7868-GHN-00008	March 19.....	7868-GHN-00013
Dec. 4 .....	7868-GHN-00009	April 16.....	7868-GHN-00014
Dec. 18 .....	7868-GHN-00010	May 21 .....	7868-GHN-00015
Jan. 15.....	7868-GHN-00011	June 18.....	7868-GHN-00016

## How to Create a Project Schedule that Works

seminar #7866

**Don't know where to start? Not sure where you'll end up? When you map out the start and finish of your project, you've created a blueprint for success.**

Having a well-defined project schedule is a key part of successfully managing projects. Learn key scheduling tips by estimating, predicting and making educated guesses as to how the project will map out. Review current tools, techniques and processes. And create a roadmap of your project to prepare for all the uncertainty that is ahead.

By anticipating project twists and turns, you'll be better able to make good decisions, manage scope creep and hit your targets.

### WHAT YOU WILL COVER

- Identifying project tasks and determine their sequence
- Estimating project activity accurately
- Creating precedence (network logic) diagrams to show task dependencies
- Using risk response strategies to minimize risk

[www.amaseminars.org/7866](http://www.amaseminars.org/7866)

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Nov. 19 .....	7866-GHN-00008	March 4.....	7866-GHN-00013
Dec. 3 .....	7866-GHN-00009	April 1.....	7866-GHN-00014
Dec. 17 .....	7866-GHN-00010	May 6 .....	7866-GHN-00015
Jan. 7.....	7866-GHN-00011	June 3.....	7866-GHN-00016

## How to Fill the Sales Pipeline

seminar #7850

**Feel like you're spinning your wheels? Running low on motivation? Don't waste energy wooing the wrong prospects.**

What's working today in selling is not the same as in the past. So if you're not hitting your quotas...if everything seems harder and selling is feeling like an uphill battle, don't give up!

Learning how to properly qualify sales leads can be the difference between landing new business deals or wasting lots of energy—and money. Discover quick, must-know tips to help you cast off bad leads and identify your most promising prospects.

### WHAT YOU WILL COVER

- Identifying resources and methods for generating leads
- Defining categories of customers
- Strategizing ways to respond to common objections
- Computing sales activities ratios
- Learning how to get referrals

[www.amaseminars.org/7850](http://www.amaseminars.org/7850)

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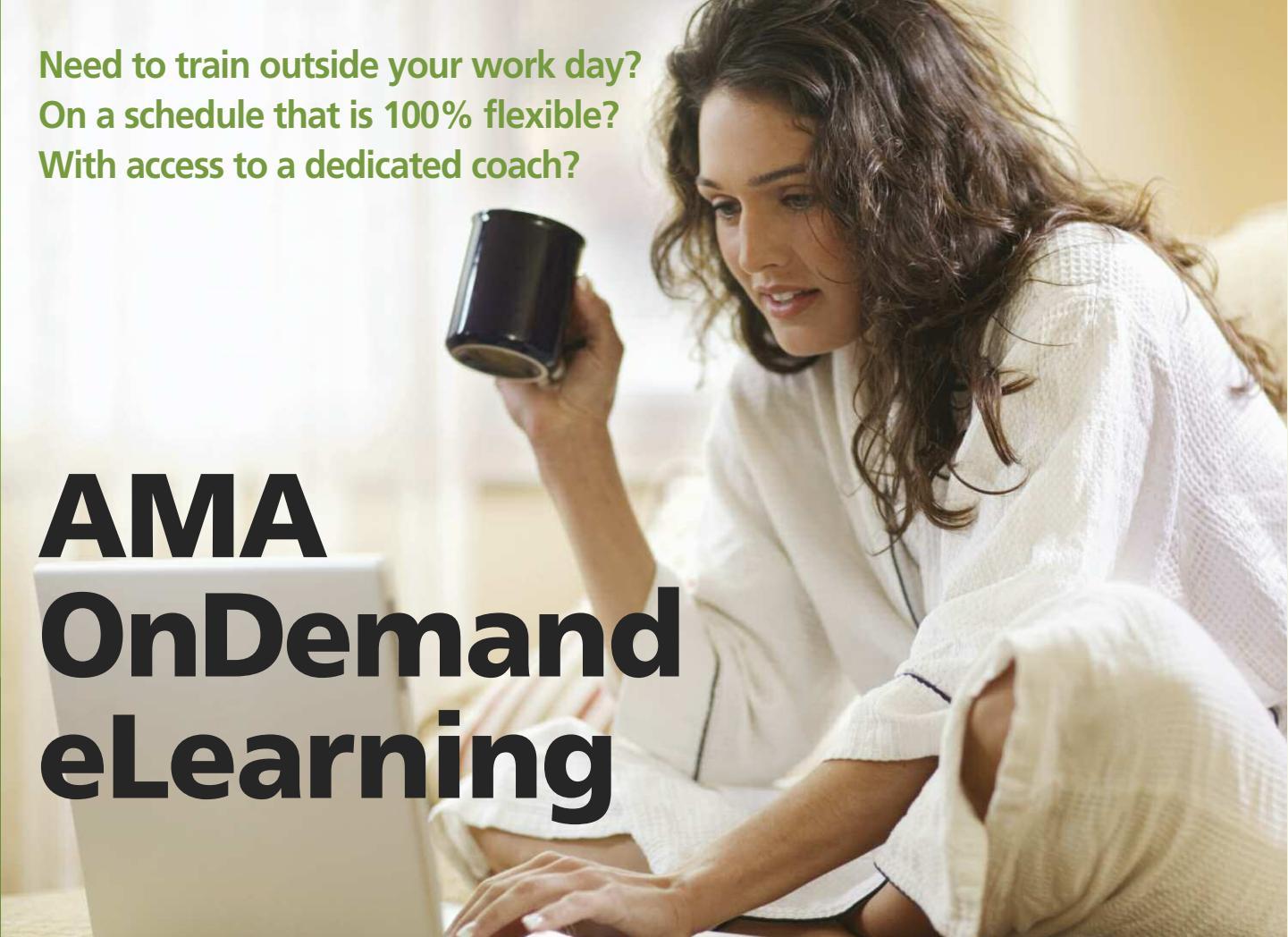
**Thursday 10 am to 12:30 pm ET or 2 to 4:30 pm ET • 1 lesson**

Nov. 6 .....	7850-GHN-00006	Feb. 12 .....	7850-GHN-00011
Nov. 20 .....	7850-GHN-00007	March 12.....	7850-GHN-00012
Dec. 11 .....	7850-GHN-00008	April 9.....	7850-GHN-00013
Dec. 18 .....	7850-GHN-00009	May 14 .....	7850-GHN-00014
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## BUSINESS ENHANCEMENT

### Boosting Performance by Improving the Way You Organize Yourself

[www.amaseminars.org/70208](http://www.amaseminars.org/70208)

Get skills to gain control over your work life—and develop a sense of well-being that extends beyond the office.

### Coping with Stress at Work

[www.amaseminars.org/70216](http://www.amaseminars.org/70216)

Explore what actions you can take to make stress a more constructive force, and achieve a sense of balance.

### Improving Your Assertiveness and Leadership Skills

**BESTSELLER**

[www.amaseminars.org/70211](http://www.amaseminars.org/70211)

Discover how to create a climate of trust and cooperation, confidently motivate others and resolve difficult situations.

### Increasing Your Self-Confidence

[www.amaseminars.org/70215](http://www.amaseminars.org/70215)

Acquire tools to increase your self-confidence and assertiveness, handle problem situations and better express yourself.

### Organizing Your Time and Priorities

[www.amaseminars.org/70201](http://www.amaseminars.org/70201)

Become more aware of your priorities and the steps to take to meet them, while still completing other required tasks.

### Using Emotional Potential Effectively

[www.amaseminars.org/70205](http://www.amaseminars.org/70205)

Explore the role your emotions play in your perceptions, and increase your flexibility and ability to listen and adapt.

## COMMUNICATION

### Developing Your Interpersonal and Cooperation Skills

[www.amaseminars.org/70213](http://www.amaseminars.org/70213)

Improve team cooperation through better communication, including assertive, calm and effective exchanges.

### Developing Your Negotiating Skills

[www.amaseminars.org/70206](http://www.amaseminars.org/70206)

Enhance your ability to negotiate and find win-win solutions that help ensure long-lasting relationships with other professionals.

## Developing Your Public Speaking Skills

[www.amaseminars.org/70212](http://www.amaseminars.org/70212)

Give yourself the tools and techniques you need to achieve the goals you set for yourself as a public speaker.

### Establishing Positive Relationships and Ending Conflict

[www.amaseminars.org/70204](http://www.amaseminars.org/70204)

Learn to set limits without adopting passive or aggressive behavior and apply straightforward methods for resolving conflict.

### Selling Ideas

[www.amaseminars.org/70200](http://www.amaseminars.org/70200)

In this course, you will discover the four-step process that will enable you to sell your ideas to anyone, any time.

### Working Across Cultures

**BESTSELLER**

[www.amaseminars.org/70207](http://www.amaseminars.org/70207)

Learn to better understand other cultures, accept cultural differences and increase your effectiveness at work.

## FINANCE

### Building Finance Into Your Management Practices

[www.amaseminars.org/70101](http://www.amaseminars.org/70101)

Get to know the language of finance and grasp financial reasoning so you can improve your finance-based decisions.

### Managing Your Costs and Budget More Effectively

[www.amaseminars.org/70100](http://www.amaseminars.org/70100)

Gain a fuller understanding of the costs of every area you oversee, plus the ins and outs of forecasting and budgeting.

## LEADERSHIP

### Developing Team Creativity and Initiative

[www.amaseminars.org/70210](http://www.amaseminars.org/70210)

Apply a framework for encouraging ideas and freeing up your team's potential, to better identify problems and find solutions.

### Leading Your Team to Success

[www.amaseminars.org/70209](http://www.amaseminars.org/70209)

This course will help you boost your leadership skills and professionalism, whether you're a new or experienced manager.

## MANAGEMENT

### Carrying Out Effective Face-to-Face Meetings with Staff

[www.amaseminars.org/70219](http://www.amaseminars.org/70219)

Acquire the communication skills to conduct various types of meetings and effectively handle delicate situations.

### Dealing with Conflict in Your Team

[www.amaseminars.org/70218](http://www.amaseminars.org/70218)

Learn appropriate responses and best practices for successfully dealing with conflict to reduce tension and resolve crises.

### Delegating and Empowering

**BESTSELLER**

[www.amaseminars.org/70203](http://www.amaseminars.org/70203)

Recognize what you can delegate and to whom—and know how to maintain trust when an assignment goes wrong.

### Managing in a Non-Hierarchical Situation

[www.amaseminars.org/70217](http://www.amaseminars.org/70217)

Explore proven techniques to bolster your leadership skills, gain commitment and manage effectively without authority.

### Mastering the Fundamentals of Day-to-Day Management

**BESTSELLER**

[www.amaseminars.org/70202](http://www.amaseminars.org/70202)

Build the crucial skills successful managers need to mobilize and energize teams and deliver bottom-line results.

## PROJECT MANAGEMENT

### The Keys to Successful Project Management

**BESTSELLER**

[www.amaseminars.org/70600](http://www.amaseminars.org/70600)

This concise course gives you the tools to effectively manage projects so they're completed on time and on budget.

## MARKETING AND SALES

### Marketing for Non-Marketers

[www.amaseminars.org/70501](http://www.amaseminars.org/70501)

Understand marketing basics, the role of consumer behavior, and the development and implementation of marketing strategies.

### Successful Selling

[www.amaseminars.org/70500](http://www.amaseminars.org/70500)

Get your sales on track by learning new methods for engaging the customer and delivering the solutions they need.

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- Work from any computer at any time during the duration of the online course
- Work with statistical software and real data to simulate a real work environment

### STATISTICS 1

#### Probability and Study Design

[www.amaseminars.org/73001](http://www.amaseminars.org/73001)

**Demystify traditional formulas and understand statistical inference.** This is the first of a 3-course sequence that provides an introduction to statistics for those with little or no knowledge of basic probability and statistics. After taking this course, you will be able to apply statistically valid designs to basic studies and test hypotheses regarding proportions and means.

#### WHO SHOULD ATTEND

Businesspeople with no prior statistical background who want a better grasp of probability and statistics.

#### WHAT YOU WILL COVER

Probability, normal distribution, hypothesis testing, independence, conditional probability, Bayes Rule, 2-way tables, random sampling, and confidence intervals.

**\$449.00 • 4 weeks • 15 hours/week • 5 CEUs**

Nov. 7-Dec. 4 . . . . .	73001-GHN-00003
Dec. 5-Jan. 1 . . . . .	73001-GHN-00004
Jan. 2-29 . . . . .	73001-GHN-00005
Feb. 6-Mar. 5 . . . . .	73001-GHN-00006

### STATISTICS 2

#### Inference and Association

[www.amaseminars.org/73002](http://www.amaseminars.org/73002)

**Test hypotheses and compute confidence intervals for proportions and means.** The second in a 3-course sequence, this course provides an introduction to inference and association through a series of practical applications based on the resampling/simulation approach. You will discuss chi-square, goodness-of-fit and paired comparisons.

#### WHO SHOULD ATTEND

Businesspeople with no prior statistical background who encounter statistics in their work.

#### WHAT YOU WILL COVER

Test hypotheses and compute confidence intervals regarding proportions or means, computer correlations and fit simple linear regressions.

**\$449.00 • 4 weeks • 15 hours/week • 5 CEUs**

Oct. 10-Nov. 6 . . . . .	73002-GHN-00002
Nov. 14-Dec. 11 . . . . .	73002-GHN-00003
Dec. 12-Jan. 8 . . . . .	73002-GHN-00004
Jan. 9-Feb. 5 . . . . .	73002-GHN-00005
Feb. 6-Mar. 5 . . . . .	73002-GHN-00006

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### Why AMA Classroom Learning?

Our years of experience have taught us that the essential skills you need—in management, communications, leadership and other crucial business areas—are best learned by practicing them in a focused, expert-led, hands-on environment. AMA's Classroom Seminars are unparalleled opportunities to get inspired, think more creatively and find your best solutions for the hurdles you face.

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*"The instructor was amazing and the diversity and content really helped me. I have grown not only in my workplace but in my personal life with what I took from AMA."* – Adam B.

*"I came back to work and immediately started having much-improved transactions at work because of the practice and skills I obtained in the workshop."* – Monica G.

# Hot New Seminars

## to drive peak performance

We're keeping up with the rapid pace of business—so you can keep up. Check out the newest courses below and throughout this catalog, or go to [www.amaseminars.org/new](http://www.amaseminars.org/new)

### **Unlimited Sales Success: Mastering the New Realities of Selling** (seminar #5205)

Developed with bestselling author and sales guru Brian Tracy, this course gives you a set of consistently successful selling techniques that most companies don't teach their salespeople. Page 23

### **The 7 Habits Leader Implementation: Coaching Your Team to Higher Performance**

(seminar #2606)  
This 1-day workshop has been specifically developed to support the implementation of *The 7 Habits of Highly Effective People® Signature Edition 4.0* in work teams, divisions and organizations. Get tools and a 3-step process to make the 7 Habits the practical operating solution for work. Page 31

### **Advanced Tools and Techniques for Data Analysis** (seminar #2006)

Learn to manipulate complex data sets to gain deeper insights and make better decisions. Explore predictive analytics techniques so you can frame strategic and operational questions involving marketing, finance and operations—or other real-world business applications.

Page 47

### **LEAN Process Improvement**

(seminar #6108)

Processing requests taking forever? Customers calling to complain about delays and high delivery costs? Worried you could be losing business as a result? LEAN process improvement tools offer simple fixes that will change your thinking, improve your operations and deliver quick solutions. Page 53

### **Executive Presence for Women**

(seminar #2179)

If you want to be seen as a confident, strong leader, you must manage your nonverbal messages as well as your verbal ones. Practice and develop the key components of a powerful presence in a supportive atmosphere with honest, personalized feedback. Page 66

### **How to Be a Successful Manager as an Introvert** (seminar #2005)

How successful can you be in business if you're an introvert? Very—if you know how to harness your strengths. Discover how to gain visibility and position yourself as a valued insider even when surrounded by extraverts. Page 67

### **Capital Budgeting** (seminar #1125)

Capital budgeting enables you to estimate revenues, costs, profits and cash flows, so you can better determine which projects to implement. Explore the nature and scope of capital budgeting, and be able to make well-grounded decisions on expenditures so your company can be more competitive. Page 93

### **Fundamentals of GRC: Governance, Risk and Compliance** (seminar #1116)

Discover how GRC builds accountability, leads to sound decision making and reduces risk. Whether you need to create a governance framework but don't know how, or are looking for ways to identify and prioritize risk—this course will get you up to speed. Page 96

### **Building Relationship Capital: Maximizing the Value of Professional Contacts**

(seminar #2020)

Relationships are the one crucial business commodity that can never be outsourced—yet few businesses systematically support them. Learn a proven, step-by-step methodology for advancing all your relationships, and get tools for creating business value and driving growth through these connections. Page 108

### **Strategic Project Management**

(seminar #6116)

Tired of constantly changing project priorities and scope creep? Resources stretched too thin? Having trouble getting executive support? This seminar can change all that by helping you develop and successfully lead a project strategy that supports business goals. Page 139

### **Project Management Simulation Workshop** (seminar #6106)

Powered by industry-leading project management simulation software. Get a unique opportunity to time-travel through a three-month project in a matter of hours. In a simulated project environment powered by industry-leading software, you'll experience the most common challenges to project success—and learn how to tackle them. Page 139

### **Project Stakeholder Management**

(seminar #6105)

Acquire skills to review and monitor tools and resources to control stakeholder engagement, manage expectations, deal with difficult personalities and more. Page 142

### **Purchasing Management**

(seminar #4109)

Address current purchasing issues and beyond, including how to deal with U.S. Customs (CBP), near-sourcing options in Mexico, contract management and more. Also learn about an entire set of advanced metrics in both domestic and global sourcing. Page 148

### **Contracting Officer's Representative Level I** (seminar #9801)

This hands-on course provides the training necessary for FAC-COR Level I certification. You'll get an overview of the COR's responsibilities, explore the entire acquisition process, and more. Page 148

### **Contracting Officer's Representative Level II** (seminar #9405)

Meet the FAC-COR Program training requirements for Level II certification in this all-inclusive training seminar. It's intended to provide non-contracting personnel with knowledge of the federal acquisition process as well as the knowledge and skills to execute their responsibilities as a representative of the contracting officer. Page 148

 Available Live Online

 1-Day Workshop

# Improve Your Analytical Skills

## Making Information Work for You SEMINAR #2162

Also available Live Online • see page 12

### How do you assess the credibility of new information? Determine the key questions you need to ask? Feel confident you're making valid decisions?

This course will help you make sense of the overwhelming amount of data you're inundated with daily, whether you're asked to summarize a lengthy report...come up with a list of recommendations...or present your findings on a competitor's product.

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
- Make difficult decisions involving qualitative data
- Uncover relevant information
- See contradictory data in different perspectives
- Analyze the facts to identify the best opportunity
- Recognize patterns and determine what they mean for your business
- Synthesize the results of your analysis into a presentation that tells a story

#### WHAT YOU WILL COVER

##### Analytical Skills and Data Analysis

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

##### The Planning Phase

- Defining the purpose of the analysis
- Clarifying relevant issues and questions: why, who, issues, options, benefits and risks

- Identifying issues that are essential for a comprehensive understanding
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information

##### The Analyze Phase

- Organizing, collecting and evaluating data via graphic tools
- Affinity grouping: aggregating unstructured data into segments
- Using a 2x2 grid and SWOT analysis to evaluate ideas and analyze strategies
- Determining risks and performing cost-benefit analysis
- Evaluating data and dealing with information gaps

##### The Conclusion and Reporting Process

- Characteristics of valid conclusions
- Getting from conclusions to recommendations
- Developing your conclusion graphically

##### Telling Your Story

- Tools, tips and techniques for presenting your story to multiple audiences
- Creating and delivering a brief presentation that gets buy-in



### Faculty Spotlight\*

**Ann E. Trampas, CSAP**, is the Certification Program Director for the Association of Strategic Alliance Professionals, responsible for alliance professionals and developing and managing relationships with key partners and sponsors. She is also an Adjunct Professor of Marketing at the Keller Graduate School of Business. Ms. Trampas was formerly the Vice President of Global Alliances for SPSS.

\*This seminar is also taught by other management experts.

#### WHO SHOULD ATTEND

Business professionals who want to learn basic analytical skills that they can apply to their jobs to make more informed and successful business decisions.

#### BONUS

A flash drive containing tools and templates to use at work.

**Note:** Please bring your laptop when attending this seminar.



#### Watch Classroom Video



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



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

PMP, PMBOK and the PMI R.E.P. logo are registered trademarks of the Project Management Institute, Inc.

#### Classroom Schedule

[www.amaseminars.org/2162](http://www.amaseminars.org/2162)

Nov. 17-18 .....	Arlington, VA .....	2162-GHN-00143
Dec. 1-2 .....	Los Angeles, CA .....	2162-GHN-00128
Dec. 4-5 .....	New York, NY .....	2162-GHN-00145
Jan. 15-16 .....	Arlington, VA .....	2162-GHN-00135
Feb. 9-10 .....	New York, NY .....	2162-GHN-00132
March 16-17 .....	Arlington, VA .....	2162-GHN-00133
April 2-3 .....	Chicago, IL .....	2162-GHN-00165
April 16-17 .....	New York, NY .....	2162-GHN-00157
May 14-15 .....	Arlington, VA .....	2162-GHN-00162
June 8-9 .....	San Francisco, CA .....	2162-GHN-00153
June 15-16 .....	New York, NY .....	2162-GHN-00156
June 22-23 .....	Philadelphia, PA .....	2162-GHN-00160

#### 2 days/1.2 CEUs/12 PDUs

#### 12 CPUs/14 CPE

\$1,995/AMA Members \$1,795

AMA Members save \$200

**Recommended CPE Credit:** 14 hours/**Basic Prerequisites:** Familiarity with basic online research skills

**Advance Preparation:** None

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

**Field of Study:** Business Management and Organization

#### LIVE ONLINE • 1.2 CEUs/12 PDUs

14 CPE/12 CPUs • \$1,995/AMA Members \$1,795

#### Tuesday 2-5 pm ET • 4 Lessons

Oct. 28-Nov. 18 .....	2162-GHN-00137
Dec. 2-23 .....	2162-GHN-00144
Jan. 6-27 .....	2162-GHN-00131
March 3-24 .....	2162-GHN-00129
Feb. 3-24 .....	2162-GHN-00149
Apr. 28-May 19 .....	2162-GHN-00164

# Tools and Techniques for Mastering Data

SEMINAR #1112

## Make smarter business decisions using these powerful data analysis methods.

Are you tired of being under constant pressure to make the right numbers-based decisions for your organization? Are you too often overwhelmed by an out-of-control flood of numerical information, much of it conflicting and confusing?

Using Excel® as the main tool, this seminar 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. Take this course to solve the problem of how to productively handle the spreadsheets, reports and information that pile up in your inbox every day—and lose the angst that goes with it!

### 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 explain tools (software packages, Excel features, etc.) that can be used to aid data analysis
- Shorten the time between analysis and action to avoid "analysis paralysis"
- Know how to get from hard data to well-reasoned conclusions

### WHAT YOU WILL COVER

- Using data and statistics effectively in business today
- Improper data manipulations and their consequences
- Exploring quantitative data collection methods
- Improving analysis success by effectively utilizing software
- Understanding regression, trend lines and scenarios in Excel
- Utilizing the power of business intelligence software
- Finding and analyzing data patterns, trends and fluctuations
- Interpreting and translating data into decisions

### 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.

**Note:** Please bring your laptop equipped with Excel® 2010 to this seminar.



This course qualifies for 18 CPUs toward your recertification as a CAP® (Certified Analytics Professional).

### Classroom Schedule

[www.amaseminars.org/1112](http://www.amaseminars.org/1112)

Dec. 3-5.....	Arlington, VA.....	1112-GHN-00024
Jan. 28-30.....	Chicago, IL.....	1112-GHN-00023
March 4-6.....	Arlington, VA.....	1112-GHN-00035
April 22-24.....	Chicago, IL.....	1112-GHN-00036
May 4-6.....	Atlanta, GA.....	1112-GHN-00032
June 8-10.....	San Francisco, CA .....	1112-GHN-00031

**3 days/1.8 CEUs/18 CPUs**

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

# NEW! Advanced Tools and Techniques for Data Analysis

SEMINAR #2006

**Manipulate complex data sets to gain deeper insights and make better decisions.** This 2-day advanced analytics seminar will introduce you to predictive analytics techniques, so you can frame strategic and operational questions involving marketing, finance and operations or other real-world business applications. In this hands-on course, you will cover 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. As long as you have a basic understanding of spreadsheets, you will learn how 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 and beyond 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.

### Classroom Schedule

[www.amaseminars.org/2006](http://www.amaseminars.org/2006)

March 16-17 .....	New York, NY .....	2006-GHN-00001
April 23-24.....	Chicago, IL.....	2006-GHN-00002
May 11-12 .....	Arlington, VA.....	2006-GHN-00003

**2 days/1.2 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# How to Turn Data Into Compelling Visual Presentations

SEMINAR #2012

**Visually and clearly present data and the message it represents.** When you have important data to present to others—information that summarizes your analysis or other significant messages conveying data—your story is only as powerful as your presentation. Data visualizations, interactive dashboards and infographics are extremely powerful tools for presenting data in a clear and compelling way. You will learn fundamental data visualization techniques and practice using Microsoft Excel® and PowerPoint® to convert your data into effective visual representations.

## HOW YOU WILL BENEFIT

- Present information in a clear and meaningful manner to different types of audiences
- Recognize the best usage of different forms of data visualization, dashboards and infographics
- Increase the impact and strength of your message
- Become familiar with the available tools and techniques
- Tailor presentations of data appropriately to different audiences

## WHAT YOU WILL COVER

- Recognizing the benefits of data visualization
- Learning what works and what doesn't work in visual communication
- Exploring the basic principles of information design
- Delivering the goods: choosing the right vehicle for your message
- Understanding static, interactive and motion graphic forms of data visualization
- Understanding how to apply data visualizations to your communication strategies

## WHO SHOULD ATTEND

Those with a foundational understanding of Microsoft Excel® and PowerPoint® and who want to be able to create basic charts, graphs and dashboards.

**Note:** Participants must bring a laptop equipped with Microsoft® Office. Currently the course content is not compatible with Mac computers.

Visit [www.amaseminars.org/2012](http://www.amaseminars.org/2012) for details about CPE credits.



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

## Classroom Schedule

[www.amaseminars.org/2012](http://www.amaseminars.org/2012)

Nov. 6-7 .....	Arlington, VA .....	2012-GHN-00028
Nov. 17-18 .....	San Francisco, CA .....	2012-GHN-00042
Dec. 1-2 .....	Boston, MA .....	2012-GHN-00030
Jan. 29-30 .....	Atlanta, GA .....	2012-GHN-00032
Feb. 26-27 .....	New York, NY .....	2012-GHN-00029
March 19-20 .....	San Francisco, CA .....	2012-GHN-00033
April 9-10 .....	Chicago, IL .....	2012-GHN-00048
April 27-28 .....	Morristown, NJ .....	2012-GHN-00057
May 11-12 .....	Arlington, VA .....	2012-GHN-00051
June 22-23 .....	New York, NY .....	2012-GHN-00054

**2 days/1.2 CEUs/12 CPUs**

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



## AMA Membership Exclusive Privileges for You and Your Employees

**As a Corporate or Small Business Member, you'll experience the best AMA has to offer:**

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- » **Preferred member pricing** on all AMA seminars—at least 10% savings
- » **One FREE AMACOM book** (choice of four bestselling titles)
- » **Up to 25% savings** on "Last Minute Seating" offers of popular AMA seminars
- » **\$500 discount** on the daily training rate of one onsite AMA multi-day seminar
- » **10% discount** on meeting room rentals at AMA Executive Conference Centers
- » **10% discount** at AMA bookstores located in AMA Executive Conference Centers
- » **Subscriptions to members-only publications:**
  - **MWorld**—AMA's print journal discusses merging trends, developments and best practices
  - **Executive Matters**—a monthly eNewsletter with tips and timely information for today's leader
  - **AMA Management Update**—a monthly eNewsletter with insightful articles covering management issues
- » **Unlimited access** to AMA's members-only web content
- » **Invitations** to webinars, podcasts, special events and participation in member surveys
- » **Enrollment of up to TEN executives** as AMA Executive Members
- » **Eligibility of all employees** to enroll as AMA Participating Members

For more information on all available membership plans, call **1-800-262-9699** or visit our website at [www.amaseminars.org/joinama](http://www.amaseminars.org/joinama)

# Critical Thinking

SEMINAR #2533



Also available Live Online • see page 12

**Demonstrate clearer and more effective thinking in business.** Feeling overwhelmed? What if you could learn a process for thinking, to 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
- And 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
- Learn to use critical thinking skills when making business decisions
- Use the RED (Recognize assumptions, Evaluate arguments, Draw conclusions) Model to recognize assumptions, evaluate arguments, and draw conclusions when facing complex thinking challenges
- Discover 7 ways to spot a weak argument
- Identify 8 barriers to effective critical thinking
- Minimize the impact of job pressures on your thinking processes
- Get a roadmap for developing your critical thinking skills
- Reviewing 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 (Recognize assumptions, Evaluate arguments, Draw conclusions) Model
- Positioning the RED Model\* within a critical thinking framework

**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 "Thinking Styles" report and feedback to a personal critical thinking situation

**Applying Critical Thinking Tools and Skills in Business Situations**

- Practicing using critical thinking skills and techniques in a real business situation
- Creating an initial action plan for development of critical thinking skills

\*The RED Model and My Thinking Styles are trademarks of Pearson Education, Inc.

**Faculty Spotlight\***

**Robert W. Fuller**'s organizational effectiveness and development experience spans over 30 years and three continents. He is a coach for the C-level executives of DBM, Philadelphia and his entrepreneurial business development/consulting experience includes such companies as Nanolume, Global RainMaker, CopperRoad and AVIC LLC. He holds certifications in DiSC®, Covey, Forte, and Lominger assessment tools, Blanchard (Team Building) and CCL: Executive Coaching.

\*This seminar is also taught by other management experts.

**WHO SHOULD ATTEND**

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

**EXTRA**

Before attending this session, you will receive a link to the online "My Thinking Styles" assessment. You must complete the assessment to fully participate in this seminar.

**Watch Classroom Video**

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



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

**Classroom Schedule**[www.amaseminars.org/2533](http://www.amaseminars.org/2533)

Nov. 3-4 .....	Los Angeles, CA .....	2533-GHN-01193	April 2-3 .....	San Francisco, CA .....	2533-GHN-01250
Nov. 10-11 .....	Dallas, TX .....	2533-GHN-01204	April 9-10 .....	New York, NY .....	2533-GHN-01276
Nov. 13-14 .....	Arlington, VA .....	2533-GHN-01203			
Nov. 24-25 .....	Morristown, NJ .....	2533-GHN-01196			
Dec. 4-5 .....	New York, NY .....	2533-GHN-01216			
Dec. 8-9 .....	Chicago, IL .....	2533-GHN-01212			
Dec. 11-12 .....	San Francisco, CA .....	2533-GHN-01200			
Dec. 15-16 .....	Atlanta, GA .....	2533-GHN-01206			
Dec. 18-19 .....	Arlington, VA .....	2533-GHN-01209			
Feb. 5-6 .....	Arlington, VA .....	2533-GHN-01194			
Feb. 9-10 .....	New York, NY .....	2533-GHN-01192			
Feb. 26-27 .....	San Francisco, CA .....	2533-GHN-01213			
March 9-10 .....	Chicago, IL .....	2533-GHN-01202			
March 16-17 .....	Atlanta, GA .....	2533-GHN-01207			
March 26-27 .....	Houston, TX .....	2533-GHN-01214			
March 30-31 .....	Portland, OR .....	2533-GHN-01232			

**2 days/1.2 CEUs/12 PDUs/12 CPUs/14 CPE****\$2,345/AMA Members \$2,095****AMA Members save \$250**

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

**Advance Preparation:** Online pre-assessment—My Thinking Skills

**Delivery Method:** Group Live/Group Internet-based  
**Field of Study:** Management Advisory Services



**LIVE ONLINE** • 1.2 CEUs/12 PDUs  
14 CPE/12 CPUs • \$2,345/AMA Members \$2,095

**Monday and Wednesday 2-5 pm ET • 4 Lessons**

Nov. 10-19 .....	2533-GHN-01199
Dec. 1-10 .....	2533-GHN-01230
Jan. 5-14 .....	2533-GHN-01195
Feb. 2-11 .....	2533-GHN-01224
March 9-18 .....	2533-GHN-01198
April 20-29 .....	2533-GHN-01268
June 15-24 .....	2533-GHN-01263

## NEW! Analytical Thinking and Problem Solving

SEMINAR #2558

**For the most part, daily business involves a set of problems, many of which are highly complex.** In today's lean, flat organizations, the ability for everyone to know how to solve these problems effectively is more critical than ever—but these skills don't come easily to many people. Problem solving is a complex cognitive function that involves deductive reasoning and drawing conclusions from givens. It also involves analytical reasoning—applying judgments to reach conclusions from a combination of evidence and assumptions. This seminar shows you how to apply a proven analytical process to successfully solve a wide variety of business problems.

Get these essential problem-solving skills now to give yourself a powerful competitive and career advantage!

### HOW YOU WILL BENEFIT

- Learn a process for breaking down complex problems into components and gain clarity around possible solutions
- Apply strategies to avoid emotional triggers that can impede your best thinking
- Explore how to generate solutions to atypical problems and then test the solutions
- Know how to accurately interpret probability and other methods for increasing certainty in your judgment
- Learn strategies for negotiating among variables and conditions
- Recognize the difference between rationality of purpose and rationality of process

### WHAT YOU WILL COVER

- Understanding how we think and reason
- Using a four-part model for effective reasoning
- Comprehending the foundations of conditional logic (if x, then y) and disjunctive logic (x or y)
- Exploring the three aspects of probability and their application in business
- Comprehending the hypothetical method and its two stages: formation and testing
- Problem solving first steps: seeing patterns, abstracting to models and developing hypotheses
- Applying the four components of analytical reasoning to a real-life work situation

### WHO SHOULD ATTEND

Any individual who wants to be better equipped to face and solve today's complex business problems, using a foundational process for reasoning and problem solving.

#### Classroom Schedule

[www.amaseminars.org/2558](http://www.amaseminars.org/2558)

Nov. 17-18 .....	New York, NY .....	2558-GHN-00012
Jan. 29-30 .....	San Francisco, CA .....	2558-GHN-00011
March 12-13 .....	Arlington, VA .....	2558-GHN-00010
May 18-19 .....	New York, NY .....	2558-GHN-00016
June 15-16 .....	San Francisco, CA .....	2558-GHN-00015

**2 days/1.2 CEUs/12 CPUs**

\$1,995/AMA Members \$1,795/AMA Members save \$200

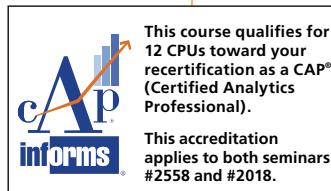
## NEW! Strategic Thinking

SEMINAR #2018

**Develop a strategic mindset to increase the success of your strategic plans.** Unfortunately, many leaders do little to employ systematic strategic thinking in their organizations. This seminar will help you 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. Develop your capacity to think strategically every day and come to your next strategic planning session with the best possible strategic 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.

#### Classroom Schedule

[www.amaseminars.org/2018](http://www.amaseminars.org/2018)

Nov. 6-7 .....	New York, NY .....	2018-GHN-00009
Dec. 4-5 .....	San Francisco, CA .....	2018-GHN-00014
Feb. 2-3 .....	Arlington, VA .....	2018-GHN-00019
March 9-10 .....	Atlanta, GA .....	2018-GHN-00010
April 6-7 .....	Chicago, IL .....	2018-GHN-00018
May 4-5 .....	New York, NY .....	2018-GHN-00017
June 11-12 .....	San Francisco, CA .....	2018-GHN-00016

**2 days/1.2 CEUs/12 CPUs**

\$2,445/AMA Members \$2,195/AMA Members save \$250

# Additional ANALYTICAL SKILLS SEMINARS

No matter what business you're in or what job you do, you'll work smarter and better with analytical skills. Turn the toughest challenges into outstanding results with the tools, techniques and strategies offered in these AMA seminars.

## BUSINESS ANALYSIS AND QUALITY

### Business Analysis Essentials Page 52

*Delivered by Global Knowledge*

## FINANCE

### Planning and Forecasting Organizational Expenses

Page 93

### Fundamentals of Forecasting Page 95

### AMA's Advanced Financial Forecasting and Modeling Workshop Pages 16, 97

### AMA's Course on Financial Analysis Page 98

## MARKETING

### NEW! Data as a Strategic Asset: A Customer-Focused Approach Page 131

## STRATEGIC PLANNING

### Strategic Planning Page 155

### Fundamentals of Strategic Planning Page 156

### Facilitating an Effective Strategic Planning Session Page 156

### Strategy Execution: Getting It Done Page 157

### Strategic Agility and Resilience: Embracing Change to Drive Growth Page 157

To learn more, visit

**[www.amaseminars.org/analyticalskills](http://www.amaseminars.org/analyticalskills)**

Change uncertainty into predictability with new courses from **statistics.com** • See page 42.

 Classroom  Live Online  Virtual Classroom

## Decision Making

### Getting It Right SEMINAR #2564

**Make difficult and complex decisions with greater clarity.** When faced with tough decisions, do you have a tendency to procrastinate and allow your fear of making the wrong decision stop you from moving forward?

Now you can take control of those tendencies by making yourself aware of the powerful psychological factors that underlie how we make decisions. After taking a self-assessment, you'll dive deep into your own decision-making preferences, biases and risk tolerance. You'll also learn and practice a clear approach to sharpen your personal judgment and analytical thinking so you can become more confident that your decisions are the right ones.

#### HOW YOU WILL BENEFIT

- Feel more confident and empowered to make decisions
- Sharpen your analytical and intuitive skills
- Reduce conflict and group think
- Recognize your feelings about and reactions to risk and uncertainty
- Apply practical tools and a structured process for making decisions
- Be more deliberate when making decisions under conditions of uncertainty or missing information

#### WHAT YOU WILL COVER

- Learning the "AID" model of decision making
- Identifying different types of decisions
- Exploring the impact of psychological factors, perceived risk and uncertainty
- Visualizing your decision and learning techniques to avoid overconfidence and anticipatory regret
- Personal decision-making preferences: knowing the impact of values and experiences in making the right or best decision
- The analytical process: learning and practicing constraints, force-field, decision-map and decision-worksheet analysis
- The intuitive process: sharpening your personal judgment to make decisions that do not conform to existing patterns or protocols

#### WHO SHOULD ATTEND

All professionals who want to harness their intuition and use tried-and-true, rational decision-making tools to take decisive action.

**Note:** Bring your business challenges to class so you can practice making decisions in a safe, insightful environment.

Visit [www.amaseminars.org/2564](http://www.amaseminars.org/2564) for details about CPE credits.



by the Project Management Institute (PMI).

AMA has been reviewed and approved as a provider of project management training



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

## Classroom Schedule

[www.amaseminars.org/2564](http://www.amaseminars.org/2564)

Nov. 3-4 .....	New York, NY .....	2564-GHN-00094
Dec. 11-12 .....	Atlanta, GA .....	2564-GHN-00095
Feb. 2-3 .....	San Francisco, CA .....	2564-GHN-00100
April 6-7 .....	New York, NY .....	2564-GHN-00103
June 18-19 .....	Atlanta, GA .....	2564-GHN-00101

**2 days/1.2 CEUs/12 PDUs/12 CPUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

# 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
- Get 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

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

## 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 activity
- Requirements change management

## Requirements Elicitation

- Elicit Requirements
- Techniques
  - Brainstorming
  - Document analysis
  - Focus groups
  - Interface analysis
  - Interviews
  - Observation
  - Prototyping
- 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
  - Data and behavior models
  - Process/flow models
  - Usage models

## Requirements Communication

- Communication plan
- Manage conflicts

**iBA® Endorsed Education Provider**



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

Delivered by



Global Knowledge.

## Classroom Schedule

[www.amaseminars.org/72919](http://www.amaseminars.org/72919)

Nov. 3-5 .....	Schaumburg, IL.....	72919-GHN-00127	<b>3 days/21 PDUs/21 CDUs</b>
Nov. 10-12 .....	Morristown, NJ .....	72919-GHN-00129	\$2,195
Nov. 17-19 .....	El Segundo, CA .....	72919-GHN-00130	
Dec. 1-3.....	Houston, TX .....	72919-GHN-00131	
Dec. 8-10.....	Irving, TX .....	72919-GHN-00132	
Dec. 15-17.....	New York, NY .....	72919-GHN-00133	

## VIRTUAL SCHEDULE • Four 6-hour sessions

\$2,195 • 21 PDUs/21 CDUs

Nov. 10-13 ..... 72919-GHN-00128

# Requirements Development, Documentation, and Management

SEMINAR #72964

Also available as a **Virtual Classroom**

**Develop effective requirements that meet business and stakeholder objectives.** Numerous studies have concluded that failure to effectively develop and document project requirements is directly related to project failure. By following the logical methodology for the requirements process presented in this seminar, you'll learn to develop and write effective requirements, including business objectives as well as business, stakeholder, and solution requirements. Discover the importance of and types of requirements, best practices for writing requirements, steps for signoff, and management of the requirements baseline.

## WHAT YOU WILL COVER

- Types of requirements, including business, stakeholder, functional, nonfunctional, and transition requirements
- Elicitation techniques, including their advantages and disadvantages for the various requirements stakeholders
- Analysis and modeling of requirements
- Best practices for requirements writing
- Requirements management processes, including data management, tracing, and change management

## 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.

## PREREQUISITE

- Business Analysis Essentials (p. 52)



*Delivered by*  
  
 Global Knowledge.



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

## Classroom Schedule

[www.amaseminars.org/72964](http://www.amaseminars.org/72964)

Nov. 10-13 ..... New York, NY ..... 72964-GHN-00082  
 Dec. 15-18 ..... Irving, TX ..... 72964-GHN-00084

**4 days/28 PDUs/28 CDUs**  
**\$2,495**

**VIRTUAL SCHEDULE • Five 6-hour sessions • \$2,495 • 28 PDUs/28 CDUs**

Nov. 3-7 ..... 72964-GHN-00080  
 Dec. 15-19 ..... 72964-GHN-00083

# NEW! LEAN Process

## Improvement SEMINAR #6108

**Apply LEAN fundamentals to reduce inefficiencies, lower costs and increase revenue.** Processing requests taking forever? Customers calling to complain about delays and high delivery costs? Worried you could be losing business as a result? 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 5 methods to eliminate it—5S, Poka Yoke, Kanban and Kaizen. 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. You'll leave with a LEAN enterprise plan that you can easily adapt and implement in your organization to optimize efficiencies and deliver faster results!

## HOW YOU WILL BENEFIT

- Understand key elements of LEAN
- Focus your actions on customer requirements
- Differentiate between value and non-value-adding activities
- Measure and analyze the efficiency of an existing process
- Improve the efficiency of a broken, cumbersome process
- Re-measure the efficiency of an improved process
- Customize a LEAN tool you can utilize right away
- Deliver better results, faster with fewer resources

## WHAT YOU WILL COVER

- Understanding LEAN methodology concepts
- Finding and assessing the bottlenecks that make your internal processes costly and cumbersome
- Mapping the customer value stream
- Identifying LEAN metrics
- Discerning the connection between LEAN and Six Sigma
- Grasping the 7 types of waste
- Understanding the 5 key LEAN methods used for process improvement : 5S, Poka, Yoke, Kanban and Kaizen
- Implementing LEAN tools to decrease process waste
- Recognizing the elements of continuous improvement

## WHO SHOULD ATTEND

Senior and midlevel managers who are tasked with cutting costs and increasing revenue and economic value in a team, department or division.

## Classroom Schedule

[www.amaseminars.org/6108](http://www.amaseminars.org/6108)

March 16-17 ..... New York, NY ..... 6108-GHN-00001  
 April 27-28 ..... Arlington, VA ..... 6108-GHN-00002  
 June 4-5 ..... Chicago, IL ..... 6108-GHN-00003

**2 days/1.2 CEUs**

**\$2,095/AMA Members \$1,895/AMA Members save \$200**



The more you buy  
**save**  
—up to—  
**48%**  
the more you save!

## Seminar Savings Pass\*

**How do you get amazing results? By making sure everyone has the latest skills!** With an AMA Seminar Savings Pass, you can bring the power of learning to your team, your division—or your entire organization!

*Can be used by up to 3 people*

**3-Pack**

3 AMA seminars  
in 6 months

\$4,995

*Can be used by up to 6 people*

**6-Pack**

6 AMA seminars  
in 12 months

\$9,490

*Can be used by up to 12 people*

**12-Pack**

12 AMA seminars  
in 12 months

\$17,980

*Can be used by up to 24 people*

**NEW!**

**24-Pack**

24 AMA seminars  
in 12 months

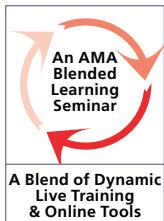
\$32,980

(Call-in offer only. Mention offer code LH7Q)

\*This offer is applicable to all AMA U.S. Classroom and Live Online Seminars and 1-Day Workshops with a member price of \$2,395 or less, or nonmember price of \$2,645 or less. Express Skills Series, AMA Webinars, and third party-delivered programs available through AMA are excluded. Past purchases and other promotional offers are excluded. Attendance must be completed within 6 months of purchase date for 3-Packs, and within 12 months of purchase date for 6-Packs, 12-Packs and 24-Packs. Prices and schedules are subject to change without notice.

# Time Management

SEMINAR #2233



Also available Live Online • see page 12

## 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

#### Managing Technology

- Increasing productivity by using technology efficiently



## Faculty Spotlight\*

**Maxine M. Fuller** is a seasoned trainer and an expert in instructional design and group facilitation. Her current clients include The Coca-Cola Company, United States Department of Health and Human Services, JBS International, EJ Malek, Russell Corporation, Centers for Disease Control and Prevention and ProGroup. She is a published author and a member of the faculty at the Johns Hopkins University Institute for Policy Studies.

\*This seminar is also taught by other management experts.

- Selecting the right form of communication
- Identifying ways to manage email

#### Creating Boundaries and Balance

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

### WHO SHOULD ATTEND

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



Watch Classroom Video



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

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### Classroom Schedule

[www.amaseminars.org/2233](http://www.amaseminars.org/2233)

Nov. 3-4 .....	San Francisco, CA .....	2233-GHN-01695	April 2-3 .....	Arlington, VA .....	2233-GHN-01737
Nov. 13-14 .....	New York, NY .....	2233-GHN-01709	April 6-7 .....	New York, NY .....	2233-GHN-01743
Nov. 24-25 .....	Parsippany, NJ .....	2233-GHN-01722	April 13-14 .....	Chicago, IL .....	2233-GHN-01754
Dec. 1-2 .....	Charlotte, NC .....	2233-GHN-01717	April 27-28 .....	Boston, MA .....	2233-GHN-01769
Dec. 4-5 .....	Atlanta, GA .....	2233-GHN-01715	May 4-5 .....	Durham, NC .....	2233-GHN-01773
Dec. 11-12 .....	Houston, TX .....	2233-GHN-01701	May 7-8 .....	San Francisco, CA .....	2233-GHN-01742
Dec. 11-12 .....	New York, NY .....	2233-GHN-01706	May 18-19 .....	Chicago, IL .....	2233-GHN-01761
Dec. 15-16 .....	Chicago, IL .....	2233-GHN-01710	May 28-29 .....	Dallas, TX .....	2233-GHN-01752
Jan. 8-9 .....	Arlington, VA .....	2233-GHN-01703	June 4-5 .....	New York, NY .....	2233-GHN-01741
Jan. 8-9 .....	New York, NY .....	2233-GHN-01699	June 15-16 .....	Arlington, VA .....	2233-GHN-01758
Jan. 29-30 .....	San Francisco, CA .....	2233-GHN-01720	June 22-23 .....	Atlanta, GA .....	2233-GHN-01766
Feb. 2-3 .....	Chicago, IL .....	2233-GHN-01711	June 22-23 .....	Chicago, IL .....	2233-GHN-01767
Feb. 9-10 .....	New York, NY .....	2233-GHN-01704	<b>2 days/1.2 CEUs/12 PDUs/14 CPE</b>		
Feb. 19-20 .....	Parsippany, NJ .....	2233-GHN-01730	\$1,995/AMA Members \$1,795		
March 2-3 .....	New York, NY .....	2233-GHN-01693	AMA Members save \$200		
March 9-10 .....	Atlanta, GA .....	2233-GHN-01691			
March 9-10 .....	San Francisco, CA .....	2233-GHN-01694			
March 19-20 .....	Chicago, IL .....	2233-GHN-01716			

**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:** Personal Development

**LIVE ONLINE** • 1.2 CEUs/12 PDUs/14 CPE  
\$1,995/AMA Members \$1,795

**Monday-Thursday 2-5 pm ET • 4 Lessons**

Dec. 8-11 .....	2233-GHN-01702
Jan. 12-15 .....	2233-GHN-01708
March 23-26 .....	2233-GHN-01718
May 11-14 .....	2233-GHN-01753

# The 7 Habits of Highly

SIGNATURE EDITION 4.0

Also available Live Online • see page 13



**70%**  
of today's top performers  
LACK CRITICAL ATTRIBUTES  
essential for their success  
IN FUTURE ROLES.

—FranklinCovey Study

For managers and leaders interested in the teachings of Dr. Covey, please see ***The 7 Habits of Highly Effective People® for Managers***, seminar #2602, page 123 and ***The 8th Habit: Unleashing the Greatness in Yourself and Others***, seminar #2603, page 114.

Dr. Stephen R. Covey is a globally respected leadership authority. His international bestseller, ***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.

## Live the 7 Habits to create dramatic change in your life

By FranklinCovey—available through AMA.

*The 7 Habits of Highly Effective People® Signature Edition 4.0* program is based on the teachings of Dr. Stephen R. Covey.

No matter how competent a person you are, you will not have sustained and lasting success unless you are able to effectively lead yourself, influence, engage, and collaborate with others—and continuously improve and renew your capabilities. These elements are at the heart of personal, team, and organizational effectiveness.

Renowned as the world's premier personal leadership development and training program, *The 7 Habits of Highly Effective People* aligns timeless principles of effectiveness with the relevancy of today's practices as well as modern technology. The new Signature 4.0 solution takes the 7 Habits to a whole new level. The new solution includes even more tools and processes to help you live and apply the 7 Habits, including more than 30 new world-class videos, a new *Living the 7 Habits* mobile app, new Skill and Practice cards with 20 new 7 Habits practices, and much more.

### 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
- Apply a framework for developing core values and creating a highly effective culture
- Recognize how to develop high-potential leaders who model competence and character

### 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

# Effective People®

SEMINAR #2601

**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
- Talking Stick
- *Living the 7 Habits* mobile app



Watch Classroom Video

You may also be interested in *The 7 Habits Leader Implementation: Coaching Your Team to Higher Performance*, Seminar #2606 (1-Day Workshop). For detailed course description see page 31.


**Faculty Spotlight\***

**Peggy Leyden** has extensive and wide-ranging business experience, as well as her own consultancy practice. Her clients represent such industries as banking, insurance, business consulting and manufacturing. She earned an MS in management and organizational behavior from Illinois Benedictine University and is certified in Myers-Briggs Type Indicator®, Drexler-Sibbett Team Performance Model and Blanchard's Situational Leadership® II.

\*All faculty are trained experts in FranklinCovey's *7 Habits of Highly Effective People®* curriculum.



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

**Classroom Schedule**[www.amaseminars.org/2601](http://www.amaseminars.org/2601)**NOVEMBER**

Nov. 3-5 .....	Arlington, VA .....	2601-GHN-00705
Nov. 3-5 .....	Atlanta, GA.....	2601-GHN-00706
Nov. 5-7 .....	Houston, TX.....	2601-GHN-00710
Nov. 10-12 .....	New York, NY .....	2601-GHN-00721
Nov. 10-12 .....	San Francisco, CA .....	2601-GHN-00722
Nov. 12-14 .....	Chicago, IL.....	2601-GHN-00728
Nov. 12-14 .....	Phoenix, AZ .....	2601-GHN-00729
Nov. 19-21 .....	Boston, MA.....	2601-GHN-00741
Nov. 19-21 .....	Las Vegas, NV .....	2601-GHN-00743

**DECEMBER**

Dec. 1-3.....	Austin, TX .....	2601-GHN-00826
Dec. 1-3.....	Durham, NC.....	2601-GHN-00693
Dec. 1-3.....	New York, NY .....	2601-GHN-00694
Dec. 3-5.....	Arlington, VA .....	2601-GHN-00702
Dec. 3-5.....	Atlanta, GA.....	2601-GHN-00703
Dec. 3-5.....	Indianapolis, IN.....	2601-GHN-00742
Dec. 8-10.....	Pittsburgh, PA.....	2601-GHN-00758
Dec. 10-12.....	Dallas, TX.....	2601-GHN-00720
Dec. 10-12.....	Denver, CO.....	2601-GHN-00827
Dec. 15-17.....	Chicago, IL.....	2601-GHN-00733
Dec. 15-17.....	San Francisco, CA .....	2601-GHN-00734

**JANUARY**

Jan. 5-7 .....	Arlington, VA .....	2601-GHN-00709
Jan. 5-7 .....	San Francisco, CA .....	2601-GHN-00732
Jan. 7-9 .....	Houston, TX.....	2601-GHN-00711
Jan. 14-16 .....	Chicago, IL.....	2601-GHN-00730
Jan. 14-16 .....	New York, NY .....	2601-GHN-00731
Jan. 21-23 .....	Atlanta, GA.....	2601-GHN-00747
Jan. 26-28 .....	Boston, MA.....	2601-GHN-00828
Jan. 28-30.....	Las Vegas, NV .....	2601-GHN-00697

**FEBRUARY**

Feb. 2-4 .....	San Diego, CA.....	2601-GHN-00704
Feb. 4-6 .....	Arlington, VA .....	2601-GHN-00707

**3 days/1.8 CEUs/18 PDUs/21 CPE**

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

AMA Members save \$200

**Recommended CPE Credit:**

21 hours/Intermediate—Classroom

14 hours/Intermediate—Live Online

**Prerequisites:** None**Advance Preparation:** Online pre-assessment**Field of Study:** Communication, Personal Development**LIVE ONLINE • 1.2 CEUs/14 CPE**

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

**Monday-Thursday 2-5 pm ET • 4 Lessons**

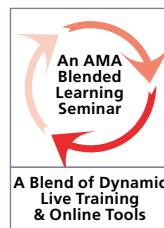
Nov. 10-13 .....	2601-GHN-00723
Dec. 8-11 .....	2601-GHN-00715
Jan. 12-15 .....	2601-GHN-00727
Feb. 9-12 .....	2601-GHN-00718
March 16-19 .....	2601-GHN-00737
April 13-16 .....	2601-GHN-00782
May 11-14 .....	2601-GHN-00780
June 15-18 .....	2601-GHN-00795

# Managing Chaos:



Also available Live Online • see page 12

Manage unproductive confusion and disorder and transform chaos into controllable challenges.



A Blend of Dynamic  
Live Training  
& Online Tools

Are you facing piles on your desk? Conflicting demands on your time? Frequent interruptions that throw you off track? Are passive responses, burnout and lack of coaching and training contributing to the chaos? Could you be contributing to the chaos as well?

In this seminar, you'll discover tools (Fishbone, Affinity Diagram, Priority Matrix) to plan your day and adjust to shifting priorities and demands with less stress and greater clarity. You'll practice managing interruptions from your boss, peers and employees and learn how to be professional, strategic and assertive in solving problems despite expanding workloads. You'll leave knowing how to apply the appropriate techniques to alleviate, clarify and eliminate chaos within your control.

## YOUR IMMEDIATE TAKEAWAY

- Become more assertive and strategic in your communication
- Manage interruptions and conflicts
- Prioritize competing tasks and requests so everything is not "urgent"

## HOW YOU WILL BENEFIT

- Identify, analyze and prioritize your work day
- Allocate time and energy differently using a daily action plan
- Manage your time better as you reassign priorities
- Remain focused and act more decisively when priorities shift
- Utilize the right tools to balance and manage tough choices
- Gently push back and manage expectations
- Gain control over random demands and negotiate more positive outcomes
- Manage multiple projects with ease

## WHAT YOU WILL COVER

### Define Chaos Within Your Control

- Identifying sources of workplace chaos
- Understanding organizational challenges on managers and employees
- Assessing the impact your decisions have on key stakeholders

“

*Great class and wonderful, engaging instructor. I would recommend this class for anybody that is looking for ways to manage a hectic schedule and make their life less chaotic.”*

—Tracy O.

# Tools to Set Priorities and Make Decisions Under Pressure

SEMINAR #2261

## Thinking and Decision Making

- Identifying real/root cause of a problem or issue
- Generating multiple, creative ideas quickly
- Organizing ideas in order to firmly grasp critical components of a problem
- Applying one identification tool for analysis
- Tools: Fishbone, mind maps, affinity diagrams

## Priority Planning

- SWOT analysis: determining priorities
- GAP analysis: assessing the current situation vs. the desired outcome
- Risk analysis: evaluating impact and related risks
- Priority matrix: using importance and urgency model to determine and validate priorities

## Plan Daily Work

- Daily action plan: allocating time and energy for the most important priorities
- Time estimate: accurately estimating how long it takes to complete your critical tasks
- Interruption log: identifying "necessary" vs. "unnecessary" interruptions

## Assertive Communication

- Understanding assertive vs. strategic communication under pressure
- Learning to respond assertively and strategically when managing shifting priorities, interruptions and conflict
- Employing assertive responses no matter how manipulated or provoked you feel

**Action Plan:** Identifying and applying one or two tools most applicable to managing your workplace chaos

## WHO SHOULD ATTEND

Anyone facing shifting priorities, expanding workloads, tight deadlines, organizational restructuring, multiple projects and increased uncertainty.



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## Faculty Spotlight\*

**Lorena Prime** is a productivity expert and owns Clearly Organized. She helps individuals and businesses get organized, streamline tasks, and become better at time management. Her 5-stage process to becoming more productive saves 1-2 hours every day on routine office and administrative tasks. Ms. Prime worked for 20 years at several Fortune 500 companies, including 3M, Office Depot, and U.S. Surgical. Today she contributes to blogs, magazines, newspapers and books. She has been a guest on several radio programs and in 2010 helped create a half-hour reality TV show on organizing, which aired on local community stations in Boston.

\*This seminar is also taught by other management experts.

## Classroom Schedule

[www.amaseminars.org/2261](http://www.amaseminars.org/2261)

### NOVEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Nov. 3-4 .....   | Chicago, IL.....        | 2261-GHN-00518 |
| Nov. 6-7 .....   | Arlington, VA.....      | 2261-GHN-00494 |
| Nov. 6-7 .....   | San Francisco, CA ..... | 2261-GHN-00516 |
| Nov. 24-25 ..... | New York, NY .....      | 2261-GHN-00504 |

### DECEMBER

- |                 |                    |                |
|-----------------|--------------------|----------------|
| Dec. 1-2.....   | Boston, MA.....    | 2261-GHN-00505 |
| Dec. 4-5.....   | Chicago, IL.....   | 2261-GHN-00489 |
| Dec. 8-9.....   | Portland, OR ..... | 2261-GHN-00529 |
| Dec. 11-12..... | Arlington, VA..... | 2261-GHN-00499 |
| Dec. 18-19..... | New York, NY ..... | 2261-GHN-00492 |

### JANUARY

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Jan. 12-13 ..... | New York, NY .....      | 2261-GHN-00501 |
| Jan. 22-23 ..... | Arlington, VA.....      | 2261-GHN-00512 |
| Jan. 26-27 ..... | Dallas, TX.....         | 2261-GHN-00528 |
| Jan. 29-30 ..... | San Francisco, CA ..... | 2261-GHN-00496 |

### FEBRUARY

- |                  |                    |                |
|------------------|--------------------|----------------|
| Feb. 2-3 .....   | New York, NY ..... | 2261-GHN-00490 |
| Feb. 12-13 ..... | Atlanta, GA.....   | 2261-GHN-00500 |
| Feb. 19-20 ..... | Arlington, VA..... | 2261-GHN-00510 |
| Feb. 23-24 ..... | Chicago, IL.....   | 2261-GHN-00513 |
| Feb. 26-27 ..... | Phoenix, AZ .....  | 2261-GHN-00515 |

### MARCH

- |                   |                     |                |
|-------------------|---------------------|----------------|
| March 2-3 .....   | Chicago, IL.....    | 2261-GHN-00571 |
| March 16-17 ..... | Houston, TX .....   | 2261-GHN-00507 |
| March 23-24 ..... | Arlington, VA ..... | 2261-GHN-00514 |
| March 30-31 ..... | San Diego, CA.....  | 2261-GHN-00506 |

### APRIL

- |                   |                         |                |
|-------------------|-------------------------|----------------|
| April 9-10.....   | Arlington, VA .....     | 2261-GHN-00543 |
| April 16-17.....  | New York, NY .....      | 2261-GHN-00552 |
| April 20-21 ..... | Chicago, IL.....        | 2261-GHN-00556 |
| April 23-24.....  | San Francisco, CA ..... | 2261-GHN-00491 |

### MAY

- |                 |                      |                |
|-----------------|----------------------|----------------|
| May 4-5 .....   | New York, NY .....   | 2261-GHN-00538 |
| May 11-12 ..... | Seattle, WA.....     | 2261-GHN-00542 |
| May 18-19 ..... | Arlington, VA .....  | 2261-GHN-00567 |
| May 28-29 ..... | Morristown, NJ ..... | 2261-GHN-00565 |

### JUNE

- |                  |                     |                |
|------------------|---------------------|----------------|
| June 1-2 .....   | Chicago, IL.....    | 2261-GHN-00536 |
| June 8-9 .....   | Arlington, VA ..... | 2261-GHN-00542 |
| June 11-12 ..... | New York, NY .....  | 2261-GHN-00547 |
| June 15-16 ..... | Atlanta, GA.....    | 2261-GHN-00551 |
| June 22-23 ..... | Dallas, TX.....     | 2261-GHN-00559 |

## 2 days/1.2 CEUs/12 PDUs/14 CPE

\$1,995/AMA Members \$1,795

**AMA Members save \$200**



**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:** Communication, Personal Development

**LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE**

\$1,995/AMA Members \$1,795

**Monday and Wednesday 2-5 pm ET • 4 Lessons**

Nov. 3-12 ..... 2261-GHN-00519

Jan. 5-14 ..... 2261-GHN-00493

March 16-25 ..... 2261-GHN-00508

May 4-13 ..... 2261-GHN-00539

June 1-10 ..... 2261-GHN-00572

# The 5 Choices to Extraordinary Productivity™

SEMINAR #2605

Also available Live Online • see page 13

**By FranklinCovey—available through AMA**

*The 5 Choices to Extraordinary Productivity™* is based on ideas and practices accumulated over decades from the leaders of productivity.

## Bring your best self to work with this unique productivity process.

The demands our careers sometimes place on our shoulders can be overwhelming. Combined with distractions caused by an unending influx of information, and our lives can become downright exhausting. If we don't react to these stimuli with clear discernment, our ability to think clearly and make wise decisions about what's important suffers—and the goals that matter most in our professional and personal lives get shortchanged, or worse, not accomplished at all.

This seminar combines current neuroscience research with proven productivity principles to help you better manage your decisions, attention and energy. Learn to apply a process and maximize the use of Microsoft Outlook® that can dramatically increase your ability to achieve life's most important outcomes by consistently making choices that create extraordinary value.

## HOW YOU WILL BENEFIT

- Learn a better way to manage technology
- Recognize how to achieve true and consistent work-life balance
- Apply the latest science on brain health to maximize your productivity
- Utilize a language with others to ensure you are aligned around "important and urgent"
- Create a personalized, practical system for prioritizing and managing your goals

## 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

## Classroom Schedule

[www.amaseminars.org/2605](http://www.amaseminars.org/2605)

Nov. 3-4 .....	Chicago, IL.....	2605-GHN-00108	Jan. 12-13 .....	Las Vegas, NV .....	2605-GHN-00198
Nov. 6-7 .....	San Diego, CA.....	2605-GHN-00110	Jan. 15-16 .....	New York, NY .....	2605-GHN-00195
Nov. 10-11 .....	Arlington, VA.....	2605-GHN-00117	Jan. 22-23 .....	New Orleans, LA .....	2605-GHN-00197
Nov. 13-14 .....	Atlanta, GA.....	2605-GHN-00190	Jan. 26-27 .....	Anaheim, CA .....	2605-GHN-00140
Nov. 20-21 .....	New York, NY .....	2605-GHN-00189	Feb. 2-3 .....	Cincinnati, OH .....	2605-GHN-00199
Nov. 20-21 .....	Portland, OR .....	2605-GHN-00133	Feb. 5-6 .....	Atlanta, GA.....	2605-GHN-00141
Dec. 1-2.....	Chicago, IL.....	2605-GHN-00105	Feb. 9-10 .....	Chicago, IL.....	2605-GHN-00115
Dec. 4-5.....	Dallas, TX.....	2605-GHN-00118	Feb. 12-13 .....	Arlington, VA .....	2605-GHN-00120
Dec. 4-5.....	Indianapolis, IN.....	2605-GHN-00192	Feb. 12-13 .....	Seattle, WA.....	2605-GHN-00135
Dec. 8-9.....	Arlington, VA.....	2605-GHN-00112	Feb. 19-20 .....	New York, NY .....	2605-GHN-00130
Dec. 8-9.....	San Francisco, CA .....	2605-GHN-00113			
Dec. 15-16.....	Denver, CO.....	2605-GHN-00125			
Dec. 15-16.....	Miami, FL.....	2605-GHN-00193			
Dec. 18-19.....	New York, NY .....	2605-GHN-00129			
Jan. 8-9 .....	Chicago, IL.....	2605-GHN-00196			
Jan. 8-9 .....	San Francisco, CA .....	2605-GHN-00154			
Jan. 12-13 .....	Arlington, VA.....	2605-GHN-00121			

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

**2 days/1.2 CEUs/12 PDUs/14 CPE**

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

**AMA Members save \$200**



## Faculty Spotlight\*

**Homero Bayarena** has over 25 years of business experience. Prior to his work with FranklinCovey, he worked for Zurich Insurance, Maryland Insurance Group, Blue Cross Blue Shield of Maryland, ISI Consulting in Dallas and the University of North Texas, in positions ranging from frontline to management. In 2005, he received FranklinCovey's highest honor, The Summit Award.

\*All faculty are trained experts in FranklinCovey's *5 Choices to Extraordinary Productivity™* curriculum.

## 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 toolkits

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



Watch Classroom Video



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

**Recommended CPE Credit:** 14 hours/Intermediate  
**Prerequisites:** Fundamental concepts of time management

**Advance Preparation:** Online pre-assessment

**Delivery Method:** Group Live/Group Internet-based  
**Field of Study:** Computer Science, Management Advisory Services

**LIVE ONLINE • 1.2 CEUs/14 CPE**

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**Tues. 9 am-5 pm ET and Wed. 9 am-2 pm ET • 2 Lessons**

Nov. 18-19 .....

2605-GHN-00124

Dec. 9-10 .....

2605-GHN-00194

Jan. 27-28 .....

2605-GHN-00142

March 24-25 .....

2605-GHN-00137

## 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.

### Classroom Schedule

[www.amaseminars.org/2118](http://www.amaseminars.org/2118)

Nov. 13-14 .....	San Francisco, CA .....	2118-GHN-00054
Nov. 24-25 .....	Arlington, VA .....	2118-GHN-00050
Dec. 4-5 .....	New York, NY .....	2118-GHN-00056
Jan. 26-27 .....	Dallas, TX .....	2118-GHN-00055
Feb. 12-13 .....	Arlington, VA .....	2118-GHN-00064
March 5-6 .....	Seattle, WA .....	2118-GHN-00078
March 23-24 .....	Atlanta, GA .....	2118-GHN-00053
April 20-21 .....	New York, NY .....	2118-GHN-00073
May 28-29 .....	Arlington, VA .....	2118-GHN-00075
June 8-9 .....	San Francisco, CA .....	2118-GHN-00069

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

## Taking On Greater Responsibility: Step-Up Skills for Non-Managers SEMINAR #2132

**Gaining new skills is the first step to meeting new job demands!** In this course, you will acquire new knowledge 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

### WHAT YOU WILL COVER

- Identifying/assessing your strengths/liabilities
- Being business-savvy and positioning yourself as an asset
- Flexing your communication style for productive outcomes
- Developing resiliency in a constantly changing workplace
- Crafting your unique “brand” to project a proactive attitude
- Identifying your various roles when working in different teams
- Dealing with group tensions, participation and productivity
- Applying analytic thinking, communication and decision-making skills
- Managing time and practicing saying “no” tactfully
- Presenting a coherent plan using your performance goals
- Working more collaboratively with your manager

### WHO SHOULD ATTEND

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



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

### Classroom Schedule

[www.amaseminars.org/2132](http://www.amaseminars.org/2132)

Nov. 24-25 .....	Arlington, VA .....	2132-GHN-00407
Dec. 1-2 .....	San Francisco, CA .....	2132-GHN-00406
Dec. 15-16 .....	New York, NY .....	2132-GHN-00409
Jan. 26-27 .....	Arlington, VA .....	2132-GHN-00414
Feb. 9-10 .....	Atlanta, GA .....	2132-GHN-00435
Feb. 26-27 .....	New York, NY .....	2132-GHN-00413
March 5-6 .....	Chicago, IL .....	2132-GHN-00433
March 19-20 .....	Arlington, VA .....	2132-GHN-00410
April 13-14 .....	San Francisco, CA .....	2132-GHN-00427
April 16-17 .....	Philadelphia, PA .....	2132-GHN-00411
May 11-12 .....	Arlington, VA .....	2132-GHN-00426
May 28-29 .....	New York, NY .....	2132-GHN-00431
June 18-19 .....	Arlington, VA .....	2132-GHN-00436

**2 days/1.2 CEUs/12 PDUs**

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

# NEW! High-Performance Accountability: Guaranteeing Success for Yourself and Others

SEMINAR #2019

**Focus on results, not activity, and empower yourself to make the right choice.** Accountable people negotiate clear agreements, build strong partnerships, feel more in control of outcomes—and are less stressed and more productive. In *The 85% Solution*, author Linda Galindo asserts that personal accountability is true accountability, and that once we hold ourselves at least 85% accountable for our actions, we will be more motivated to do our best, and be more satisfied. This seminar gives you a process for developing a mindset of accountability in yourself and others, by being responsible for what you do, empowering yourself to succeed, and being accountable for your outcomes.

## HOW YOU WILL BENEFIT

- Apply the accountability cycle to achieve greater success in your work, career and relationships
- Use an accountability worksheet to claim ownership of what didn't work
- Convey clear and specific expectations when you delegate tasks to eliminate the need for re-work
- Learn to "manage up" and separate what you are being asked to do from how it is to be done
- Develop a constructive, blame-free way to hold others accountable

## WHAT YOU WILL COVER

- The case for accountability: defining responsibility, self-empowerment, and accountability in today's workplace
- Understanding the accountability mindset and what it means to you, your performance and job satisfaction
- Developing your professional definition of success
- Using the 85% solution: acknowledging and planning for factors beyond your control before they occur
- Holding others accountable and overcoming reluctance to do so
- Developing your action plan to build accountability in yourself and others

## WHO SHOULD ATTEND

Those who want to create a work environment of high-performance empowerment and ownership.

## EXTRA

Receive a complimentary copy of *The 85% Solution* by Linda Galindo and a USB flash drive containing all of the tools you will learn in class to apply back on the job.

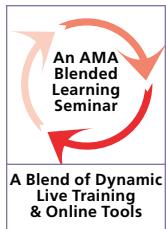
## Classroom Schedule

[www.amaseminars.org/2019](http://www.amaseminars.org/2019)

Dec. 8-9.....	New York, NY .....	2019-GHN-00008
Feb. 26-27.....	Chicago, IL.....	2019-GHN-00009
April 13-14.....	Atlanta, GA .....	2019-GHN-00012
June 11-12 .....	New York, NY .....	2019-GHN-00011

## 2 days/1.2 CEUs

\$2,095/AMA Members \$1,895/AMA Members save \$200



# 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.



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

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## Classroom Schedule

[www.amaseminars.org/2540](http://www.amaseminars.org/2540)

Nov. 3-4 .....	Chicago, IL.....	2540-GHN-00550
Nov. 24-25 .....	New York, NY .....	2540-GHN-00555
Dec. 11-12.....	Arlington, VA.....	2540-GHN-00552
Feb. 9-10 .....	New York, NY .....	2540-GHN-00553
April 2-3.....	Chicago, IL.....	2540-GHN-00559
May 7-8 .....	New York, NY .....	2540-GHN-00561
June 1-2 .....	Arlington, VA.....	2540-GHN-00558

## 2 days/1.2 CEUs/12 PDUs

\$2,095/AMA Members \$1,895/AMA Members save \$200

# Developing Your Emotional Intelligence

SEMINAR #2144

Also available Live Online • see page 13

**Developed with Dr. Daniel Goleman, based on his research and bestselling book *Leadership: The Power of Emotional Intelligence®—Selected Writings***

**Recognize and harness emotions and actions to become a more valuable performer.** Emotional intelligence (EI) is vital to being an effective and high-performing member of any team. Business professionals who understand the connection between emotions and actions and can apply EI skills to maximize effectiveness have a stand-out advantage in any organization.

**Dr. Daniel Goleman** introduced his perspectives on EI in 1995 and has become a world-renowned expert in the field. Only Goleman's EI model focuses specifically on the behavioral level, on performance at work and on organizational leadership. He has developed this seminar with AMA to introduce you to this proven EI model and provide you with the insight and skills to apply it in making your job and career more effective, satisfying and successful.

## HOW YOU WILL BENEFIT

- Recognize the benefits of developing EI
- Define EI competencies and origins
- Identify personal strengths and limitations using the Emotional and Social Competency Inventory
- Apply the researched EI competency framework to optimize professional performance and working relationships
- Build a personal development strategy

## WHAT YOU WILL COVER

### The Meaning and Value of Emotional Intelligence

- Defining Emotional Intelligence (EI)
- Comprehending the neurological and physiological underpinnings of EI
- Relating the behaviors, impact and challenges of EI on workplace performance
- Identifying your workplace relationships and their importance to yourself and others

### Explaining the EI Competency Framework

- Defining the four domains in the Emotional Intelligence model
- Explaining the relevant competencies associated with each domain

### Gaining Personal Insight into Your EI Competencies Through a Self-Assessment

- Describing your EI strengths and challenges to illustrate your ESCI profile
- Selecting potential developmental areas for enhancing your EI skills
- Being aware of your personal reactions to the self-assessment

### Tools and Techniques for Increasing Competence in the Four Domains of EI

- Explaining each domain: Self-Awareness, Self-Management, Social Awareness, Relationship Management
- Describing developmental activities that will increase skill and understanding
- Practicing developmental activities associated with each domain

### Identifying Areas for Improvement and Specific Steps for Developing EI

- Consolidating information from assessment/reflection into an action plan
- Planning specific techniques to act on improvement areas
- Devising methods to maintain focus on development plans



## Faculty Spotlight\*

**Wendy Kaufman** specializes in management and leadership programs for corporations, not-for-profit organizations, employee assistance programs and educational institutions. Her clients include IBM, Citigroup, Morgan Stanley, JPMorgan Chase and Bank of America. She is a member of the American Society of Training and Development and holds a master's degree in Industrial Psychology from the University of Pennsylvania.

\*This seminar is also taught by other management experts.

## WHO SHOULD ATTEND

Business professionals who want to maximize their performance by increasing emotion management and self-understanding through emotional intelligence training.

## EXTRA

Participants will receive a complimentary copy of *Leadership: The Power of Emotional Intelligence®—Selected Writings* by Dr. Daniel Goleman.

**NOTE:** Before attending this session, you will receive a link to the online Emotional and Social Competency Inventory (self version) assessment. You must complete the assessment, print your results and bring to class in order to participate fully in this seminar.



Watch Classroom Video

Senior managers and leaders who want to apply EI skills to their leadership roles should register for **Leading with Emotional Intelligence**, Seminar #2133, page 109, also developed with Dr. Daniel Goleman.

## Classroom Schedule

[www.amaseminars.org/2144](http://www.amaseminars.org/2144)

Nov. 3-4 .....	Atlanta, GA.....	2144-GHN-00204	April 16-17 .....	Los Angeles, CA .....	2144-GHN-00214
Nov. 13-14 .....	Boston, MA.....	2144-GHN-00195	April 23-24 .....	Chicago, IL.....	2144-GHN-00218
Dec. 15-16 .....	New York, NY .....	2144-GHN-00197	May 4-5 .....	Arlington, VA .....	2144-GHN-00226
Dec. 18-19 .....	Chicago, IL.....	2144-GHN-00198	May 18-19 .....	Boston, MA.....	2144-GHN-00215
Jan. 29-30 .....	Arlington, VA .....	2144-GHN-00203	June 15-16 .....	New York, NY .....	2144-GHN-00212
Feb. 2-3 .....	Parsippany, NJ.....	2144-GHN-00224			
Feb. 26-27 .....	Dallas, TX.....	2144-GHN-00225			
March 2-3 .....	Arlington, VA.....	2144-GHN-00207			
March 5-6 .....	Atlanta, GA.....	2144-GHN-00194			
March 23-24 .....	New York, NY .....	2144-GHN-00193			

### 2 days/1.2 CEUs

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

AMA Members save \$250



## LIVE ONLINE • .9 CEU

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

Monday to Wednesday 2-5 pm ET • 3 Lessons

Dec. 1-3 .....	2144-GHN-00199
April 6-8 .....	2144-GHN-00192



## Assertiveness Training SEMINAR #2188

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

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

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

### WHO SHOULD ATTEND

Business professionals who want to acquire essential assertiveness skills.

Visit [www.amaseminars.org/2188](http://www.amaseminars.org/2188) for details about CPE credits.

### Classroom Schedule

[www.amaseminars.org/2188](http://www.amaseminars.org/2188)

Nov. 3-5 .....	Boston, MA .....	2188-GHN-00190
Dec. 15-17.....	New York, NY .....	2188-GHN-00186
Dec. 17-19.....	Chicago, IL.....	2188-GHN-00187
Jan. 28-30 .....	Atlanta, GA .....	2188-GHN-00195
Feb. 9-11 .....	San Francisco, CA .....	2188-GHN-00184
Feb. 25-27 .....	Arlington, VA .....	2188-GHN-00188
March 2-4 .....	New York, NY .....	2188-GHN-00182
April 1-3 .....	Anaheim, CA .....	2188-GHN-00199
April 20-22 .....	Chicago, IL.....	2188-GHN-00194
May 18-20 .....	Houston, TX.....	2188-GHN-00193
June 1-3 .....	New York, NY .....	2188-GHN-00192
June 22-24 .....	San Francisco, CA .....	2188-GHN-00196

**3 days/1.8 CEUs**

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

## 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](http://www.amaseminars.org/2527) for details about CPE credits.

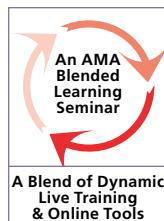
### Classroom Schedule

[www.amaseminars.org/2527](http://www.amaseminars.org/2527)

Dec. 10-12.....	New York, NY .....	2527-GHN-00861
Jan. 26-28 .....	Chicago, IL.....	2527-GHN-00865
Feb. 23-25 .....	New York, NY .....	2527-GHN-00863
April 20-22 .....	New York, NY .....	2527-GHN-00871
June 17-19 .....	Chicago, IL.....	2527-GHN-00870

**3 days/1.8 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250



# Assertiveness Training for Women in Business

SEMINAR #2528

Also available Live Online • see page 13

**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 critical. The unique challenges women face in business make the effective use of assertiveness skills 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
- Incorporate assertiveness techniques into everyday practices

## 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 Communications Skills

- Differentiating the verbal and nonverbal communication styles of men and women
- Listening and responding assertively to feedback and criticism

### 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
- Responding to common put-downs

### Assertive Case Study Workshop

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

### Assertiveness 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.



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## Classroom Schedule

[www.amaseminars.org/2528](http://www.amaseminars.org/2528)

Nov. 10-12 .....	New York, NY .....	2528-GHN-00944	April 15-17 .....	Dallas, TX .....	2528-GHN-00974
Nov. 12-14 .....	Atlanta, GA .....	2528-GHN-00946	April 15-17 .....	New York, NY .....	2528-GHN-00984
Nov. 17-19 .....	Arlington, VA .....	2528-GHN-00940			
Dec. 1-3.....	New York, NY .....	2528-GHN-00937			
Dec. 3-5.....	San Francisco, CA .....	2528-GHN-00954			
Dec. 10-12.....	Chicago, IL.....	2528-GHN-00943			
Dec. 15-17.....	Arlington, VA .....	2528-GHN-00948			
Dec. 15-17.....	Charlotte, NC .....	2528-GHN-00964			
Jan. 21-23 .....	Anaheim, CA .....	2528-GHN-00988			
Jan. 28-30 .....	San Francisco, CA .....	2528-GHN-00965			
Feb. 2-4 .....	Atlanta, GA .....	2528-GHN-00938			
Feb. 18-20 .....	New York, NY .....	2528-GHN-00951			
March 11-13 .....	Chicago, IL .....	2528-GHN-00941			
March 16-18 .....	New York, NY .....	2528-GHN-00950			
March 23-25 .....	Arlington, VA .....	2528-GHN-00956			
April 8-10 .....	Nashville, TN .....	2528-GHN-00989			

### 3 days/1.8 CEUs/18 PDUs/21 CPE

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

**AMA Members save \$250**



#### Recommended CPE Credit:

21 hours/Basic—Classroom

14 hours/Basic—Live Online

**Prerequisites:** None

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

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

**Field of Study:** Communication, Personal Development

### LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE

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

#### Monday and Wednesday 2-5 pm ET • 4 Lessons

Oct. 27-Nov. 5..... 2528-GHN-00958

Jan. 5-14 .....

March 9-18 .....

May 11-20 .....

# Leadership Development for Women

SEMINAR #2010

**For women looking to advance their careers, sobering 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. Discover how to conduct yourself in a manner that earns you respect, and pursue your goals with positive energy.

## HOW YOU WILL BENEFIT

- Overcome overt and hidden biases against women as leaders
- Adopt a competitive 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 in whom you have low trust

## WHAT YOU WILL COVER

- Becoming a more confident, assertive woman in a competitive, male-dominated world
- Getting out of your comfort zone and developing a resilient mindset
- Gaining a competitive advantage by taking smart career risks
- Initiating and forming friendly competitor and challenger relationships
- Expanding your strategic network in a virtual world
- Learning how to collaborate with people you don't like

## WHO SHOULD ATTEND

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



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

## Classroom Schedule

[www.amaseminars.org/2010](http://www.amaseminars.org/2010)

Nov. 3-4 .....	Philadelphia, PA .....	2010-GHN-00034
Dec. 1-2.....	Arlington, VA .....	2010-GHN-00023
Dec. 8-9.....	New York, NY .....	2010-GHN-00026
Dec. 11-12.....	Chicago, IL.....	2010-GHN-00027
Dec. 11-12.....	Los Angeles, CA.....	2010-GHN-00025
Feb. 9-10 .....	Boston, MA .....	2010-GHN-00029
March 16-17 .....	Arlington, VA.....	2010-GHN-00033
March 23-24 .....	New York, NY .....	2010-GHN-00045
April 13-14 .....	Chicago, IL.....	2010-GHN-00038
April 16-17 .....	San Francisco, CA.....	2010-GHN-00041
May 14-15 .....	Seattle, WA.....	2010-GHN-00046
June 8-9 .....	Arlington, VA.....	2010-GHN-00036
June 25-26 .....	New York, NY .....	2010-GHN-00039

**2 days/1.2 CEUs/12 PDUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

# NEW! 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, have a boring voice, or lack confidence? If you want to be considered leadership material, it's essential you manage your nonverbal messages as well as your verbal ones. In this seminar, you will 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. You'll then identify and practice improving your power presence. 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

- Creating your authentic story: What kind of leader are you? Why do you deserve to be a leader?
- Understanding how to demonstrate confidence and command respect
- Knowing how to exude positive energy when needed
- Targeting your body language and determining how to get results
- Identifying your current body language profile: Are you high or low power?
- Understanding the impact of other visuals such as dress, hair, makeup
- Identifying image derailers and words and phrases to avoid
- Practicing being the "confident leader" even when you have doubts
- Planning your positive "self talk" and your power poses

## WHO SHOULD ATTEND

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

## SPECIAL FEATURE

You'll be recorded in action as you address your colleagues. You will see yourself improve, relax, and refine your techniques with each performance. This recording is yours to keep.

## Classroom Schedule

[www.amaseminars.org/2179](http://www.amaseminars.org/2179)

Nov. 3-4 .....	New York, NY .....	2179-GHN-00001
Dec. 4-5.....	Chicago, IL.....	2179-GHN-00002
March 16-17 .....	San Francisco, CA.....	2179-GHN-00003
May 18-19 .....	New York, NY .....	2179-GHN-00006

**2 days/1.2 CEUs**

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

# NEW! 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 extraverts, 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 extraverts. 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
- Analyze your audiences to zero in on their needs and craft relevant messages
- Learn and practice tactics for speaking compellingly to your audiences
- Create a "marketing mix" of visibility-boosting activities
- Promote an environment that engages extraverts 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

Midlevel managers who recognize their tendencies to be introverted and want to strategically harness their strengths to maximum advantage.

# Creativity and Innovation Unleash Your Potential for Greater Success SEMINAR #2208

**Do you wish you could try things at work that have never been done before?** Do you doubt your own capacity for creativity and innovation? Do you have trouble getting creative solutions from your team?

Relying on yesterday's ideas, products and assumptions can spell failure to your company and be a detriment to your career. Now you can get proven techniques for generating new ideas, and a blueprint for establishing a climate of innovation in this lively, interactive and hands-on seminar. You will discover new ways to break through mental barriers, ho-hum thinking and roadblocks in order to improve performance and unleash the creative potential in yourself and your team.

## HOW YOU WILL BENEFIT

- Practice creative methods to generate ideas and solutions
- Turn existing problems into opportunities for growth
- Discover new techniques for securing enthusiasm for new initiatives
- Encourage out-of-the-box thinking
- Apply innovation techniques to improve systems, products and processes
- Enhance morale, group performance and collaboration

## WHAT YOU WILL COVER

- Identifying practices that help promote creativity and innovation
- Focusing on results vs. focusing on good process
- Maximizing the connection between courage and creativity
- Developing and leveraging from your own creative strengths
- Brainstorming techniques for generating ideas and solutions
- Producing, evaluating and selecting new ideas—models for analyzing options
- Practices and guidelines that create an innovative work environment
- Real-world practice in spotting opportunities and generating solutions

## WHO SHOULD ATTEND

Managers and business professionals who have influence over the creation, adoption and implementation of new products, services and processes.

## Classroom Schedule

[www.amaseminars.org/2208](http://www.amaseminars.org/2208)

## Classroom Schedule

[www.amaseminars.org/2005](http://www.amaseminars.org/2005)

March 19-20 .....	New York, NY .....	2005-GHN-00001
April 20-21.....	Chicago, IL.....	2005-GHN-00002
May 18-19 .....	San Francisco, CA .....	2005-GHN-00003
June 15-16 .....	Atlanta, GA .....	2005-GHN-00004

## 2 days/1.2 CEUs

\$2,095/AMA Members \$1,895/AMA Members save \$200

## 2 days/1.2 CEUs

\$2,095/AMA Members \$1,895/AMA Members save \$200

# AMA's 5-Day "MBA"

Understand the inner workings and language of



## GAIN THE EDGE TO GET AHEAD

- Push past the boundaries of your current responsibilities
- See what really makes your organization profitable
- Form teams that truly achieve your goals

**Grasp the high points of a university graduate-level business program in just five days.**

Taught by a team of expert faculty specializing in accounting, finance, strategy, marketing and management, this accelerated seminar will give you a strong overall business foundation. You'll discover how various components of a business must be linked, aligned and integrated so that short- and long-term objectives can be achieved.

While no substitute for a two-year MBA degree, this course will enable you to hone and apply your managerial skills...increase your knowledge base in every functional business area...and give you a competitive edge, plus the ability to play a more influential role as a key decision maker.

### HOW YOU WILL BENEFIT

- Discover how all the components of a business fit together
- Communicate well to any audience level
- Develop your leadership skills to effectively lead your team
- Understand financial statements and analyze the financial health of a business
- Know financial jargon so you can speak the language of accountants and financial executives
- Assess the financial health or potential stress of a business and perform financial ratio analysis
- Weigh the viability of capital expenditures and determine break-even
- Become familiar with the guidelines for introducing and managing organizational change
- Develop a business strategy and establish a sustainable competitive position
- Learn the 5 Ps of marketing, how to position a product, the differences between features and benefits
- Engage in self-discovery through a DiSC® assessment

### WHAT YOU WILL COVER

#### Accounting

- Basic accounting and its impact on financial reporting
- Financial statements: income statement, balance sheet, retained earnings statement, cash flow statements
- The accounting process and annual report
- How to evaluate financial statements: understanding nonfinancial considerations, liquidity, leverage and profitability

*Excellent program, excellent course leaders, very rich and informative material, and very interactive presentations and lectures."*

—Imad S.

# Workshop

SEMINAR #2561

## business like you never did before

### Finance

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

### Cost Analysis and Profit Planning

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

### Capital Expenditures

- Types of capital expenditure decisions
- Calculate Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI)
- Estimating project's cash inflows and outflows

### Corporate Strategy

- What is strategy? Understanding relationship between vision, mission and strategy
- Strategy formulation—the SWOT approach
- Conceptual model for strategy development: cost leadership, differentiation and cost focus strategy
- Analysis phase of the strategy development: examining competitive advantage, predicting future trends, evaluating competitive position

- The creation and selection process: generate strategy alternatives

- How to use quantitative analysis to screen, evaluate and select strategies

### Marketing

- The marketing mix and application: positioning, product/service, price, place/distribution channels, promotion
- Guiding principles for effective marketing
- Product and market development
- Commoditization and product innovation

### Management and Leadership

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



### Faculty Spotlight\*

**Dr. Simon W. (Skip) Ulmer** specializes in marketing, strategic business planning, new product development and commercialization and leadership. Dr. Ulmer has a doctorate in chemistry from Cornell University and has lectured at the University of Delaware and Denver University, and has published several articles on business and leadership.

\*This seminar is also taught by other management experts.

### WHO SHOULD ATTEND

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

*The course agenda may be updated regularly as required.*

**Note:** This workshop does not award a degree.



### Watch Classroom Video



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

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### Classroom Schedule

[www.amaseminars.org/2561](http://www.amaseminars.org/2561)

#### NOVEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Nov. 3-7 .....   | New York, NY .....      | 2561-GHN-00614 |
| Nov. 10-14 ..... | Arlington, VA .....     | 2561-GHN-00619 |
| Nov. 10-14 ..... | San Francisco, CA ..... | 2561-GHN-00620 |
| Nov. 17-21 ..... | Dallas, TX .....        | 2561-GHN-00638 |
| Nov. 17-21 ..... | Newport Beach, CA ..... | 2561-GHN-00635 |

#### DECEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Dec. 1-5 .....   | Nashville, TN .....     | 2561-GHN-00634 |
| Dec. 1-5 .....   | New York, NY .....      | 2561-GHN-00610 |
| Dec. 8-12 .....  | Chicago, IL .....       | 2561-GHN-00616 |
| Dec. 8-12 .....  | San Francisco, CA ..... | 2561-GHN-00617 |
| Dec. 15-19 ..... | Boston, MA .....        | 2561-GHN-00624 |

#### JANUARY

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Jan. 12-16 ..... | Arlington, VA .....     | 2561-GHN-00621 |
| Jan. 12-16 ..... | San Francisco, CA ..... | 2561-GHN-00622 |
| Jan. 26-30 ..... | Atlanta, GA .....       | 2561-GHN-00609 |
| Jan. 26-30 ..... | San Diego, CA .....     | 2561-GHN-00630 |

#### FEBRUARY

- |                 |                         |                |
|-----------------|-------------------------|----------------|
| Feb. 2-6 .....  | Chicago, IL .....       | 2561-GHN-00611 |
| Feb. 2-6 .....  | New York, NY .....      | 2561-GHN-00612 |
| Feb. 9-13 ..... | San Francisco, CA ..... | 2561-GHN-00639 |

#### MARCH

- |                      |                            |                |
|----------------------|----------------------------|----------------|
| March 9-13 .....     | Arlington, VA .....        | 2561-GHN-00618 |
| March 16-20 .....    | Lake Buena Vista, FL ..... | 2561-GHN-00629 |
| March 23-27 .....    | New York, NY .....         | 2561-GHN-00631 |
| March 23-27 .....    | San Francisco, CA .....    | 2561-GHN-00613 |
| Mar. 30-Apr. 3 ..... | Chicago, IL .....          | 2561-GHN-00666 |

#### APRIL

- |                     |                     |                |
|---------------------|---------------------|----------------|
| April 6-10 .....    | New York, NY .....  | 2561-GHN-00643 |
| April 13-17 .....   | Arlington, VA ..... | 2561-GHN-00667 |
| April 20-24 .....   | Boston, MA .....    | 2561-GHN-00651 |
| Apr. 27-May 1 ..... | Atlanta, GA .....   | 2561-GHN-00656 |

#### MAY

- |               |                         |                |
|---------------|-------------------------|----------------|
| May 4-8 ..... | Arlington, VA .....     | 2561-GHN-00663 |
| May 4-8 ..... | San Francisco, CA ..... | 2561-GHN-00642 |

May 11-15 .....

New York, NY .....

2561-GHN-00650

#### JUNE

- |                  |                         |                |
|------------------|-------------------------|----------------|
| June 1-5 .....   | Chicago, IL .....       | 2561-GHN-00649 |
| June 8-12 .....  | San Francisco, CA ..... | 2561-GHN-00647 |
| June 22-26 ..... | New York, NY .....      | 2561-GHN-00659 |
| June 22-26 ..... | Seattle, WA .....       | 2561-GHN-00660 |

**5 days/3.0 CEUs/30 PDUs/33 CPE**

**\$3,545/AMA Members \$3,195**

**AMA Members save \$350**



**Recommended CPE Credit:** 33 hours/Intermediate  
**Prerequisites:** None

**Advance Preparation:** None

**Delivery Method:** Group Live

**Field of Study:** Business Management and Organization, Marketing, Management Advisory Services, Finance

# How to Communicate with



Also available Live Online • see page 14

## Be a consistently professional communicator—even in difficult circumstances

How well you communicate can make or break your professional image. It directly influences how others view your work and performance—as well as your prospects for career advancement and mobility. Unfortunately, being diplomatic, tactful and credible doesn't always come naturally to people. Even when it does, such communication can easily be derailed by emotions and conflicts. To be a communicator who is skilled in all three areas, it takes awareness, training and the know-how to apply proven techniques to all kinds of situations. This seminar will teach you how to choose and use the most appropriate words and emotional tone for every business interaction. You will gain insights into your communication style and the styles of others, while building skills to clearly and effectively receive and transmit information, ideas, thoughts, feelings and needs.

### HOW YOU WILL BENEFIT

- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate 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 communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it

### 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
- Completing the *Insight Inventory®* to better understand how style affects your communication effectiveness
- 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



Watch Classroom Video

# Diplomacy, Tact and Credibility

SEMINAR #2206

- Describing the Know-Feel-Do Model of communicating
- Implementing strategies for powerful communications and practicing them
- 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
- Using good listening skills to build and improve your image
- Knowing how ineffective listening can cost you and the organization

## Diplomacy, Tact and Credibility

- Defining the five actions that make for credible communication
- Applying diplomacy, tact and credibility skills to create more effective communication
- Identifying how "hot buttons" make people lose their diplomacy and tact—and credibility
- Being aware of your "hot buttons," and preparing before you face these situations

## WHO SHOULD ATTEND

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



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

*PMP, PMBOK and the PMI R.E.P. logo are registered trademarks of the Project Management Institute, Inc.*



## Faculty Spotlight\*

**Shawn K. Woods, MBA**, is a leadership development and executive coaching expert. An accomplished motivational speaker, trainer, coach and mentor, Shawn travels the country inspiring and encouraging his audience to find their passion, execute their plans and make personal and professional decisions that enrich their lives. He holds master's degrees in Business Administration and Human Resources, and was Assistant Director of Human Resources at the Board of Education for the state of Illinois.

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

## Classroom Schedule

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

### NOVEMBER

Nov. 3-4 .....	Atlanta, GA.....	2206-GHN-01290
Nov. 3-4 .....	Chicago, IL.....	2206-GHN-01354
Nov. 3-4 .....	New York, NY .....	2206-GHN-01355
Nov. 3-4 .....	Philadelphia, PA .....	2206-GHN-01291
Nov. 6-7 .....	San Francisco, CA .....	2206-GHN-01356
Nov. 10-11 .....	Arlington, VA .....	2206-GHN-01314
Nov. 13-14 .....	Fort Lauderdale, FL .....	2206-GHN-01322
Nov. 17-18 .....	Boston, MA.....	2206-GHN-01385
Nov. 24-25 .....	Dallas, TX.....	2206-GHN-01343
Nov. 24-25 .....	Los Angeles, CA.....	2206-GHN-01366

### DECEMBER

Dec. 1-2.....	Boston, MA.....	2206-GHN-01283
Dec. 4-5.....	Durham, NC.....	2206-GHN-01293
Dec. 4-5.....	San Francisco, CA .....	2206-GHN-01294
Dec. 8-9.....	New York, NY .....	2206-GHN-01306
Dec. 8-9.....	Parsippany, NJ.....	2206-GHN-01301
Dec. 11-12.....	Cincinnati, OH .....	2206-GHN-01345
Dec. 11-12.....	Denver, CO.....	2206-GHN-01315
Dec. 11-12.....	Seattle, WA.....	2206-GHN-01317
Dec. 15-16.....	Chicago, IL.....	2206-GHN-01325
Dec. 15-16.....	Houston, TX.....	2206-GHN-01326
Dec. 18-19.....	Arlington, VA .....	2206-GHN-01331

### JANUARY

Jan. 8-9 .....	New York, NY .....	2206-GHN-01308
Jan. 8-9 .....	San Francisco, CA .....	2206-GHN-01321
Jan. 15-16 .....	Arlington, VA .....	2206-GHN-01327
Jan. 15-16 .....	Atlanta, GA.....	2206-GHN-01328
Jan. 22-23 .....	Dallas, TX.....	2206-GHN-01340
Jan. 26-27 .....	Minneapolis, MN .....	2206-GHN-01333
Jan. 26-27 .....	Newport Beach, CA .....	2206-GHN-01346
Jan. 29-30 .....	Portland, OR .....	2206-GHN-01348

### FEBRUARY

Feb. 2-3 .....	Boston, MA.....	2206-GHN-01284
Feb. 5-6 .....	Houston, TX.....	2206-GHN-01296

### MARCH

March 2-3 .....	Atlanta, GA.....	2206-GHN-01286
March 2-3 .....	Chicago, IL.....	2206-GHN-01287
March 2-3 .....	New York, NY .....	2206-GHN-01288
March 5-6 .....	Denver, CO.....	2206-GHN-01300
March 9-10 .....	Arlington, VA .....	2206-GHN-01310
March 9-10 .....	Boston, MA.....	2206-GHN-01311
March 9-10 .....	San Diego, CA.....	2206-GHN-01337
March 16-17 .....	San Francisco, CA .....	2206-GHN-01329
March 23-24 .....	Dallas, TX.....	2206-GHN-01341
March 26-27 .....	Princeton, NJ .....	2206-GHN-01347
March 30-31 .....	Seattle, WA.....	2206-GHN-01368

### APRIL

April 2-3 .....	Atlanta, GA.....	2206-GHN-01458
April 2-3 .....	Houston, TX.....	2206-GHN-01459
April 2-3 .....	New York, NY .....	2206-GHN-01460
April 6-7 .....	Arlington, VA .....	2206-GHN-01396
April 6-7 .....	San Francisco, CA .....	2206-GHN-01397
April 9-10 .....	Chicago, IL.....	2206-GHN-01410
April 13-14 .....	Durham, NC.....	2206-GHN-01424
April 16-17 .....	Parsippany, NJ.....	2206-GHN-01434
April 23-24 .....	Hartford, CT.....	2206-GHN-01448
April 27-28 .....	Boston, MA.....	2206-GHN-01452
April 27-28 .....	Indianapolis, IN.....	2206-GHN-01336
April 30-May 1 .....	Fort Lauderdale, FL .....	2206-GHN-01461
April 30-May 1 .....	Seattle, WA.....	2206-GHN-01462

### MAY

May 4-5 .....	Arlington, VA .....	2206-GHN-01395
May 7-8 .....	New York, NY .....	2206-GHN-01403
May 7-8 .....	Pittsburgh, PA.....	2206-GHN-01404
May 7-8 .....	San Francisco, CA .....	2206-GHN-01405

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



**2 days/1.2 CEUs/12 PDUs/14 CPE**

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

**AMA Members save \$200**

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: Communication

**LIVE ONLINE • 1.2 CEUs/12 PDUs /14 CPE**

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

**Monday-Thursday 2-5 pm ET • 4 Lessons**

Dec. 8-11 .....	2206-GHN-01307
Jan. 5-8 .....	2206-GHN-01299
Feb. 2-5 .....	2206-GHN-01285
March 9-12 .....	2206-GHN-01312
Mar. 30-Apr. 2 .....	2206-GHN-01463
May 11-14 .....	2206-GHN-01423

**NEW! Mon.-Thurs. 9 am-12 noon ET • 4 Lessons**

Nov. 17-20 .....

# 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 electronic 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.



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

PMI accreditation applies to both seminars on this page.

## Classroom Schedule

[www.amaseminars.org/2575](http://www.amaseminars.org/2575)

Nov. 10-12 .....	New York, NY .....	2575-GHN-99564
Dec. 1-3.....	Chicago, IL.....	2575-GHN-99563
Feb. 23-25 .....	San Francisco, CA .....	2575-GHN-99566
March 25-27 .....	New York, NY .....	2575-GHN-99565
April 1-3.....	Arlington, VA.....	2575-GHN-99567
June 22-24 .....	Chicago, IL.....	2575-GHN-99571

**3 days/1.8 CEUs/18 PDUs**

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# Communication and Interpersonal Skills: A Seminar for IT and 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.

## Classroom Schedule

[www.amaseminars.org/2576](http://www.amaseminars.org/2576)

Nov. 13-14 .....	New York, NY .....	2576-GHN-00793
Dec. 18-19.....	Chicago, IL.....	2576-GHN-00795
Jan. 5-6 .....	San Francisco, CA .....	2576-GHN-00791
March 5-6 .....	Arlington, VA.....	2576-GHN-00802
May 28-29 .....	New York, NY .....	2576-GHN-00806
June 1-2 .....	Chicago, IL.....	2576-GHN-00803

**2 days/1.2 CEUs/12 PDUs**

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# Responding to Conflict

## Strategies for Improved Communication SEMINAR #2115

Also available Live Online • see page 14

### Increase your success by proactively and positively managing conflict.

Conflict in business is all too familiar—particularly under increased business pressures. Still, most of us lack basic conflict management skills. Rather than react to conflict on a purely emotional level, 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 these conflicts. 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



### Faculty Spotlight\*

**Meredith Gould** is a consultant and trainer with over 12 years' experience. She holds an MS in Dispute Resolution and is a doctoral candidate (PhD) in Conflict Analysis and Resolution. She has worked as a professor at Spelman College, Emory University, University of Calgary and CUNY-John Jay College, designing courses on conflict and communication in the workplace.

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

- 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

##### Thunderstorms

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



Watch Classroom Video



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#### Classroom Schedule

[www.amaseminars.org/2115](http://www.amaseminars.org/2115)

Nov. 20-21 .....	San Francisco, CA .....	2115-GHN-00498	April 6-7 .....	New York, NY .....	2115-GHN-00516
Dec. 4-5 .....	New York, NY .....	2115-GHN-00506	Apr. 30-May 1 .....	Arlington, VA .....	2115-GHN-00525
Dec. 8-9 .....	Chicago, IL .....	2115-GHN-00507	June 8-9 .....	New York, NY .....	2115-GHN-00530
Jan. 22-23 .....	Arlington, VA .....	2115-GHN-00496	June 25-26 .....	Chicago, IL .....	2115-GHN-00523
Feb. 2-3 .....	New York, NY .....	2115-GHN-00504			
Feb. 23-24 .....	Atlanta, GA .....	2115-GHN-00499			
Feb. 23-24 .....	Los Angeles, CA .....	2115-GHN-00497			
March 9-10 .....	Chicago, IL .....	2115-GHN-00508			
March 26-27 .....	Atlanta, GA .....	2115-GHN-00517			
April 2-3 .....	San Francisco, CA .....	2115-GHN-00513			

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Jan. 5-14 .....

May 11-20 .....

# Building Better Work

## New Techniques for Results-Oriented



Also available Live Online • see page 14

In today's complex business environment, you have to learn to work with people in a positive way to achieve your organizational goals. Now, discover the basic competencies critical to solid work relationships—and career success.

The first step is to become aware of the differences among people—and be willing to accept these differences as a positive force within an organization. And it all starts with you. This seminar will prepare you to become a "conscious communicator." You'll return to work better able to build constructive and beneficial workplace relationships by learning how to analyze situations and consciously select and use productive communication strategies.

### HOW YOU WILL BENEFIT

- Build better rapport and gain the trust of a colleague
- Discover competencies critical to work relationships
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Avoid mistakes and conflicts that may result from misinterpreting others or ineffective listening
- Influence and motivate to first-rate performance
- Learn how to use direct and indirect messages
- Build your self-esteem and new self-awareness
- Identify strengths, weaknesses and opportunities in your workplace relationships
- Understand values, beliefs, attitudes and perceptions
- Understand emotions and emotional intelligence
- Master the keys to excellent communication: observe, listen, analyze, plan, communicate

### WHAT YOU WILL COVER

#### Effective Workplace Relationships

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

#### Communication and Perceptions

- What is world view?
- World view, perception and workplace relationships
- Trustbusters and how to fix them
- The five axioms of conscious communication
- Mirroring and rapport



Watch Classroom Video

“

*This seminar taught me about myself and definitely how to work with others in a more professional manner.” —Patty A.*

# Relationships

## Communication

SEMINAR #2235



### Faculty Spotlight\*

**Yael Schy, MSW** specializes in leadership development, team building, communication skills, strategic planning and creative decision-making techniques. She helps organizations build inter-departmental alliances and foster collaboration. In addition, she assists professionals in developing innovative strategies that meet personal and business goals. Ms. Schy also serves as a faculty member at City College of San Francisco.

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

#### Investigating Emotions and Emotional Intelligence

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

#### Building Better Relationships with Ourselves and Others

- Perception, world view, emotional intelligence—and you
- Self-awareness, self-esteem and self-concept
- Case study to understand your styles—and how to flex them

#### Relationship Building

- Managing assumptions in order to build trusting relationships
- Consciously building trust at work
- Developing and showing a positive attitude
- Case studies on how to eliminate the “attitude virus”

#### Expressing Needs Within Relationships

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

#### Relational Communication

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

#### Relational Listening

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

#### Addressing Relational Change and Conflict

- Practicing relational change
- Addressing conflict
- Selecting your conflict-resolution style
- Planning to resolve conflicts assertively
- Resolving conflicts with the relationship in mind
- Developing and practicing a conflict-resolution plan

#### WHO SHOULD ATTEND

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



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**3 days/1.8 CEUs/18 PDUs/21 CPE**  
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**AMA Members save \$250**

#### 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:** Communication

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Nov. 10-19 ..... 2235-GHN-01220

Jan. 5-14 ..... 2235-GHN-01210

March 16-25 ..... 2235-GHN-01203

May 4-13 ..... 2235-GHN-01236

#### Classroom Schedule

[www.amaseminars.org/2235](http://www.amaseminars.org/2235)

#### NOVEMBER

- |                  |                           |                |
|------------------|---------------------------|----------------|
| Nov. 5-7 .....   | New York, NY .....        | 2235-GHN-01228 |
| Nov. 10-12 ..... | Chicago, IL.....          | 2235-GHN-01195 |
| Nov. 10-12 ..... | Fort Lauderdale, FL ..... | 2235-GHN-01227 |
| Nov. 17-19 ..... | San Francisco, CA .....   | 2235-GHN-01206 |

#### DECEMBER

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|----------------|-------------------------|----------------|
| Dec. 1-3.....  | New York, NY .....      | 2235-GHN-01183 |
| Dec. 1-3.....  | San Francisco, CA ..... | 2235-GHN-01184 |
| Dec. 8-10..... | Arlington, VA .....     | 2235-GHN-01189 |
| Dec. 8-10..... | Chicago, IL.....        | 2235-GHN-01190 |

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| Dec. 10-12..... | Philadelphia, PA ..... | 2235-GHN-01194 |
| Dec. 15-17..... | Dallas, TX.....        | 2235-GHN-01231 |
| Dec. 15-17..... | Las Vegas, NV .....    | 2235-GHN-01202 |

#### JANUARY

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|------------------|---------------------|----------------|
| Jan. 12-14 ..... | Parsippany, NJ..... | 2235-GHN-01272 |
| Jan. 28-30 ..... | Houston, TX.....    | 2235-GHN-01214 |

#### FEBRUARY

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|------------------|-------------------------|----------------|
| Feb. 11-13 ..... | Chicago, IL.....        | 2235-GHN-01197 |
| Feb. 11-13 ..... | New York, NY .....      | 2235-GHN-01198 |
| Feb. 18-20 ..... | Arlington, VA .....     | 2235-GHN-01207 |
| Feb. 18-20 ..... | San Francisco, CA ..... | 2235-GHN-01208 |

#### MARCH

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|-------------------|--------------------|----------------|
| March 9-11 .....  | Chicago, IL.....   | 2235-GHN-01192 |
| March 16-18 ..... | New York, NY ..... | 2235-GHN-01204 |

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| March 18-20 ..... | Dallas, TX..... | 2235-GHN-01209 |
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#### APRIL

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| April 6-8..... | Chicago, IL..... | 2235-GHN-01237 |
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| April 15-17..... | Arlington, VA ..... | 2235-GHN-01250 |
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| April 15-17..... | Atlanta, GA..... | 2235-GHN-01251 |
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| April 20-22..... | San Francisco, CA ..... | 2235-GHN-01262 |
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| April 22-24..... | New York, NY ..... | 2235-GHN-01264 |
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#### MAY

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| May 6-8 ..... | Anaheim, CA ..... | 2235-GHN-01238 |
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| May 13-15 ..... | Arlington, VA ..... | 2235-GHN-01248 |
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| May 18-20 ..... | Houston, TX ..... | 2235-GHN-01258 |
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| May 18-20 ..... | New York, NY ..... | 2235-GHN-01259 |
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#### JUNE

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| June 3-5 ..... | Arlington, VA ..... | 2235-GHN-01235 |
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| June 8-10 ..... | San Francisco, CA ..... | 2235-GHN-01241 |
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| June 15-17 ..... | Chicago, IL..... | 2235-GHN-01253 |
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| June 17-19 ..... | Lake Buena Vista, FL..... | 2235-GHN-01257 |
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| June 24-26 ..... | Las Vegas, NV ..... | 2235-GHN-01265 |
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| June 24-26 ..... | New York, NY ..... | 2235-GHN-01266 |
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## 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

- Improving your image in the eyes of co-workers, customers and senior management
- Using positive self-talk for a more constructive attitude
- A five-step process for overcoming emotional triggers
- Increasing your emotional intelligence to better handle interpersonal relationships
- Controlling reactions, instead of being controlled by them
- The role of empathy in becoming more productive
- Accepting responsibility for communicating effectively

#### WHO SHOULD ATTEND

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

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#### Classroom Schedule

[www.amaseminars.org/2255](http://www.amaseminars.org/2255)

Nov. 13-14 .....	Chicago, IL.....	2255-GHN-00166
Dec. 18-19.....	San Francisco, CA .....	2255-GHN-00168
Jan. 26-27 .....	New York, NY .....	2255-GHN-00170
April 2-3 .....	New York, NY .....	2255-GHN-00173
June 29-30 .....	Chicago, IL.....	2255-GHN-00175

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200



# Communicating Up, Down and Across the Organization

SEMINAR #2203

Also available Live Online • see page 14



## Faculty Spotlight\*

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

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

**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. As you practice these communication skills, you will also find your confidence increasing.

### 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 an open and responsive communication 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 up/down/across 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.



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### Classroom Schedule

[www.amaseminars.org/2203](http://www.amaseminars.org/2203)

Nov. 24-25 .....	Chicago, IL.....	2203-GHN-00362	June 1-2 .....	Arlington, VA .....	2203-GHN-00376
Dec. 1-2.....	Arlington, VA.....	2203-GHN-00359	June 18-19 .....	New York, NY .....	2203-GHN-00383
Dec. 8-9.....	. New York, NY .....	2203-GHN-00353			
Jan. 12-13 .....	Chicago, IL.....	2203-GHN-00355			
Jan. 29-30 .....	Los Angeles, CA .....	2203-GHN-00375			
Feb. 23-24 .....	New York, NY .....	2203-GHN-00360			
March 2-3 .....	Boston, MA.....	2203-GHN-00392			
March 12-13 .....	Arlington, VA.....	2203-GHN-00356			
March 23-24 .....	Chicago, IL.....	2203-GHN-00374			
April 6-7.....	New York, NY .....	2203-GHN-00377			
April 27-28.....	San Francisco, CA .....	2203-GHN-00386			
May 7-8 .....	Chicago, IL.....	2203-GHN-00379			
May 18-19 .....	Atlanta, GA.....	2203-GHN-00387			

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Nov. 3-12 .....	2203-GHN-00358
Feb. 2-11 .....	2203-GHN-00352
April 13-22.....	2203-GHN-00381

## Dynamic Listening Skills for Successful Communication

SEMINAR #2271

**Effective communication is the secret ingredient to your organization's bottom-line demands.** When was the last time you wanted to scream: "Is anyone listening?" Well, you're not alone. Although all of us talk and listen to one another, we may not be communicating. In a working environment defined by diversity, stress and uncertainty, it is not surprising that misunderstandings abound. But help is on the way. This powerful seminar delivers *The Strategic Verbal Communication System*—an easy-to-learn process that enhances communication and encourages productive interactions.

### HOW YOU WILL BENEFIT

- Discover powerful communication models to turn interactions into productive outcomes
- Provide constructive information by addressing the performance...not the person
- Coach and counsel employees to build productivity and future employee development
- Listen actively and show interest and concern
- Clarify meaning and verify information to minimize misunderstandings and wasted time
- Foster positive attitudes by providing effective feedback

### WHAT YOU WILL COVER

- Acknowledging the emotions and ideas of others to build trust and improve communication in team situations
- Adjusting behaviors to communicate with different styles
- Listening actively to separate message content from feeling
- Asking questions to expand knowledge and bring out new ideas
- Directing others by giving clear instructions and delegating

### WHO SHOULD ATTEND

Anyone who wants to develop their listening skills to ensure effective and successful communication.

Visit [www.amaseminars.org/2271](http://www.amaseminars.org/2271) for details about CPE credits.



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### Classroom Schedule

[www.amaseminars.org/2271](http://www.amaseminars.org/2271)

Dec. 8-9.....	Arlington, VA.....	2271-GHN-00227
March 19-20 .....	Atlanta, GA.....	2271-GHN-00229
June 11-12 .....	Chicago, IL.....	2271-GHN-00230

**2 days/1.2 CEUs/12 PDUs**

\$1,995/AMA Members \$1,795/AMA Members save \$200

## 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
- Use conversation as a coaching and performance tool
- Overcome resistance without defensiveness
- Come out a winner in any business conversation

### WHAT YOU WILL COVER

- Creating a focused and results-oriented conversation goal
- Redirecting conversations that have gone off-track and exiting those that are dragging
- Calibrating language to avoid becoming too specific or too abstract
- Integrating confidence and competence into your conversations
- Listening strategies to gain information and create conversational bridges
- Choosing the right verbal and nonverbal language to create consistent, coherent and targeted messages
- Tools and strategies to plan and demonstrate a specific conversation type
- Assessing conversational style preferences, strengths and weaknesses and flexibility
- Mastering verbal and nonverbal language skills

### 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](http://www.amaseminars.org/2109) for details about CPE credits.

### Classroom Schedule

[www.amaseminars.org/2109](http://www.amaseminars.org/2109)

Nov. 13-14 .....	Dallas, TX.....	2109-GHN-00239
Dec. 8-9.....	New York, NY.....	2109-GHN-00240
Jan. 26-27 .....	Chicago, IL.....	2109-GHN-00241
March 5-6 .....	Atlanta, GA .....	2109-GHN-00243
April 23-24.....	New York, NY.....	2109-GHN-00246
June 4-5 .....	Chicago, IL.....	2109-GHN-00244

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

# Communication Boot Camp

SEMINAR #2210

**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
- Managing an interaction so that the discussion goals are achieved
- Knowing the cause and effect of common communication breakdown

## WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/2210](http://www.amaseminars.org/2210) for details about CPE credits.



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## Classroom Schedule

[www.amaseminars.org/2210](http://www.amaseminars.org/2210)

Nov. 5-7 .....	Arlington, VA .....	2210-GHN-00136
Dec. 15-17 .....	Chicago, IL .....	2210-GHN-00132
Jan. 26-28 .....	San Francisco, CA .....	2210-GHN-00134
Feb. 18-20 .....	New York, NY .....	2210-GHN-00133
April 20-22 .....	Arlington, VA .....	2210-GHN-00139
May 27-29 .....	San Francisco, CA .....	2210-GHN-00142
June 8-10 .....	New York, NY .....	2210-GHN-00137

**3 days/1.8 CEUs/18 PDUs**

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

# The Effective Facilitator Maximizing Involvement and Results

SEMINAR #2578

## Bring out the best in individual and team performance.

The facilitator is catalyst, coach, coordinator and more. The facilitator must bring out the best in individual players and orchestrate successful group efforts. It's a role that demands exceptional interpersonal skills, keen observation, insight and tact. It can be learned only by doing.

## HOW YOU WILL BENEFIT

- Make all meetings more productive
- Set up meetings for success
- Spark and enhance critical synergy and creative energy
- Focus on the key facilitation skills of observation, diagnosis and intervention
- Build consensus, handle conflict and keep meetings on track
- Gain knowledge and skills you can apply to all group and meeting situations
- Keep content, process and structure on track to produce positive outcomes

## WHAT YOU WILL COVER

- The effective facilitator defined
- The facilitator's most basic information
- Self-knowledge of the facilitator
- Facilitator skills: how the facilitator facilitates
- State of group development
- Levels of group dynamics
- Facilitator's toolbox
- Enhancements, advancements and reentry

## WHO SHOULD ATTEND

Managers who must facilitate results in meetings, group work or project teams, as well as managers who have groups under their direction or work as internal consultants.



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

## Classroom Schedule

[www.amaseminars.org/2578](http://www.amaseminars.org/2578)

Dec. 8-10 .....	Atlanta, GA .....	2578-GHN-00377
Jan. 7-9 .....	San Francisco, CA .....	2578-GHN-00368
Feb. 2-4 .....	Arlington, VA .....	2578-GHN-00371
March 2-4 .....	New York, NY .....	2578-GHN-00366
March 30-April 1 .....	Chicago, IL .....	2578-GHN-00374
May 6-8 .....	Arlington, VA .....	2578-GHN-00376
June 24-26 .....	New York, NY .....	2578-GHN-00372

**3 days/1.8 CEUs/18 PHR/SPHR**

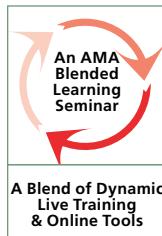
\$2,345/AMA Members \$2,095/AMA Members save \$250

# Getting Results Without



Also available Live Online • see page 15

## Win friends and influence people throughout the organization



A Blend of Dynamic  
Live Training & Online Tools

Whether you're dealing with bosses, colleagues, staff members or senior management, winning respect and cultivating influence and cooperation are absolutely essential to career success. At this seminar, you'll focus on the key elements of influencing others when there is a lack of authority—personal power, persuasion and negotiation.

Learn how to build your power base using the Personal Power Model, understand exchange and reciprocity (the first steps in the influence process), adapt behavior patterns that build credibility, persuade with a framework of discovery, preparation and dialogue and master the key components of negotiation.

You'll practice influencing techniques right from day one through the final activity on day three of this information-packed program—and enhance your learning with videos, exercises, assessment tools and group discussions.

### HOW DO YOU GET RESULTS FROM PEOPLE WHO DON'T WORK FOR YOU?

**You are asked to lead a task force and one of the members just happens to be a VP.** Do you have the confidence to handle this?

**You're on a tight deadline.** Can you get another manager's assistant to set aside his/her tasks—and help you with yours?

**You have to stand in for your boss.** Can you direct your colleagues without generating animosity?

### HOW YOU WILL BENEFIT

- Establish or regain credibility so you can begin to influence
- Effectively use your power base to persuade others
- Understand the person you're trying to influence—and persuade through give and take
- Develop and grow relationships within your organization and beyond
- Create a collaborative work environment for faster, better results
- Let work styles and communication differences work for, not against, you
- Successfully sell your ideas and implement change
- Achieve trust and give-and-take relationships up, down and across the organization
- Project self-confidence without being pushy
- Adapt your style to the person or situation you're dealing with
- Identify various negotiating techniques that promote win-win outcomes



*This class was very empowering and helped me have a whole new outlook on how to approach many things about my job. I learned how to implement persuasion, work effectively with people who have different personalities and really focus on the benefits of the proposal I'm offering.” —Anna B.*

# Authority

SEMINAR #2532



## Faculty Spotlight\*

**Darlene Carver, CPS, MBA.** "Training is about being proactive rather than reactive," she says. Her seminars focus on teaching and inspiring people to acquire strong communication and problem-solving skills, work effectively in teams, learn strategies to cope with multiple demands and develop managerial skills.

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

### 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

- Linkages between personal styles and reciprocity, relationship, partnership
- Style indicator and interpretation tool
- Blind spots in your self-knowledge
- The negative attribution cycle

#### Persuasion

- Key components of persuasion: discovery, preparation, dialogue
- 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.



#### Watch Classroom Video



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

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### Classroom Schedule

[www.amaseminars.org/2532](http://www.amaseminars.org/2532)

#### NOVEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Nov. 3-5 .....   | New York, NY .....      | 2532-GHN-01167 |
| Nov. 3-5 .....   | San Francisco, CA ..... | 2532-GHN-01168 |
| Nov. 5-7 .....   | Chicago, IL .....       | 2532-GHN-01171 |
| Nov. 10-12 ..... | Atlanta, GA .....       | 2532-GHN-01178 |
| Nov. 12-14 ..... | Richmond, VA .....      | 2532-GHN-01182 |
| Nov. 19-21 ..... | Boston, MA .....        | 2532-GHN-01189 |

#### DECEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Dec. 1-3 .....   | Arlington, VA .....     | 2532-GHN-01162 |
| Dec. 1-3 .....   | Indianapolis, IN .....  | 2532-GHN-01259 |
| Dec. 3-5 .....   | Charlotte, NC .....     | 2532-GHN-01217 |
| Dec. 8-10 .....  | Houston, TX .....       | 2532-GHN-01174 |
| Dec. 10-12 ..... | San Francisco, CA ..... | 2532-GHN-01176 |
| Dec. 15-17 ..... | Chicago, IL .....       | 2532-GHN-01184 |
| Dec. 17-19 ..... | New York, NY .....      | 2532-GHN-01187 |

#### JANUARY

- |                  |                     |                |
|------------------|---------------------|----------------|
| Jan. 7-9 .....   | Chicago, IL .....   | 2532-GHN-01180 |
| Jan. 12-14 ..... | Las Vegas, NV ..... | 2532-GHN-01181 |
| Jan. 21-23 ..... | Atlanta, GA .....   | 2532-GHN-01191 |

#### FEBRUARY

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Feb. 2-4 .....   | Arlington, VA .....     | 2532-GHN-01165 |
| Feb. 2-4 .....   | New York, NY .....      | 2532-GHN-01166 |
| Feb. 11-13 ..... | San Francisco, CA ..... | 2532-GHN-01195 |
| Feb. 18-20 ..... | Portland, OR .....      | 2532-GHN-01201 |
| Feb. 18-20 ..... | Princeton, NJ .....     | 2532-GHN-01188 |
| Feb. 23-25 ..... | Boston, MA .....        | 2532-GHN-01194 |
| Feb. 25-27 ..... | Chicago, IL .....       | 2532-GHN-01196 |

#### MARCH

- |                   |                     |                |
|-------------------|---------------------|----------------|
| March 2-4 .....   | Chicago, IL .....   | 2532-GHN-01203 |
| March 4-6 .....   | New York, NY .....  | 2532-GHN-01170 |
| March 9-11 .....  | Dallas, TX .....    | 2532-GHN-01175 |
| March 16-18 ..... | Arlington, VA ..... | 2532-GHN-01186 |
| March 25-27 ..... | Atlanta, GA .....   | 2532-GHN-01197 |

#### APRIL

- |                   |                         |                |
|-------------------|-------------------------|----------------|
| April 1-3 .....   | New York, NY .....      | 2532-GHN-01218 |
| April 6-8 .....   | Arlington, VA .....     | 2532-GHN-01225 |
| April 8-10 .....  | Morristown, NJ .....    | 2532-GHN-01230 |
| April 15-17 ..... | Nashville, TN .....     | 2532-GHN-01260 |
| April 15-17 ..... | San Francisco, CA ..... | 2532-GHN-01243 |
| April 20-22 ..... | Chicago, IL .....       | 2532-GHN-01248 |

#### MAY

- |                 |                     |                |
|-----------------|---------------------|----------------|
| May 4-6 .....   | New York, NY .....  | 2532-GHN-01224 |
| May 11-13 ..... | Arlington, VA ..... | 2532-GHN-01238 |
| May 13-15 ..... | Boston, MA .....    | 2532-GHN-01240 |
| May 18-20 ..... | Atlanta, GA .....   | 2532-GHN-01246 |
| May 27-29 ..... | Chicago, IL .....   | 2532-GHN-01254 |

#### JUNE

- |                  |                         |                |
|------------------|-------------------------|----------------|
| June 1-3 .....   | Indianapolis, IN .....  | 2532-GHN-01219 |
| June 1-3 .....   | San Francisco, CA ..... | 2532-GHN-01220 |
| June 8-10 .....  | Houston, TX .....       | 2532-GHN-01232 |
| June 8-10 .....  | New York, NY .....      | 2532-GHN-01233 |
| June 10-12 ..... | Arlington, VA .....     | 2532-GHN-01237 |
| June 15-17 ..... | Denver, CO .....        | 2532-GHN-01245 |
| June 22-24 ..... | Durham, NC .....        | 2532-GHN-01251 |

#### 3 days/1.8 CEUs/18 PDUs/21 CPE

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

AMA Members save \$250



#### Recommended CPE Credit:

21 hours/Basic—Classroom

14 hours/Basic—Live Online

#### Prerequisites:

None

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

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

**Field of Study:** Communication, Personal Development

#### LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE

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

#### Tuesday and Thursday 2-5 pm ET • 4 Lessons

Jan. 13-22 .....

2532-GHN-01183

March 10-19 .....

2532-GHN-01177

May 19-28 .....

2532-GHN-01247

Nov. 11-20 .....

2532-GHN-01212

**NEW!** Tues. and Thurs. 9 am-12 noon ET • 4 Lessons



# Expanding Your Influence: Understanding the Psychology of Persuasion SEMINAR #2204

Also available Live Online • see page 15

**How can one person get someone to do something with ease, while it's an uphill battle for someone else?** Bringing about 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

### 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
- Applying the laws of persuasion back on the job



## Faculty Spotlight\*

**Kurt W. Mortensen** is one of America's leading authorities on persuasion, motivation and influence. He has devoted nearly 20 years to understanding and teaching the traits, habits and mindset of exceptional achievers. His latest book is *Persuasion IQ: The 10 Skills You Need to Get Exactly What You Want* (AMACOM, 2008).

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

## WHO SHOULD ATTEND

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

## EXTRA

Receive a complimentary copy of *Maximum Influence: The 12 Universal Laws of Power Persuasion* by Kurt W. Mortensen.



Watch Classroom Video



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

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## Classroom Schedule

[www.amaseminars.org/2204](http://www.amaseminars.org/2204)

Nov. 6-7 .....	Boston, MA.....	2204-GHN-00187	April 16-17 .....	New York, NY .....	2204-GHN-00217
Nov. 17-18 .....	Arlington, VA.....	2204-GHN-00194	April 27-28.....	Los Angeles, CA.....	2204-GHN-00226
Nov. 24-25 .....	San Francisco, CA .....	2204-GHN-00207	Apr. 30-May 1 .....	Atlanta, GA.....	2204-GHN-00223
Dec. 1-2.....	Chicago, IL.....	2204-GHN-00195	June 4-5 .....	San Francisco, CA .....	2204-GHN-00208
Dec. 1-2.....	New York, NY .....	2204-GHN-00184	June 15-16 .....	Chicago, IL.....	2204-GHN-00215
Dec. 4-5.....	Dallas, TX.....	2204-GHN-00199	June 22-23 .....	New York, NY .....	2204-GHN-00220
Dec. 11-12.....	Atlanta, GA.....	2204-GHN-00197	<b>2 days/1.2 CEUs/12 PDUs</b>		
Feb. 9-10 .....	San Francisco, CA .....	2204-GHN-00185			
Feb. 12-13 .....	New York, NY .....	2204-GHN-00190	\$2,095/AMA Members \$1,895		
March 5-6 .....	Chicago, IL.....	2204-GHN-00186	<b>AMA Members save \$200</b>		
March 23-24 .....	Arlington, VA.....	2204-GHN-00211			



**LIVE ONLINE • .9 CEU**  
\$2,095/AMA Members \$1,895

**Tuesday-Thursday 2-5 pm ET • 3 Lessons**

Nov. 4-6 .....	2204-GHN-00201
Jan. 20-22 .....	2204-GHN-00196
March 17-19 .....	2204-GHN-00193
May 12-14 .....	2204-GHN-00212



# Negotiating to Win

SEMINAR #2513 Also available Live Online • see page 15

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

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

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

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

#### What Is Negotiation?

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

#### Negotiation Stages

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

#### Planning Your Negotiation

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

#### Persuasion

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

#### Communication

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

#### Crafting a Strategy for Your Negotiation

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



## Faculty Spotlight\*

**Lawrence N. Libauer** specializes in organizational development, management training, labor relations, employment discrimination issues and human resources. He has authored one of the 25 "Best of the Best" case studies in *The AMA Trainers' Activity Book* (AMACOM, 2004) and served on the Human Resources Certification Institute (HRCI) team that writes and edits questions for the SPHR and PHR certification examinations.

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

- Creating and applying a strategy for a business negotiation simulation

#### Developing an Action Plan

- Applying what you've learned to plan a negotiation for back on the job

#### WHO SHOULD ATTEND

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

#### EXTRA

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

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



Watch Classroom Video



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

### Classroom Schedule

[www.amaseminars.org/2513](http://www.amaseminars.org/2513)

Nov. 3-5 .....	Arlington, VA .....	2513-GHN-01232	June 1-3 .....	Philadelphia, PA .....	2513-GHN-01252
Nov. 5-7 .....	San Francisco, CA .....	2513-GHN-01239	June 8-10 .....	Chicago, IL .....	2513-GHN-01265
Nov. 10-12 .....	New York, NY .....	2513-GHN-01236	June 22-24 .....	New York, NY .....	2513-GHN-01263
Nov. 19-21 .....	Chicago, IL .....	2513-GHN-01242			
Dec. 1-3 .....	New York, NY .....	2513-GHN-01229			
Dec. 3-5 .....	Indianapolis, IN .....	2513-GHN-01249			
Dec. 8-10 .....	Boston, MA .....	2513-GHN-01238			
Feb. 2-4 .....	San Francisco, CA .....	2513-GHN-01243			
Feb. 9-11 .....	New York, NY .....	2513-GHN-01235			
Feb. 18-20 .....	Chicago, IL .....	2513-GHN-01241			
March 11-13 .....	Parsippany, NJ .....	2513-GHN-01237			
March 25-27 .....	Arlington, VA .....	2513-GHN-01244			
April 8-10 .....	New York, NY .....	2513-GHN-01257			
April 15-17 .....	Atlanta, GA .....	2513-GHN-01259			
April 22-24 .....	Houston, TX .....	2513-GHN-01261			
May 6-8 .....	San Francisco, CA .....	2513-GHN-01274			



**LIVE ONLINE** • 1.2 CEUs/12 PDUs/14 CPE  
\$2,345/AMA Members \$2,095

**Thursday 2-5 pm ET • 4 Lessons**

Oct. 23-Nov. 13 .....	2513-GHN-01231
Jan. 8-29 .....	2513-GHN-01233
March 5-26 .....	2513-GHN-01273
April 23-May 14 .....	2513-GHN-01264

## AMA's Business Grammar Workshop

SEMINAR #2121

Also available Live Online • see page 15

**Avoid costly and embarrassing mistakes in all types of business writing.** It's hard to overcome the bad impression of unclear, grammatically incorrect 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

- 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
- Proofread business messages accurately and correctly
- Use rules of Standard English to critique your own writing
- Select the appropriate grammar to suit the business situation

### WHAT YOU WILL COVER

- Finding typical (and not-so-typical) errors in grammar
- Common verb mistakes: tense, mood, subject-verb agreement
- Adjective-adverb confusion
- Building and deconstructing grammatically correct sentences
- Dangling and misplaced modifiers
- Active and passive voice
- Working with "exceptions to the rule"

### 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](http://www.amaseminars.org/2121) for details about CPE credits.

### Classroom Schedule

[www.amaseminars.org/2121](http://www.amaseminars.org/2121)

Nov. 24-25 .....	New York, NY .....	2121-GHN-00071
Jan. 22-23 .....	New York, NY .....	2121-GHN-00076
Feb. 12-13 .....	Arlington, VA .....	2121-GHN-00087
March 2-3 .....	San Francisco, CA .....	2121-GHN-00072
March 12-13 .....	New York, NY .....	2121-GHN-00073
April 16-17 .....	Dallas, TX .....	2121-GHN-00082
Apr. 30-May 1 .....	Atlanta, GA .....	2121-GHN-00092
May 18-19 .....	New York, NY .....	2121-GHN-00084
June 11-12 .....	Arlington, VA .....	2121-GHN-00093
June 22-23 .....	Chicago, IL .....	2121-GHN-00085

### 2 days/1.2 CEUs

\$1,895/AMA Members \$1,695/AMA Members save \$200

**LIVE ONLINE** • 1.2 CEUs • \$1,895/AMA Members \$1,695

### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 .....	2121-GHN-00069
Feb. 23-26 .....	2121-GHN-00070
April 20-23 .....	2121-GHN-00091
June 1-4 .....	2121-GHN-00080

## How to Sharpen Your Business Writing Skills

SEMINAR #2516

**Compose powerful, professional documents that get attention and prompt action.** To attract the attention of today's busy readers, you must respond to their need for clarity and conciseness in written communication. In this 4-day workshop, you will overcome "writer's block," learn to recognize and avoid common mistakes, and receive a toolkit of proven techniques for delivering information powerfully, persuasively and professionally.

### HOW YOU WILL BENEFIT

- Update and improve your writing style for more effective and persuasive emails, memos, letters and reports
- Organize your documents with your readers' needs in mind
- Create reader-friendly layouts to highlight important information
- Craft sentences that get and hold your readers' attention
- Edit your writing for clarity
- Avoid grammar, punctuation and usage errors

### WHAT YOU WILL COVER

- Stating your purpose quickly
- Separating details from actions
- Organizing information to help your readers
- "Data dumping" and mind mapping as organizational tools
- Recognizing and eliminating unnecessary words, phrases and repetition
- Understanding what motivates people to read
- Learning how strong verbs improve writing
- Personalizing your letters to create interest and establish credibility
- Structuring sentences for greater impact
- How to write a strong lead sentence
- Best practices of email etiquette
- Organizing your findings into a concise, effective format

### WHO SHOULD ATTEND

Those who are required to present ideas in writing and wish to sharpen their skills.

**Note:** If you wish to bring your own laptop to the seminar, a USB flash drive will be provided to each attendee and a printer made available, eliminating the need to write exercises in longhand. You may also choose to bring an existing sample writing piece for one-on-one feedback.

Visit [www.amaseminars.org/2516](http://www.amaseminars.org/2516) for details about CPE credits.

You may also be interested in **Writing for the Web**. For a detailed course description and schedule, visit [www.amaseminars.org/2182](http://www.amaseminars.org/2182)

### Classroom Schedule

[www.amaseminars.org/2516](http://www.amaseminars.org/2516)

Nov. 10-13 .....	Atlanta, GA .....	2516-GHN-01052
Jan. 26-29 .....	Arlington, VA .....	2516-GHN-01056
Feb. 23-26 .....	San Francisco, CA .....	2516-GHN-01054
March 23-26 .....	Chicago, IL .....	2516-GHN-01055
April 20-23 .....	Arlington, VA .....	2516-GHN-01061
June 1-4 .....	New York, NY .....	2516-GHN-01059

### 4 days/2.4 CEUs

\$2,445/AMA Members \$2,195/AMA Members save \$250

# AMA's 2-Day Business Writing Workshop

SEMINAR #2211

Also available Live Online • see page 16

**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

### 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



## Faculty Spotlight\*

**Sheila C. Adler, PhD** Prior to founding her own leadership training and employee development firm in 1982, Dr. Adler was vice president of business development and director of marketing for Coffco Center Ltd. Her clients include executives from the technology, publishing, biomedical, financial, government and educational fields. Some of her corporate clients have included AT&T, IBM, Citibank, McGraw-Hill, Merrill Lynch, American Express and the former Lehman Brothers.

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

- Methods for revising the first draft
- How to avoid offensive language
- Understanding often-confused words

## WHO SHOULD ATTEND

Business professionals at any level who need to save time by streamlining their writing process.

**Note:** If you wish to bring your own laptop to the seminar, a USB flash drive will be provided to each attendee and a printer made available, eliminating the need to write exercises in longhand. You may also choose to bring an existing sample writing piece for one-on-one feedback.



## Watch Classroom Video



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

## Classroom Schedule

[www.amaseminars.org/2211](http://www.amaseminars.org/2211)

Nov. 6-7 .....	Chicago, IL.....	2211-GHN-00610	April 30-May 1 ....	San Francisco, CA .....	2211-GHN-00643
Nov. 6-7 .....	New York, NY .....	2211-GHN-00611	May 4-5 .....	Arlington, VA .....	2211-GHN-00622
Nov. 13-14 .....	Arlington, VA .....	2211-GHN-00602	June 11-12 .....	New York, NY .....	2211-GHN-00631
Nov. 24-25 .....	San Francisco, CA .....	2211-GHN-00606	June 15-16 .....	Chicago, IL .....	2211-GHN-00635
Dec. 1-2.....	Los Angeles, CA .....	2211-GHN-00587	June 22-23 .....	Los Angeles, CA .....	2211-GHN-00639
Dec. 8-9.....	Houston, TX.....	2211-GHN-00596			
Dec. 11-12.....	New York, NY .....	2211-GHN-00600			
Jan. 12-13 .....	New York, NY .....	2211-GHN-00601			
Jan. 22-23 .....	Arlington, VA.....	2211-GHN-00605			
Feb. 5-6 .....	New York, NY .....	2211-GHN-00592			
Feb. 9-10 .....	Chicago, IL.....	2211-GHN-00597			
Feb. 9-10 .....	San Francisco, CA .....	2211-GHN-00598			
March 2-3 .....	Arlington, VA.....	2211-GHN-00589			
March 5-6 .....	New York, NY .....	2211-GHN-00593			
April 2-3 .....	Chicago, IL.....	2211-GHN-00642			
April 6-7 .....	New York, NY .....	2211-GHN-00624			

## 2 days/1.2 CEUs/12 PDUs/14 CPE

\$1,995/AMA Members \$1,795

**AMA Members save \$200**

**Recommended CPE Credit:** 14 hours/Basic  
**Prerequisites:** None

**Advance Preparation:** None

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

**Field of Study:** Communications



**LIVE ONLINE** • 1.2 CEUs/12 PDUs/14 CPE  
\$1,995/AMA Members \$1,795

## Tuesday and Thursday 2-5 pm ET • 4 Lessons

Dec. 2-11.....	2211-GHN-00588
Jan. 20-29 .....	2211-GHN-00604
March 10-19 .....	2211-GHN-00599
May 5-14 .....	2211-GHN-00623
June 9-18 .....	2211-GHN-00629

# Business Writing for the Multilingual Professional

SEMINAR #2266

**Produce English-language documents that any reader can easily understand, and that achieve your intended results.** This seminar is specifically designed for multilingual business professionals. In three days, you'll learn an overall approach to and practical techniques for creating effective business documents, while focusing on applying correct English grammar, usage and syntax. As the language of global commerce, the ability to write in English is essential.

## HOW YOU WILL BENEFIT

- Assert your purpose using appropriate tone and style
- Write and organize effective paragraphs
- Recognize and write effective English sentences
- Distinguish and apply correct English grammar and usage
- Revise and edit documents professionally
- Differentiate commonly confused words and terms

## WHAT YOU WILL COVER

- Selecting the elements appropriate for each type of document
- Describing the importance of knowing your audience
- Defining and applying the qualities of a good paragraph
- Recognizing various principles for ordering paragraphs and selecting the best one for a specific purpose
- Applying basic parts of sentences for better style
- Applying basic principles of English grammar, usage and vocabulary
- Using correct punctuation, capitalization, abbreviations and number formats

## WHO SHOULD ATTEND

Multilingual business professionals who would like to improve their fundamental business writing skills.

**Note:** You will practice what you learn by writing your own well-structured documents and critiquing, editing, analyzing and improving on your writing. If you wish to bring your own laptop to the seminar, a USB flash drive will be provided to each attendee and a printer made available, eliminating the need to write exercises in longhand. You may also choose to bring an existing sample writing piece for one-on-one feedback.

Visit [www.amaseminars.org/2266](http://www.amaseminars.org/2266) for details about CPE credits.

## Classroom Schedule

[www.amaseminars.org/2266](http://www.amaseminars.org/2266)

Nov. 19-21 .....	New York, NY .....	2266-GHN-00264
Feb. 25-27 .....	San Francisco, CA .....	2266-GHN-00265
March 16-18 .....	New York, NY .....	2266-GHN-00263
May 27-29 .....	Chicago, IL.....	2266-GHN-00271

**3 days/1.8 CEUs**

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

## hot tip

# How to Use Eye Contact in a Business Setting

BY MARYANN KARINCH



Keep three factors in mind regarding eye contact in a business setting: Culture, whether the situation is a monologue or dialogue, and the nature of the conversation.

### Culture

Eyelids are a barrier, and using that barrier to restrict eye contact can be perceived in different ways depending on the culture. In the United States, the practice is often “eyelids up.” You want to make eye contact while meeting someone, listening to them, and saying goodbye. It supports your ability to forge a relationship. That guidance holds true for Western nations in general.

In many other countries, eyelids are a tool for maintaining a polite and confident demeanor. Make eye contact periodically, such as when meeting a person, making or listening to an important point, and saying goodbye. Check local practices through observation and by asking colleagues in the field; if you are in a foreign land, observe how the natives behave rather than making any assumptions.

### Monologue or Dialogue

If you are giving a presentation, look at your audience—as individuals. Even if you are addressing an audience of thousands, pick a spot in the audience and direct your eyes to it. Deliver your insight or instruction, and then move to another spot and make eye contact. You want to convey a sense of focus and interest in each member of your audience, so having your eyes dart around the room will not help you do that.

### Nature of the Conversation

As a business professional, one of the most important skills you can ever cultivate is active listening. That means you listen with your entire body, from eyes to toes. Since we're just focused on eyes here, an important element of active listening is looking at the person who is talking. Never “leave” a conversation by checking for text messages, or glancing at your laptop even for a split second to see if a new email has come in.

Interested in learning more? Consider these seminars:

**Strategies for Developing Effective Presentation Skills,**  
pg 88—[www.amaseminars.org/2519](http://www.amaseminars.org/2519)

**Dynamic Listening Skills for Successful Communication,**  
pg 78—[www.amaseminars.org/2271](http://www.amaseminars.org/2271)

# Effective Technical Writing

SEMINAR #2216

Also available Live Online • see page 16

**Improve your technical writing—without compromising your technical message.** If writing technical information and effective memos, letters, reports, manuals, instructions, documentation, specifications or proposals is a tough proposition—this program is for you. This intensive 3-day seminar will show you proven approaches and techniques that you can apply back on the job to write crisp, clear, accessible technical communications.

## HOW YOU WILL BENEFIT

- Organize your material by purpose and audience
- Write with greater clarity and precision—in less time
- Present complex technical information simply
- Know the purpose of your writing before you begin
- Recognize the needs of your audience
- Learn how to use illustrations
- Produce final drafts to make the “write” impression with your superiors

## WHAT YOU WILL COVER

### Aspects of Technical Writing

- Pitfalls, style and characteristics of technical writing
- Samples of technical writing
- Understanding the reader's needs
- Conveying technical information clearly to nontechnical readers

### Various Patterns of Technical Writing

- Definitions
- Narration
- Process description
- Physical description
- Instructions

### Organizing Technical Information

- How to organize and evaluate technical data
- Structuring the physical format to enhance presentations of ideas
- Using linking words and phrases in sentences and paragraphs

### Writing the First Draft

- The writing process
- Importance of determining and focusing on your purpose and goals
- Techniques for overcoming writer's block
- Proven techniques for ensuring clarity and precision
- Avoiding wordiness and confusing sentence constructions

### Technical Report Elements and Formats

- Informal vs. formal reports
- Nature of technical report formats
- Various elements of technical reports
- Specific organizational formats for different reports

### Writing Abstracts

- Function and characteristics of abstracts
- Guidelines for preparing abstracts
- Descriptive vs. informative abstracts
- When to use illustrations in technical writing
- Characteristics and uses of illustrations

### Preparing Technical Manuals and Proposals

- Characteristics of technical manuals
- Components that comprise technical manuals
- Principles of technical manual writing style
- Elements of proposals

### Editing and Proofreading Techniques

- Guidelines for editing and polishing technical writing
- How to write for another person's review and critical commentary



## Faculty Spotlight\*

**Janet Bailey** is a training consultant, writer, and coach specializing in communication skills and productivity. Having presented workshops at such organizations as Amazon, Apple, eBay, and many others, she has trained thousands of professionals to write clearly. Ms. Bailey received her BA in psychology and journalism from Stanford University and served on the adjunct faculty at New York University.

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

## WHO SHOULD ATTEND

Engineers, scientists, IT/computer personnel and people in R&D and other technical areas, who are required to present ideas in writing.

**Note:** If you wish to bring your own laptop to the seminar, a USB flash drive will be provided to each attendee and a printer made available, eliminating the need to write exercises in longhand. You may also choose to bring a sample writing piece for one-on-one feedback from your course leader.



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

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## Classroom Schedule

[www.amaseminars.org/2216](http://www.amaseminars.org/2216)

Nov. 12-14 .....	Houston, TX .....	2216-GHN-00446	April 29-May 1 ....	Dallas, TX .....	2216-GHN-00455
Dec. 1-3 .....	New York, NY .....	2216-GHN-00441	June 17-19 .....	New York, NY .....	2216-GHN-00462
Jan. 26-28 .....	Chicago, IL .....	2216-GHN-00444			
Feb. 18-20 .....	New York, NY .....	2216-GHN-00447			
March 25-27 .....	San Francisco, CA .....	2216-GHN-00442			
Mar. 30-Apr. 1 .....	Arlington, VA .....	2216-GHN-00466			
April 13-15 .....	New York, NY .....	2216-GHN-00459			

**3 days/1.8 CEUs/18 PDUs**  
**\$2,195/AMA Members \$1,995**  
**AMA Members save \$200**

## LIVE ONLINE • 1.2 CEUs/12 PDUS

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

## Tuesday and Thursday 2-5 pm ET • 4 Lessons

Dec. 2-11 .....	2216-GHN-00452
March 3-12 .....	2216-GHN-00467
June 16-25 .....	2216-GHN-00458

# Strategies for Developing Effective Presentation Skills

SEMINAR #2519

## Transform yourself from inexperienced speaker to skilled presenter.

At this 3-day seminar, you'll learn how 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



## Faculty Spotlight\*

**Pamela A. Soden** is an instructor, speaker and mentor with more than 30 years' experience. She uses a blend of accelerated learning techniques to train clients in leadership, management skills, self-management, interpersonal skills, presentation skills, customer service and training others. Her clients have included A&E Television Networks, Bristol-Myers Squibb, Pace University, the United States Army and Equitable Life.

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

### 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.

### EXTRA

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



Watch Classroom Video



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

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### Classroom Schedule

[www.amaseminars.org/2519](http://www.amaseminars.org/2519)

Nov. 3-5 .....	Las Vegas, NV .....	2519-GHN-01581	Feb. 18-20 .....	Arlington, VA .....	2519-GHN-01627	May 11-13 .....	New York, NY .....	2519-GHN-01639
Nov. 5-7 .....	Chicago, IL.....	2519-GHN-01561	Feb. 23-25 .....	Chicago, IL.....	2519-GHN-01576	May 18-20 .....	Nashville, TN.....	2519-GHN-01668
Nov. 10-12 .....	Arlington, VA.....	2519-GHN-01567	March 4-6 .....	New York, NY .....	2519-GHN-01559	May 27-29 .....	San Francisco, CA .....	2519-GHN-01650
Nov. 10-12 .....	New York, NY .....	2519-GHN-01568	March 9-11 .....	Arlington, VA .....	2519-GHN-01565	June 3-5 .....	Boston, MA.....	2519-GHN-01630
Dec. 3-5.....	Arlington, VA.....	2519-GHN-01580	March 16-18 .....	Chicago, IL.....	2519-GHN-01572	June 8-10 .....	New York, NY .....	2519-GHN-01635
Dec. 8-10.....	Chicago, IL.....	2519-GHN-01564	March 25-27 .....	Philadelphia, PA .....	2519-GHN-01577	June 17-19 .....	Arlington, VA .....	2519-GHN-01644
Dec. 10-12.....	San Francisco, CA .....	2519-GHN-01566	March 25-27 .....	Portland, OR .....	2519-GHN-01628	June 24-26 .....	San Jose, CA .....	2519-GHN-01669
Dec. 15-17.....	New York, NY .....	2519-GHN-01571	Mar. 30-Apr. 1 .....	Atlanta, GA.....	2519-GHN-01652			
Jan. 7-9 .....	Arlington, VA .....	2519-GHN-01563	April 6-8 .....	Arlington, VA .....	2519-GHN-01631			
Jan. 12-14 .....	Chicago, IL.....	2519-GHN-01570	April 13-15 .....	New York, NY .....	2519-GHN-01640			
Jan. 28-30 .....	Parsippany, NJ.....	2519-GHN-01666	April 20-22 .....	Los Angeles, CA .....	2519-GHN-01645			
Feb. 2-4 .....	San Francisco, CA .....	2519-GHN-01558	April 29-May 1 .....	Chicago, IL .....	2519-GHN-01651			
Feb. 11-13 .....	New York, NY .....	2519-GHN-01569	May 6-8 .....	Arlington, VA .....	2519-GHN-01633			

**3 days/1.8 CEUs/18 PDUs**

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

AMA Members save \$200



# Effective Executive Speaking

SEMINAR #2522

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

Today, presentations and public speeches are very much a part of every executive's responsibilities. Effective executive speaking is what distinguishes the successful professional from everyone else. This skill is most critical to your success—and to your individual and corporate image. You will learn to use powerful tools and techniques to turn every 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



**Watch Classroom Video**



## **Faculty Spotlight\***

**Michael Geraghty** has 15 years of global corporate experience and specializes in negotiation and cross-cultural skills. His accomplishments include negotiating over \$1 billion in deals and contracts throughout America, Europe and Asia in four years. He was featured in the book, *The Greatest Speakers I Ever Heard* and has given more than 2,000 presentations worldwide.

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

### **WHO SHOULD ATTEND**

Executives with some prior public speaking experience who must speak in front of groups, make presentations, sell ideas to others or face cameras and microphones.

### **EXTRA**

Your presentation will be recorded for playback and review with feedback from your course leader. You will see yourself improve, relax and refine your public speaking techniques with each performance. This recording is yours to keep.

You may also be interested in **PowerPoint® Unplugged**. For detailed course description and schedule, visit [www.amaseminars.org/2170](http://www.amaseminars.org/2170)

**“Had a great time with this course. Loved being recorded and seeing how much I improved at the end of the seminar. The transformation in such a short period of time was amazing and the instructor was excellent and made it fun for all of us. I have a list of tools that I now use on a daily basis. I would definitely recommend it.” —Elaine M.**

### **Classroom Schedule**

[www.amaseminars.org/2522](http://www.amaseminars.org/2522)

Nov. 3-5 .....	Boston, MA.....	2522-GHN-01415	Feb. 4-6 .....	New York, NY .....	2522-GHN-01400	May 13-15 .....	Chicago, IL.....	2522-GHN-01435
Nov. 3-5 .....	New York, NY .....	2522-GHN-01404	Feb. 9-11 .....	Chicago, IL.....	2522-GHN-01402	May 18-20 .....	Arlington, VA .....	2522-GHN-01439
Nov. 10-12 .....	Denver, CO.....	2522-GHN-01424	Feb. 18-20 .....	San Francisco, CA .....	2522-GHN-01403	May 27-29 .....	Seattle, WA .....	2522-GHN-01444
Nov. 17-19 .....	Atlanta, GA.....	2522-GHN-01405	March 11-13 .....	San Diego, CA.....	2522-GHN-01409	June 1-3 .....	New York, NY .....	2522-GHN-01427
Dec. 1-3 .....	Chicago, IL.....	2522-GHN-01398	March 16-18 .....	New York, NY .....	2522-GHN-01425	June 8-10 .....	Chicago, IL.....	2522-GHN-01431
Dec. 8-10 .....	New York, NY .....	2522-GHN-01401	March 23-25 .....	Arlington, VA .....	2522-GHN-01412	June 17-19 .....	San Francisco, CA .....	2522-GHN-01438
Dec. 10-12 .....	Arlington, VA .....	2522-GHN-01399	March 25-27 .....	Chicago, IL.....	2522-GHN-01413			
Dec. 15-17 .....	San Francisco, CA .....	2522-GHN-01407	April 1-3 .....	New York, NY .....	2522-GHN-01426			
Jan. 7-9 .....	New York, NY .....	2522-GHN-01406	April 15-17 .....	Atlanta, GA.....	2522-GHN-01436			
Jan. 21-23 .....	Dallas, TX.....	2522-GHN-01410	April 27-29 .....	San Francisco, CA .....	2522-GHN-01443			
Jan. 28-30 .....	Arlington, VA .....	2522-GHN-01414	May 11-13 .....	New York, NY .....	2522-GHN-01433			

**3 days/1.8 CEUs**

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

**AMA Members save \$250**

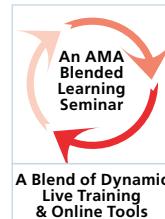


# Fundamentals of Finance

## Non-Financial

Also available Live Online • see page 16

### Acquire Essential Finance Skills in 3 Days



**Can you demonstrate your value and ROI to your boss?** Are you able to interpret financial reports and make decisions based on the data they provide? Can you draft an accurate budget? Can you justify your ideas in dollars and cents?

You didn't get to this point in your career only to be held back by weak financial skills. This program for non-financial managers makes the basics of finance accessible to anyone in just 3 days.

#### You'll Learn How To:

- Interpret and respond appropriately to financial information
- Communicate your contribution to the bottom line
- Uncover drains on profitability
- Make smarter decisions that deliver higher profitability

#### You'll Also Receive:

- Pre- and post-seminar assessments
- Tune-up materials to review what you've learned after the event
- Additional resources to maximize your training goals

#### HOW YOU WILL BENEFIT

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

#### DON'T LET FEAR OF FINANCE SET YOU BACK

**Can you speak the language?** Assets. Accruals. Capitalization. Debt and equity financing. Financial ratios. Present value index. When you hear these words tossed about by co-workers, do you cringe and feel totally out of their league?

**Do your eyes glaze over?** Your boss shares the P&L and balance sheet with you. Do you understand what the numbers are saying? Do you know what to look for to evaluate the financial health of your operations? Can you use the data to develop future strategies? Or are the numbers all but meaningless to you?

**Do you feel confident asking for money?** You need more money for your department and you're meeting with the finance people. Do you feel secure enough to deal with the "professionals?" Can you give them a well-thought-out budget or quantify your team's contributions to the company to justify the increase?



Watch Classroom Video

# and Accounting for Managers

SEMINAR #2218

**WHAT YOU WILL COVER**

- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- Mastering the mindset: seeing business in terms of dollars-and-cents decision options that pay off—over the short and long terms
- Basic accounting principles
- Applying accounting conventions and guidelines
- Developing working rules regarding your corporate financial statements
- Using the balance sheet to examine assets and liabilities
- Analyzing the income statement to assess revenues and expenses
- The statement of cash flow: sources and uses of funds
- Content and format of the annual report
- Debt vs. equity financing
- How leverage can increase return to shareholders

- Keeping your plan on target with budgetary controls
- Using profit-planning tools, break-even analysis, financial forecasting
- Cash flow: where cash comes from and how it's applied
- Elements of cost accounting
- Analyzing payback method, discounted cash flow, present value and present value index in making profitable capital investment decisions
- Criteria for examining the performance of divisions and product lines
- Understanding the cost of capital

**WHO SHOULD ATTEND**

Non-financial managers in every functional area of responsibility, in all industries.

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


**Faculty  
Spotlight\***

**Jerrold Gregory** specializes in financial and management education. He has over 30 years' experience in a Fortune 5 telecommunications company in various financial and training positions. A committee member of the Institute of Management Accounting, Mr. Gregory has an MBA from the University of Tampa and is a Certified Management Accountant (CMA).

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



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



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**Classroom Schedule**[www.amaseminars.org/2218](http://www.amaseminars.org/2218)**NOVEMBER**

Nov. 3-5 .....	Atlanta, GA.....	2218-GHN-02310
Nov. 3-5 .....	New York, NY .....	2218-GHN-02301
Nov. 5-7 .....	Chicago, IL.....	2218-GHN-02304
Nov. 12-14 .....	Los Angeles, CA.....	2218-GHN-02316
Nov. 17-19 .....	Arlington, VA.....	2218-GHN-02322
Nov. 17-19 .....	Morristown, NJ.....	2218-GHN-02323
Nov. 19-21 .....	Houston, TX.....	2218-GHN-02326

**DECEMBER**

Dec. 1-3.....	Chicago, IL.....	2218-GHN-02297
Dec. 3-5.....	Denver, CO.....	2218-GHN-02299
Dec. 8-10.....	New York, NY .....	2218-GHN-02307
Dec. 8-10.....	San Francisco, CA .....	2218-GHN-02308
Dec. 10-12.....	Indianapolis, IN.....	2218-GHN-02311
Dec. 15-17.....	Arlington, VA.....	2218-GHN-02319
Dec. 15-17.....	Charlotte, NC.....	2218-GHN-02337

**JANUARY**

Jan. 12-14 .....	San Francisco, CA .....	2218-GHN-02361
Jan. 14-16 .....	Houston, TX .....	2218-GHN-02318
Jan. 21-23 .....	Chicago, IL.....	2218-GHN-02328
Jan. 26-28 .....	Atlanta, GA.....	2218-GHN-02324
Jan. 26-28 .....	New York, NY .....	2218-GHN-02332

**FEBRUARY**

Feb. 4-6 .....	New York, NY .....	2218-GHN-02302
Feb. 11-13 .....	Chicago, IL.....	2218-GHN-02313
Feb. 11-13 .....	San Francisco, CA .....	2218-GHN-02314

**MARCH**

Feb. 18-20 .....	Dallas, TX.....	2218-GHN-02325
Feb. 23-25 .....	Arlington, VA .....	2218-GHN-02330
March 2-4 .....	Houston, TX .....	2218-GHN-02362
March 4-6 .....	New York, NY .....	2218-GHN-02303
March 9-11 .....	Chicago, IL.....	2218-GHN-02363
March 11-13 .....	Lake Buena Vista, FL.....	2218-GHN-02315
March 16-18 .....	San Francisco, CA .....	2218-GHN-02321

**APRIL**

April 1-3 .....	Atlanta, GA.....	2218-GHN-02382
April 13-15 .....	San Francisco, CA .....	2218-GHN-02385
April 15-17 .....	Chicago, IL.....	2218-GHN-02388
April 20-22 .....	Denver, CO.....	2218-GHN-02394
April 22-24 .....	Arlington, VA .....	2218-GHN-02397
April 22-24 .....	New York, NY .....	2218-GHN-02398
April 27-29 .....	Dallas, TX.....	2218-GHN-02406

**MAY**

May 4-6 .....	Houston, TX.....	2218-GHN-02381
May 6-8 .....	Chicago, IL.....	2218-GHN-02373
May 6-8 .....	Indianapolis, IN.....	2218-GHN-02415
May 13-15 .....	New York, NY .....	2218-GHN-02386
May 27-29 .....	San Diego, CA.....	2218-GHN-02416

**JUNE**

June 1-3 .....	Arlington, VA .....	2218-GHN-02364
June 3-5 .....	New York, NY .....	2218-GHN-02368
June 8-10 .....	Dallas, TX.....	2218-GHN-02371

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Oct. 28-Nov. 6 .....	2218-GHN-02334
Dec. 2-11 .....	2218-GHN-02298
Jan. 6-15 .....	2218-GHN-02305
Feb. 3-12 .....	2218-GHN-02300
March 10-19 .....	2218-GHN-02312
April 7-16 .....	2218-GHN-02407
June 9-18 .....	2218-GHN-02377

## AMA's Finance Workshop for Non-Financial Executives

SEMINAR #1104

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

Through actual case studies and annual reports of major U.S. public companies, you'll come away better equipped to speak and interact intelligently with your finance colleagues...analyze financial statements with new clarity...know the workings of the financial markets...and understand that the core purpose of your firm is to increase shareholder value.

#### HOW YOU WILL BENEFIT

- Gain a thorough understanding of every financial concept, including a complete finance and accounting vocabulary
- Make the right buy/lease decisions and take advantage of cash discounts offered by vendors
- Effectively assess investment opportunities
- Make more sales by understanding fixed vs. variable costs
- 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...categorizing assets, liabilities and capital
- Understanding and evaluating financial statements
- Understanding financial ratios used by analysts to assess liquidity, profitability, leverage and risk
- Preparing and using operational and capital budgets
- How financial markets value a business
- Cost analysis, profit planning and exposures to volume/price risks

#### WHO SHOULD ATTEND

Experienced managers in sales, marketing, production and manufacturing as well as those in managerial positions.

**Note:** Please bring a calculator (for simple calculations) to this meeting.



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#### Classroom Schedule

[www.amaseminars.org/1104](http://www.amaseminars.org/1104)

Nov. 10-13 .....	San Francisco, CA .....	1104-GHN-00241
Dec. 8-11 .....	Chicago, IL .....	1104-GHN-00233
Dec. 15-18 .....	New York, NY .....	1104-GHN-00237
Jan. 5-8 .....	Scottsdale, AZ .....	1104-GHN-00231
Jan. 20-23 .....	New York, NY .....	1104-GHN-00235
Feb. 23-26 .....	Chicago, IL .....	1104-GHN-00238
March 23-26 .....	New York, NY .....	1104-GHN-00239
March 23-26 .....	San Francisco, CA .....	1104-GHN-00240
April 21-24 .....	Chicago, IL .....	1104-GHN-00249
May 4-7 .....	Arlington, VA .....	1104-GHN-00251
May 11-14 .....	San Diego, CA .....	1104-GHN-00244
June 8-11 .....	Chicago, IL .....	1104-GHN-00252
June 15-18 .....	New York, NY .....	1104-GHN-00247

#### 4 days/2.4 CEUs/24 PDUs

\$2,645/AMA Members \$2,395

AMA Members save \$250



## AMA's Budgeting Workshop

SEMINAR #2259

**Learn to create an accurate operating budget that helps your company achieve its goals.** Being responsible for the budget means you're playing a vital role in pinpointing critical variables that impact profit. In this seminar, you will learn how to prepare, present and develop a budget that aligns with business strategies. Working in groups, you'll discover how to gather the information you need and then construct an actual operating budget. This is your opportunity to gain the tools and insights 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
- Prepare a well-planned budget that clearly highlights crucial variables that impact profit
- Know the line items on the income statement, their metrics and interdependencies
- Develop high-level and alternative strategies for your company
- Define variances so you can quickly implement changes to meet your company's financial objectives
- Develop and present a well-thought-out budget

#### WHAT YOU WILL COVER

- Overview of the planning and budgeting process
- 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 and challenges when dealing with assumptions and targets
- Preparing, revising and finalizing the budget
- 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.

#### EXTRA

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 laptop with a calculator to this seminar.



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#### Classroom Schedule

[www.amaseminars.org/2259](http://www.amaseminars.org/2259)

Nov. 17-18 .....	New York, NY .....	2259-GHN-00482
Nov. 24-25 .....	San Francisco, CA .....	2259-GHN-00479
Dec. 1-2 .....	Arlington, VA .....	2259-GHN-00477
Jan. 26-27 .....	New York, NY .....	2259-GHN-00478
March 2-3 .....	Arlington, VA .....	2259-GHN-00483
May 4-5 .....	New York, NY .....	2259-GHN-00490
June 15-16 .....	San Francisco, CA .....	2259-GHN-00488

#### 2 days/1.2 CEUs/12 PDUs

\$2,345/AMA Members \$2,095/AMA Members save \$250

## NEW! Capital Budgeting

SEMINAR #1125

**Plan for future capital expenditures and manage risk to make sounder project investment decisions that create economic value.** You don't need a crystal ball to predict far into the future in order to decide among competing priorities. Capital budgeting enables you to estimate revenues, costs, profits and cash flows, so you can better determine which projects to implement.

In this highly interactive 2-day course, you will explore the nature and scope of capital budgeting, starting with equity capital and debt capital. You'll participate in 4 case studies to determine the optimal leverage, benchmark best-in-class standards and delve into the 6 main financial analysis tools for decision making.

Following this experiential learning workshop, you'll return to the office armed with a capital budgeting model to make well-grounded decisions on expenditures so your company can be more competitive and profitable.

### HOW YOU WILL BENEFIT

- Strengthen your understanding of capital budgeting
- Use financial information to build your capital budget
- Obtain an overview of capital budgeting fundamentals
- Learn how to assemble a capital budget
- Conduct risk/reward analysis via quantifiable modeling
- Get a better fix on future revenue, costs, profits and cash flow
- Build a case to justify your budget to senior management
- Discover how capital budgets are evaluated and approved
- Benchmark a budget against best-in-class standards
- Improve your decision-making skills
- Create economic value for your company and its shareholders

### WHAT YOU WILL COVER

- Using financial information to build a capital budget
- Conducting risk/reward analysis via quantifiable modeling
- Recognizing the value of benchmarking projects
- Understanding the methods for discounting cash flows
- Learning the 6 tools for decision making
- Discovering how discount rates are determined
- Gaining an in-depth understanding of the concept of equity and debt capital
- Learning the three types of leverage and when to use each
- Identifying alternative channels for decision making
- Implementing sound budgeting for your organization

### WHO SHOULD ATTEND

Midlevel managers with 3+ years' experience who have budgeting responsibilities and need tools to better estimate future revenues, costs, profits and cash flow.

#### Classroom Schedule

[www.amaseminars.org/1125](http://www.amaseminars.org/1125)

Feb. 26-27	New York, NY	1125-GHN-00001
April 2-3	Arlington, VA	1125-GHN-00002
May 18-19	Chicago, IL	1125-GHN-00003

**2 days/1.2 CEUs**

\$2,445/AMA Members \$2,195/AMA Members save \$250

## Planning and Forecasting Organizational Expenses

SEMINAR #1229

**Develop more accurate budgets by minimizing the effects of unexpected events.** When sudden shifts in the economy happen, an inaccurate budget can mean big trouble for your business—or much worse. Unfortunately, budgets are often based only on past performance. This seminar shows you how to effectively research the components that will affect expenses in the future. The emphasis is not on how to compare budgets to actuals for variances, but how to accurately predict costs, whether for budgets, projects or new product development. You'll learn best practices for researching inflation, demand and the overall pricing of expenses. In addition, you'll discover how you can forecast unforeseen conditions.

### HOW YOU WILL BENEFIT

- Identify and evaluate past, present and future costs
- Understand capital expenditures and purchase requests
- Prioritize cost-reduction efforts
- Analyze the impact of decisions on shareholder return and ROI
- Identify and manage risks
- Understand how to use budgets and forecasts more effectively

### WHAT YOU WILL COVER

- Developing an expense forecast
- Estimating techniques: how to research cost data
- Process improvement: material and cost of sales; inventory control; material utilization
- Controlling overhead costs
- Working with labor costs: direct vs. indirect costing; controlling growth or reductions; workflow optimization
- Minimizing supplier costs
- Analyzing risks; risk reduction strategies

### WHO SHOULD ATTEND

Finance executives, managers and administrators who are under pressure to control and estimate expenses, as well as all finance professionals who need a solid understanding of how to implement an effective expense-control strategy.

**Note:** Please bring a laptop equipped with Excel 2010 (earlier versions are acceptable) to this seminar and a sample of your working forecasts and/or budgets.

You may also be interested in **Fundamentals of Forecasting**, Seminar #1110, page 95.



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#### Classroom Schedule

[www.amaseminars.org/1229](http://www.amaseminars.org/1229)

Dec. 11-12	New York, NY	1229-GHN-00008
March 9-10	Arlington, VA	1229-GHN-00013
June 18-19	New York, NY	1229-GHN-00012

**2 days/1.2 CEUs/12 PDUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# Fundamentals of Cost Accounting

SEMINAR #1201

**Use cost accounting to effectively control operations.** Top management is keeping a sharp eye on where every dollar goes. This seminar provides you with all the tools and information to put cost accounting's 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
- Evaluate results against budgets with greater accuracy
- 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.

**Note:** You'll need a calculator in this seminar.



Approved for up to 17.9 CTP/CCM  
recertification credit(s) by the Association  
for Financial Professionals.



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## Classroom Schedule

[www.amaseminars.org/1201](http://www.amaseminars.org/1201)

Nov. 19-21 .....	New York, NY .....	1201-GHN-00590
Dec. 3-5.....	San Francisco, CA .....	1201-GHN-00587
Feb. 9-11 .....	Arlington, VA.....	1201-GHN-00589
April 13-15 .....	Atlanta, GA .....	1201-GHN-00591
May 18-20 .....	New York, NY .....	1201-GHN-00592

**2.5 days/1.5 CEUs/15 PDUs/17.9 CTP/CCM/18 CPE**

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

**Recommended CPE Credit:** 18 hours/Basic

**Prerequisites:** Familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 90).

**Advance Preparation:** None

**Delivery Method:** Group Live

**Field of Study:** Accounting

# Fixed Asset Accounting

SEMINAR #1224

**Maximize your assets and protect your organization's investments.** In this seminar you will learn to maximize your bottom line by discovering everything you need to know about your company's assets: what assets you have and where they are located, how to make sure they are fully utilized, how to reap the maximum tax benefits and how to accurately assess their current value in today's economy.

## HOW YOU WILL BENEFIT

- Understand property concepts and value concepts
- Ensure you're using the right accounting software package
- Explore the implications of fixed asset accounting
- Gauge whether your assets are adequately insured and fully utilized
- Identify and classify your company's fixed assets
- Manage the human aspect of getting and maintaining fixed asset data

## WHAT YOU WILL COVER

- How to meet all accounting, tax, insurance and other requirements
- Capturing fixed asset data
- Value concepts
- Establishing the fixed asset accounting record
- Taking inventories: physical, perpetual, reconciliation
- Property controls: classification...tags...responsibility accounting applied to fixed assets
- Perpetuating the property accounting system

## WHO SHOULD ATTEND

Accountants, controllers, managers of fixed assets, divisional plant managers and all executives with fewer than two years' experience in fixed asset accounting.



Approved for up to 13.5 CTP/CCM  
recertification credit(s) by the Association  
for Financial Professionals.

## Classroom Schedule

[www.amaseminars.org/1224](http://www.amaseminars.org/1224)

Dec. 4-5.....	Atlanta, GA .....	1224-GHN-00414
March 5-6 .....	New York, NY .....	1224-GHN-00415

**2 days/1.2 CEUs/13.5 CTP/CCM/14 CPE**

\$2,095/AMA Members \$1,895/AMA Members save \$200

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

**Prerequisites:** Familiarity with Fundamentals of Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 90).

**Advance Preparation:** None

**Delivery Method:** Group Live

**Field of Study:** Accounting, Finance, Taxes

# Financial Professionals

## Earn CPEs in 65+ AMA Seminars

Your ongoing success depends on more than your financial skills. To get ahead, you must also have strong skills in communication, management, leadership and other essential areas. AMA seminars can give you everything you need—and **more than 65 of our courses now offer CPEs!**

### Build your skills in Finance— plus 9 other critical business areas!

- **Analytical Skills**
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- **Communication**
- **Human Resources**
- **Leadership**
- **Management**
- **Marketing**
- **Project Management**
- **Strategic Planning**



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### Call 1-800-262-9699 to register

For more information and a complete listing of all AMA seminars offering CPEs, visit [www.amaseminars.org/CPE](http://www.amaseminars.org/CPE)

## Fundamentals of Forecasting SEMINAR #1110

**Get the basic skills you need to accurately predict revenues and costs.** Discover the basics you need to assemble data and build forecasts that help power the operations, finance, production and planning functions in your organization. You'll master the foundational vocabulary and skills to create forecasts on your own 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.



This course qualifies for 18 CPUs toward your recertification as a CAP® (Certified Analytics Professional).

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



Certified Treasury Professional®

Approved for up to 22.6 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

### Classroom Schedule

[www.amaseminars.org/1110](http://www.amaseminars.org/1110)

Nov. 17-19 .....	San Francisco, CA .....	1110-GHN-00044
Dec. 10-12 .....	Chicago, IL .....	1110-GHN-00041
Jan. 28-30 .....	New York, NY .....	1110-GHN-00040
Feb. 25-27 .....	Arlington, VA .....	1110-GHN-00043
April 20-22 .....	New York, NY .....	1110-GHN-00047
May 18-20 .....	Chicago, IL .....	1110-GHN-00045

### 3 days/1.8 CEUs/21 CPE/22.6 CTP/CCM/18 CPUS

\$2,345/AMA Members \$2,095/AMA Members save \$250

**Recommended CPE Credit:** 21 hours/Basic

**Prerequisite:** An understanding of Excel® and a familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 90).

**Advance Preparation:** None

**Delivery Method:** Group Live

**Field of Study:** Accounting, Management Advisory Services, Specialized Knowledge and Application

# The Controller's Job in Today's Environment

SEMINAR #1206

## The controller's role has recently undergone a dramatic paradigm shift in companies of all sizes.

While controllers are still responsible for safeguarding their organization's assets, they are also expected to go beyond the numbers side and be key decision makers—in effect, making them crucial to their company's success. They must be ready and able to proactively communicate with all levels of the organization, and be able to negotiate and consult with other teams. To be successful in each of these areas, controllers must identify their own strengths and weaknesses and devise a plan to expand their skills beyond the traditional controller's role.

### HOW YOU WILL BENEFIT

- Create and oversee a system for capital expenditure planning and analysis
- Devise the annual budget and recognize its use as a management tool
- Effectively control costs, cash flows and networking capital
- Recognize both internal and external reporting requirements
- Incorporate effective risk management techniques

### WHAT YOU WILL COVER

- The core functions of the controller and evolving internal control requirements
- Identifying success factors in sales and marketing that are integral to business strategy
- Applying analytical tools that enhance cash flows and control costs
- Analyzing financial reports with cost-volume-profit models
- Exploring the impact of acquisitions and mergers on the organization

### WHO SHOULD ATTEND

Corporate controllers, division and plant controllers, as well as assistant controllers who want to add value to the organization and their careers by developing the skills that are crucial to meeting the demands of their role.



Approved for up to 22.5 CTP/CCM  
recertification credit(s) by the Association  
for Financial Professionals.

### Classroom Schedule

[www.amaseminars.org/1206](http://www.amaseminars.org/1206)

Dec. 15-17.....	New York, NY .....	1206-GHN-00553
Dec. 17-19.....	San Francisco, CA .....	1206-GHN-00554
Feb. 18-20.....	Arlington, VA.....	1206-GHN-00563
March 16-18.....	Lake Buena Vista, FL.....	1206-GHN-00564
April 1-3.....	New York, NY .....	1206-GHN-00565
May 11-13 .....	Chicago, IL.....	1206-GHN-00559
June 10-12 .....	San Francisco, CA .....	1206-GHN-00562

### 3 days/1.8 CEUs/22.5 CTP/CCM/21 CPE

\$2,345/AMA Members \$2,095/AMA Members save \$250

Recommended CPE Credit: 21 hours/Intermediate

Prerequisites: Three to five years' experience in corporate finance.

Advance Preparation: None

Delivery Method: Group Live

Field of Study: Accounting, Business Management and Organization

# NEW! Fundamentals of GRC: Governance, Risk and Compliance

SEMINAR #1116

**Avoid surprises by connecting the dots between risks, policies, compliance mandates and overall performance.** Understanding GRC (governance, risk management and compliance) is critical. Whether you failed an audit and are looking for ways to identify and prioritize risk... are expected to create a governance framework but don't know how...or your company's C-Suite is fluent in GRC, but you're not...this course will get you up to speed—fast. You'll discover how GRC builds accountability, leads to sound decision making and reduces risk.

You'll focus on how to embed GRC in your operations through an interactive case simulation—generating tips and best practices. Add value to your GRC initiatives, and sidestep the growing number of landmines in today's highly regulated, complex global economy.

### HOW YOU WILL BENEFIT

- Strengthen your understanding of governance, risk and compliance
- Use COSO (Committee of Sponsoring Organizations of the Treadway Commission) concepts to develop a governance framework for your business unit
- Align your performance and department goals with GRC requirements
- Embed GRC into your operations
- Build GRC controls to improve the bottom line
- Report GRC implementation results
- Increase accountability in your organization
- Avoid problems with regulators and costly fines
- Improve the flow of information
- Make sounder decisions and increase revenue

### WHAT YOU WILL COVER

- Understanding governance, risk and compliance key elements
- Answering the question, Why is GRC important?
- Recognizing that governance is not only for the C-Suite
- Reviewing principles of the updated COSO framework
- Defining risk appetite and risk tolerance
- Analyzing how GRC affects the bottom line
- Identifying GRC shortcomings in your department
- Developing your GRC strategy
- Communicating GRC elements within your team
- Integrating GRC into your department functions
- Reporting GRC results internally and externally

### WHO SHOULD ATTEND

Senior and midlevel managers who want to better understand and adhere to GRC while delivering products and services to customers and creating economic value.

### Classroom Schedule

[www.amaseminars.org/1116](http://www.amaseminars.org/1116)

March 19-20 .....	New York, NY .....	1116-GHN-00001
April 30-May 1 .....	Arlington, VA.....	1116-GHN-00002
June 22-23 .....	San Francisco, CA.....	1116-GHN-00003

### 2 days/1.2 CEUs

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



# AMA's Advanced Financial Forecasting and Modeling Workshop

SEMINAR #1276 Also available Live Online • see page 16



## Faculty Spotlight\*

**Miles Hutchinson, CPA** has 28 years of business experience, including serving as CFO of a billion dollar real estate development firm and as a controller for a software company. His books include *The Job of the Corporate Controller* and *Customerizing for Success*.

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

### HOW YOU WILL BENEFIT

- Create effective financial models that can meet your business needs
- 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
- Explain the results of your models to team members and senior management

### WHAT YOU WILL COVER

#### Finance Theory as Used in Financial Modeling

- Introduction to finance
  - Finance history
  - Modern finance
- The key principles in finance
  - Free cash flow
  - Time value of money
  - How rates are determined
- Creating net present value and internal rate of return models
  - Application of net present value: the capital budgeting model
- The relationship between risk and return
  - Risk versus reward paradigm

- Financial markets
  - Time horizon
  - Liquidity
  - Direct fundraising
  - Market structure
  - Security types
  - Locations

#### Creating Financial Models in Microsoft Excel

- Spreadsheet design and structure
- Spreadsheet auditing tools
- Excel functions
  - Basic finance functions
  - Lookup functions
  - Goal seek
  - Solver
  - Scenario manager
  - Sensitivity analysis
  - Data validation
  - Building your own functions in Excel
- Individual practice exercise—build a valuation model

#### Model Statistics and Forecasting

- Basic statistical descriptors
- Analyzing time series data
  - Types of patterns in data time series
- The use of distributions
- Exploratory data analysis
- Basic regression analysis
- Team exercise—predicting profit and revenue

### The Art of Modeling

- The art of problem solving
- Problem identification and model building
- Group Case Study A—developing a shopping plaza

### Modeling Risk and Uncertainty

- Uncertainty and net present value
- Scenario building
- Description of Monte Carlo
- Option pricing models

### Putting It All Together

- Presenting financial models
- Class Exercise—presentation of case studies

### WHO SHOULD ATTEND

Analysts and executive-level managers who work with financial models, need a refresher course on modeling methods—as well as experienced financial professionals who have not built models on a regular basis.

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



Approved for up to 22.2 CTP/CCM recertification credit(s) by the Association for Financial Professionals.



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

### Classroom Schedule

[www.amaseminars.org/1276](http://www.amaseminars.org/1276)

Nov. 5-7 .....	Chicago, IL.....	1276-GHN-00525
Dec. 15-17.....	New York, NY .....	1276-GHN-00529
Dec. 15-17.....	San Francisco, CA .....	1276-GHN-00537
Feb. 2-4.....	New York, NY .....	1276-GHN-00551
Feb. 9-11 .....	Arlington, VA.....	1276-GHN-00530
March 18-20 .....	Chicago, IL.....	1276-GHN-00538
April 27-29.....	New York, NY .....	1276-GHN-00549
May 6-8 .....	San Francisco, CA .....	1276-GHN-00550
June 24-26 .....	New York, NY .....	1276-GHN-00548

**3 days/1.8 CEUs/18 PDUs**

**22.2 CTP/CCM/21 CPE**

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

**AMA Members save \$250**

**LIVE ONLINE • 1.2 CEUs/12 PDUs**

**14 CPE/13.6 CTP/CCM • \$2,545/AMA Members \$2,295**

**Monday 2-5 pm ET • 4 Lessons**

Nov. 3-24 .....

Feb. 23-Mar. 16.....

1276-GHN-00536

1276-GHN-00533

#### Recommended CPE Credit:

21 hours/Advanced—Classroom

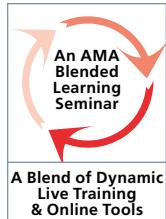
14 hours/Advanced—Live Online

**Prerequisites:** Familiarity with fundamentals of financial analysis (see AMA seminar #1552, page 98). Or the concepts covered in Fundamentals of Forecasting, seminar #1110, page 95.

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

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

**Field of Study:** Accounting, Finance, Management Advisory Services, Specialized Knowledge and Application



## AMA's Course on Financial Analysis

SEMINAR #1552

### Make the best decisions for your company's future using expert financial analysis techniques.

Confront today's major planning and performance challenges with new confidence—and successfully apply financial analysis techniques to enhance top management's planning.

#### HOW YOU WILL BENEFIT

- Identify current vital financial indicators
- Comprehend financial forecasting techniques
- Apply methods that can improve profits and investment

#### 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.

**Note:** Please bring your organization's financial statement and a financial calculator, HP 12C or equivalent.



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Treasury  
Professional®

Approved for up to 23.4 CTP/CCM  
recertification credit(s) by the  
Association for Financial Professionals.



Project  
Management  
Institute  
Registered  
Education  
Provider

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

#### Classroom Schedule

[www.amaseminars.org/1552](http://www.amaseminars.org/1552)

Nov. 19-21 .....	Arlington, VA.....	1552-GHN-01207
Dec. 1-3.....	Atlanta, GA.....	1552-GHN-01203
Dec. 8-10.....	New York, NY .....	1552-GHN-01204
Feb. 9-11.....	Chicago, IL.....	1552-GHN-01210
March 16-18 .....	Arlington, VA.....	1552-GHN-01206
April 22-24.....	San Francisco, CA .....	1552-GHN-01209
May 6-8 .....	New York, NY .....	1552-GHN-01217
June 3-5 .....	Chicago, IL.....	1552-GHN-01213
June 22-24 .....	Atlanta, GA .....	1552-GHN-01214

**3 days/1.8 CEUs/18 PDUs/23.4 CTP/CCM/21 CPE**

\$2,545/AMA Members \$2,295/AMA Members save \$250

**Recommended CPE Credit:** 21 hours/Advanced

**Prerequisites:** Familiarity with Fundamentals of Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 90).

**Advance Preparation:** Online pre- and post-seminar assessments

**Delivery Method:** Group Live

**Field of Study:** Accounting, Finance, Management Advisory Services

## AMA's Course on Mergers and Acquisitions

SEMINAR #1521

**Thousands of executives achieved the negotiation edge they needed right here.** You'll cover all the crucial elements that can make or break a merger or acquisition, "preview" the type of problems you're likely to encounter and learn how to avoid the common pitfalls.

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 mergers and acquisitions
- 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
- Financial analysis
- Accounting, anti-trust, tax and legal aspects
- Negotiating techniques
- Analyzing the acquisition contract
- Conducting due diligence

#### WHO SHOULD ATTEND

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



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recertification credit(s) by the  
Association for Financial Professionals.

#### Classroom Schedule

[www.amaseminars.org/1521](http://www.amaseminars.org/1521)

Dec. 1-3.....	New York, NY .....	1521-GHN-00436
Feb. 11-13 .....	Las Vegas, NV .....	1521-GHN-00438
May 13-15 .....	Chicago, IL.....	1521-GHN-00443

**3 days/1.8 CEUs/23.4 CTP/CCM/21 CPE**

\$4,395/AMA Members \$3,995/AMA Members save \$400

**Recommended CPE Credit:** 21 hours/Advanced

**Prerequisites:** Familiarity with Finance and Accounting for Non-Financial Managers (see AMA seminar #2218, page 90).

**Advance Preparation:** None

**Delivery Method:** Group Live

**Field of Study:** Accounting, Finance, Specialized Knowledge and Application, Taxes

# 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](http://www.amaseminars.org/8266) for details about CPE credits.



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

Above accreditation applies to both seminars on this page.

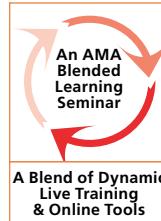
### Classroom Schedule

[www.amaseminars.org/8266](http://www.amaseminars.org/8266)

Dec. 17-19.....	New York, NY .....	8266-GHN-00581
Jan. 12-14 .....	Atlanta, GA .....	8266-GHN-00579
Feb. 4-6 .....	Chicago, IL.....	8266-GHN-00584
March 9-11 .....	New York, NY .....	8266-GHN-00577
March 30-April 1 .....	San Francisco, CA .....	8266-GHN-00578
May 6-8 .....	Dallas, TX.....	8266-GHN-00587
June 1-3 .....	New York, NY .....	8266-GHN-00585
June 22-24 .....	Chicago, IL.....	8266-GHN-00591

### 3 days/1.8 CEUs/18 PHR/SPHR

\$2,345/AMA Members \$2,095/AMA Members save \$250



# Fundamentals of Human Resources Management

SEMINAR #8506

Also available Live Online • see page 17

**This intensive, hands-on seminar will give you a solid overview of all aspects of HR.** Quickly learn the essentials of key HR functions and gain the confidence and know-how you need to succeed. You'll see how to develop a ready-to-use action plan to put to work in your own organization.

### HOW YOU WILL BENEFIT

- Understand HR's role as a vital contributor to your organization
- 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

- Current HR trends and challenges
- Managerial and HR legal responsibilities
- Categories and questions to avoid during the employment process
- Dealing with employment discrimination charges
- Employment and termination at will
- Challenges: variable skills, alternative work schedules, ethics, etc.
- Components of a good policies manual; sample handbook template
- Use and objectives of an HRIS
- The effective compensation system
- Components of an efficient performance management program
- Grievance procedures; progressive discipline
- Total rewards; cost-effective, flexible benefits packages
- Cost-efficient employee retention strategies

### WHO SHOULD ATTEND

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

Visit [www.amaseminars.org/8506](http://www.amaseminars.org/8506) for details about CPE credits.

### Classroom Schedule

[www.amaseminars.org/8506](http://www.amaseminars.org/8506)

Dec. 3-5.....	San Francisco, CA .....	8506-GHN-00874
Jan. 7-9 .....	New York, NY .....	8506-GHN-00877
Jan. 21-23 .....	Arlington, VA.....	8506-GHN-00876
March 2-4 .....	New York, NY .....	8506-GHN-00887
March 18-20 .....	Chicago, IL.....	8506-GHN-00880
April 13-15.....	New York, NY .....	8506-GHN-00883
June 3-5.....	New York, NY .....	8506-GHN-00882

### 3 days/1.8 CEUs/18 PHR/SPHR

\$2,345/AMA Members \$2,095/AMA Members save \$250

### LIVE ONLINE • 1.2 CEUs • 12 PHR/SPHR

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

### Thursday 2-5 pm ET • 4 Lessons

Oct. 30-Nov. 20.....	8506-GHN-00878
Feb. 5-26 .....	8506-GHN-00872
Apr. 30-May 21 .....	8506-GHN-00886

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

SEMINAR #8502

**Learn how to implement and apply legally defensible best practices in your organization.** This interactive and case-study-centered seminar combines a comprehensive overview of employee discrimination/EEO, the Family and Medical Leave Act and the Americans with Disabilities Act.

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

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

### 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.



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

### Classroom Schedule

[www.amaseminars.org/8502](http://www.amaseminars.org/8502)

Nov. 6-7 .....	New York, NY .....	8502-GHN-00085
Jan. 22-23 .....	Atlanta, GA .....	8502-GHN-00083
March 23-24 .....	New York, NY .....	8502-GHN-00084
May 4-5 .....	Chicago, IL.....	8502-GHN-00088

**2 days/1.2 CEUs/12 PHR/SPHR**

\$2,095/AMA Members \$1,895/AMA Members save \$200

## Succession Planning Developing Leaders from Within

SEMINAR #8110

**Ensure your organization always has well-trained, experienced people in key positions.** Managing the succession of talent is a vital strategic process that minimizes gaps in leadership and enables your best people to develop the skills necessary for possible future roles. This seminar will show you how to design and implement an effective and flexible succession plan that will help your organization continue to grow and achieve its business goals.

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

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

### WHO SHOULD ATTEND

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



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

### Classroom Schedule

[www.amaseminars.org/8110](http://www.amaseminars.org/8110)

Nov. 10-11 .....	New York, NY .....	8110-GHN-00035
Dec. 18-19.....	Chicago, IL.....	8110-GHN-00038
March 16-17 .....	San Francisco, CA .....	8110-GHN-00037
May 18-19 .....	New York, NY.....	8110-GHN-00040

**2 days/1.2 CEUs/12 PHR/SPHR**

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

# 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



## Faculty Spotlight\*

**Carole F. Hysmith, EdD** is known for her expertise in developing leadership and management teams and empowering staff. She has designed and facilitated seminars in assertiveness skills, performance appraisal and counseling, career development and team development—to name but a few. She is a certified administrator of the Myers-Briggs Type Indicator® and received her EdD from the University of Massachusetts at Amherst.

\*This seminar is also taught by other Human Resources experts.

## 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.

## EXTRA

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

\*Course specifically developed in conjunction with Mel Silberman.

You may also be interested in ***The Virtual Trainer: Success Strategies for Facilitating Live Online Training***, Seminar #8115 (Live Online only), page 17.

## Classroom Schedule

[www.amaseminars.org/8507](http://www.amaseminars.org/8507)

Nov. 5-7 .....	Chicago, IL.....	8507-GHN-00997	March 23-25 .....	Chicago, IL.....	8507-GHN-00999
Nov. 19-21 .....	Atlanta, GA.....	8507-GHN-00993	April 1-3.....	San Francisco, CA .....	8507-GHN-01017
Dec. 1-3.....	New York, NY .....	8507-GHN-00992	April 15-17.....	Arlington, VA .....	8507-GHN-01010
Dec. 15-17.....	San Francisco, CA .....	8507-GHN-00994	April 22-24.....	New York, NY .....	8507-GHN-01013
Jan. 7-9 .....	Chicago, IL.....	8507-GHN-01004	May 4-6 .....	Atlanta, GA.....	8507-GHN-01016
Jan. 28-30 .....	Arlington, VA .....	8507-GHN-00995	May 27-29 .....	Chicago, IL.....	8507-GHN-01012
Feb. 9-11 .....	San Francisco, CA .....	8507-GHN-01005	June 3-5 .....	San Francisco, CA .....	8507-GHN-01015
Feb. 25-27 .....	New York, NY .....	8507-GHN-00998	June 22-24.....	New York, NY .....	8507-GHN-01018

## 3 days/1.8 CEUs

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

AMA Members save \$250



## Instructional Design for Trainers

SEMINAR #8509

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

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

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

### WHO SHOULD ATTEND

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

## Advanced Training Strategies and Techniques

SEMINAR #8105

**Take your training skills from good to great.** Even if you know all the "ins and outs" of what a skilled trainer does, how can you make sure you'll hit the mark with everyone you train, every time you train? Attend this seminar and go "behind the curtain" to discover advanced techniques, tools and well-kept secrets that the very best trainers know and can apply in the classroom or online. Through hands-on exercises and practice sessions, you'll refine and deepen your training skills, assess your own preferences and instructional style, and learn to adapt your style to meet a broad variety of learner needs and expectations. You'll gain more confidence as you discover how you can better engage and motivate learners, debrief learning activities more effectively and increase the comprehension and knowledge retention of every person you train.

### HOW YOU WILL BENEFIT

- Identify and fine-tune your preferred instructional style
- Know how to apply different instructional styles to meet participants' needs
- Build a wider range of techniques to interest all learners
- Lead and debrief action learning activities
- Handle difficult classroom situations more effectively

### WHAT YOU WILL COVER

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

### WHO SHOULD ATTEND

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

### Classroom Schedule

[www.amaseminars.org/8509](http://www.amaseminars.org/8509)

Nov. 12-14 .....	Chicago, IL.....	8509-GHN-00241
Dec. 15-17.....	Atlanta, GA .....	8509-GHN-00239
Jan. 5-7 .....	San Francisco, CA .....	8509-GHN-00237
Feb. 9-11 .....	Arlington, VA.....	8509-GHN-00238
March 2-4 .....	New York, NY .....	8509-GHN-00244
April 8-10.....	Chicago, IL.....	8509-GHN-00251
May 11-13 .....	Arlington, VA.....	8509-GHN-00247
June 3-5 .....	Atlanta, GA .....	8509-GHN-00246

**3 days/1.8 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

### Classroom Schedule

[www.amaseminars.org/8105](http://www.amaseminars.org/8105)

Dec. 4-5.....	San Francisco, CA .....	8105-GHN-00018
Feb. 12-13 .....	Atlanta, GA .....	8105-GHN-00017
May 14-15 .....	Arlington, VA.....	8105-GHN-00021

**2 days/1.2 CEUs**

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



A Blend of Dynamic  
Live Training & Online Tools

# Preparing for Leadership

## What It Takes to Take the Lead SEMINAR #2536

Also available Live Online • see page 18

**You want to become a leader, but are you ready to take that step?** Learn how to get noticed and selected for a leadership position and develop the skills every confident leader needs. This course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll discover the heart, soul and mind of true leadership.

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



### Faculty Spotlight\*

**Fay Bordogna** designs and delivers programs that concentrate on improving effectiveness within the workplace. More than 20 years of experience as a consultant and educator have helped her develop management curricula, participant materials, facilitator instruction and individualized programs for clients in a wide variety of industries including health care, financial services, insurance, consumer products and pharmaceuticals.

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

### 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.



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

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### Classroom Schedule

[www.amaseminars.org/2536](http://www.amaseminars.org/2536)

Nov. 17-18 .....	Morristown, NJ .....	2536-GHN-00739	April 9-10 .....	New York, NY .....	2536-GHN-00749
Nov. 24-25 .....	Arlington, VA .....	2536-GHN-00724	April 20-21 .....	Chicago, IL .....	2536-GHN-00758
Dec. 1-2 .....	Atlanta, GA .....	2536-GHN-00728	May 7-8 .....	Atlanta, GA .....	2536-GHN-00756
Dec. 8-9 .....	San Francisco, CA .....	2536-GHN-00726	May 18-19 .....	Arlington, VA .....	2536-GHN-00755
Dec. 11-12 .....	Chicago, IL .....	2536-GHN-00730	June 1-2 .....	Dallas, TX .....	2536-GHN-00757
Dec. 18-19 .....	New York, NY .....	2536-GHN-00721	June 18-19 .....	New York, NY .....	2536-GHN-00754
Jan. 12-13 .....	New York, NY .....	2536-GHN-00745	June 22-23 .....	San Francisco, CA .....	2536-GHN-00760
Jan. 22-23 .....	Houston, TX .....	2536-GHN-00740			
Feb. 2-3 .....	Arlington, VA .....	2536-GHN-00732			
Feb. 19-20 .....	New York, NY .....	2536-GHN-00733			
March 5-6 .....	San Francisco, CA .....	2536-GHN-00723			
March 23-24 .....	Atlanta, GA .....	2536-GHN-00734			

**2 days/1.2 CEUs/12 PDUs**

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

AMA Members save \$200



**LIVE ONLINE** • 1.2 CEUs/12 PDUs

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

**Monday-Wednesday 2-5 pm ET • 3 Lessons**

Nov. 10-12 .....

2536-GHN-00725

March 9-11 .....

2536-GHN-00722



A Blend of Dynamic  
Live Training & Online Tools

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

Also available Live Online • see page 18

**Each year, hundreds of professionals gain the people skills they need to master the art of leadership at this powerful seminar.** Leaders of technical professionals face a substantial challenge: to achieve successful task completion through positive work relationships. In this highly interactive seminar, you will learn how to build and lead a team, evaluate your team's performance and develop an action plan for continued leadership success.

### 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.



by the Project Management Institute (PMI).

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

### Classroom Schedule

[www.amaseminars.org/2569](http://www.amaseminars.org/2569)

Nov. 5-7 .....	San Francisco, CA .....	2569-GHN-00361
Nov. 17-19 .....	New York, NY .....	2569-GHN-00364
Jan. 12-14 .....	Chicago, IL .....	2569-GHN-00357
Feb. 4-6 .....	San Francisco, CA .....	2569-GHN-00375
Feb. 18-20 .....	New York, NY .....	2569-GHN-00360
March 25-27 .....	Arlington, VA .....	2569-GHN-00362
April 1-3 .....	Chicago, IL .....	2569-GHN-00376
April 22-24 .....	Atlanta, GA .....	2569-GHN-00373
May 18-20 .....	New York, NY .....	2569-GHN-00377
June 8-10 .....	San Francisco, CA .....	2569-GHN-00372

**3 days/1.8 CEUs/18 PDUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

**LIVE ONLINE** • 1.2 CEUs/12 PDUs • \$2,345/AMA Members \$2,095

**Tuesday and Thursday 2-5 pm ET • 4 Lessons**

Dec. 2-11 .....	2569-GHN-00363
March 3-12 .....	2569-GHN-00356
June 2-11 .....	2569-GHN-00367



A Blend of Dynamic  
Live Training & Online Tools

## 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 for managers.

### Classroom Schedule

[www.amaseminars.org/2239](http://www.amaseminars.org/2239)

Nov. 17-18 .....	Chicago, IL .....	2239-GHN-00492
Dec. 18-19 .....	San Francisco, CA .....	2239-GHN-00493
Jan. 29-30 .....	New York, NY .....	2239-GHN-00494
March 12-13 .....	Chicago, IL .....	2239-GHN-00490
April 23-24 .....	Atlanta, GA .....	2239-GHN-00499
May 28-29 .....	San Francisco, CA .....	2239-GHN-00502
June 15-16 .....	Lake Buena Vista, FL .....	2239-GHN-00505

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

# Collaborative Leadership Skills for Managers

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.

This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

#### HOW YOU WILL BENEFIT

- Recognize team needs for relationships and tasks based on team member distance
- Select and use effective tools, techniques and technology designed specifically for virtual teams
- Build trust and cohesiveness within virtual teams
- Develop virtual team meeting facilitation skills and learn to use

#### WHAT YOU WILL COVER

- Identify the concerns you face as a virtual team leader and what your team members need from you
- Identify strategic ways to build trust within virtual and remote teams
- Define virtual team members' roles and responsibilities to maintain team focus on goals, objectives and tasks
- Apply proven techniques for effective conference calls
- Facilitate techniques for problem solving and brainstorming
- Develop a plan to implement personal leadership skills and build successful team performance

#### WHO SHOULD ATTEND

Managers, senior managers, directors and project leaders of global and/or geographically dispersed teams. This seminar will also benefit leaders of a mobile workforce.

Visit [www.amaseminars.org/2280](http://www.amaseminars.org/2280) for details about CPE credits.

#### Classroom Schedule

[www.amaseminars.org/2280](http://www.amaseminars.org/2280)

Nov. 3-5 .....	Las Vegas, NV.....	2280-GHN-00249
Nov. 17-19 .....	Lake Buena Vista, FL.....	2280-GHN-00247
Feb. 2-4 .....	San Francisco, CA .....	2280-GHN-00241
April 22-24 .....	New York, NY .....	2280-GHN-00258
May 4-6 .....	Philadelphia, PA .....	2280-GHN-00262
May 18-20 .....	Dallas, TX.....	2280-GHN-00257

#### Classroom Schedule

[www.amaseminars.org/2186](http://www.amaseminars.org/2186)

Nov. 17-18 .....	Chicago, IL.....	2186-GHN-00083
Dec. 11-12 .....	New York, NY .....	2186-GHN-00081
Jan. 22-23 .....	Arlington, VA.....	2186-GHN-00082
Jan. 29-30 .....	New York, NY .....	2186-GHN-00078
March 5-6 .....	Chicago, IL.....	2186-GHN-00084
March 19-20 .....	Atlanta, GA .....	2186-GHN-00103
April 2-3 .....	New York, NY .....	2186-GHN-00091
April 27-28 .....	San Francisco, CA .....	2186-GHN-00097
May 4-5 .....	Boston, MA .....	2186-GHN-00104
May 11-12 .....	Arlington, VA .....	2186-GHN-00094
June 11-12 .....	New York, NY .....	2186-GHN-00093

#### 2 days/1.2 CEUs

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



# Leading Virtual and Remote Teams

SEMINAR #2280

A Blend of Dynamic Live Training & Online Tools

Also available Live Online • see page 17

#### Lead cohesive long-distance teams that can actually outperform face-to-face teams.

This powerful seminar is designed to help you build truly synergistic and effective long-distance teams. You will return to work with the tools and methods to successfully manage virtual and remote teams.

#### HOW YOU WILL BENEFIT

- Recognize team needs for relationships and tasks based on team member distance
- Select and use effective tools, techniques and technology designed specifically for virtual teams
- Build trust and cohesiveness within virtual teams
- Develop virtual team meeting facilitation skills and learn to use

#### WHAT YOU WILL COVER

- Identify the concerns you face as a virtual team leader and what your team members need from you
- Identify strategic ways to build trust within virtual and remote teams
- Define virtual team members' roles and responsibilities to maintain team focus on goals, objectives and tasks
- Apply proven techniques for effective conference calls
- Facilitate techniques for problem solving and brainstorming
- Develop a plan to implement personal leadership skills and build successful team performance

#### WHO SHOULD ATTEND

Managers, senior managers, directors and project leaders of global and/or geographically dispersed teams. This seminar will also benefit leaders of a mobile workforce.

Visit [www.amaseminars.org/2280](http://www.amaseminars.org/2280) for details about CPE credits.



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

#### Classroom Schedule

[www.amaseminars.org/2280](http://www.amaseminars.org/2280)

Nov. 3-5 .....	Las Vegas, NV.....	2280-GHN-00249
Nov. 17-19 .....	Lake Buena Vista, FL.....	2280-GHN-00247
Feb. 2-4 .....	San Francisco, CA .....	2280-GHN-00241
April 22-24 .....	New York, NY .....	2280-GHN-00258
May 4-6 .....	Philadelphia, PA .....	2280-GHN-00262
May 18-20 .....	Dallas, TX.....	2280-GHN-00257

#### 3 days/1.8 CEUs/18 PDUs

\$2,545/AMA Members \$2,295/AMA Members save \$250

**LIVE ONLINE • .9 CEU • \$2,545/AMA Members \$2,295**

#### Monday-Wednesday 2-5 pm ET • 3 Lessons

Dec. 8-10 .....	2280-GHN-00248
March 16-18 .....	2280-GHN-00243
June 22-24 .....	2280-GHN-00259

# 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 II

- A description of—and introduction to—the principles, purposes and systems within Situational Leadership II
- How to get the most out of your workshop experience

### Leadership for the Future

- Exploring the importance of flexibility, adaptability and how to manage diversity and change
- Beliefs and building blocks to help you understand the concept of "no best style"
- Why leadership is situational

### Diagnosis: The First Skill of Situational Leadership

- Assessing an individual's competence and commitment levels to determine how to build motivation, confidence and productivity
- Understanding the need for a specific leadership style based on the individual's needs in any given situation

### Flexibility: The Second Skill of Situational Leadership

- Becoming comfortable with a variety of leadership styles
- Matching your leadership style to your people's and situation's need

### Partnering for Performance: The Third Skill of Situational Leadership

- How to empower people to contribute their best to your organization's success
- Exploring new ways to open up communication and reach consensus with others

### Taking the Right Action

- Transferring your new awareness and situational leadership skills into your work relationships and leadership responsibilities
- Practice...practice...practice

### WHO SHOULD ATTEND

Individuals in leadership roles, including executives, managers at all levels, project managers, team leaders and supervisors.



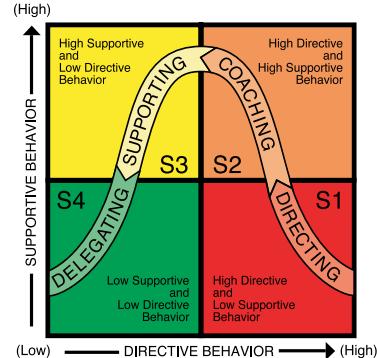
## Faculty Spotlight\*

Linda Alexander specializes in leadership, organizational effectiveness and general management. In her extensive corporate experience, she has developed plans with business leaders to move their organizations through substantial change efforts, including growth, major mergers and downsizing. This has included executive and management coaching, executive retreat and strategic business meeting facilitation and change management, among other business concerns.

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

### Ken Blanchard's Situational Leadership® II

#### THE FOUR LEADERSHIP STYLES



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## Classroom Schedule

[www.amaseminars.org/2901](http://www.amaseminars.org/2901)

Nov. 3-4 .....	Fort Lauderdale, FL .....	2901-GHN-00329	March 5-6 .....	New York, NY .....	2901-GHN-00328
Nov. 24-25 .....	New York, NY .....	2901-GHN-00318	March 23-24 .....	Chicago, IL .....	2901-GHN-00322
Dec. 1-2 .....	Chicago, IL .....	2901-GHN-00313	April 9-10 .....	San Francisco, CA .....	2901-GHN-00346
Dec. 4-5 .....	Atlanta, GA .....	2901-GHN-00314	May 4-5 .....	St. Pete Beach, FL .....	2901-GHN-00344
Dec. 15-16 .....	San Francisco, CA .....	2901-GHN-00327	June 1-2 .....	New York, NY .....	2901-GHN-00340
Jan. 15-16 .....	New York, NY .....	2901-GHN-00321	June 18-19 .....	Chicago, IL .....	2901-GHN-00343
Feb. 9-10 .....	Arlington, VA .....	2901-GHN-00316			

### 2 days/1.2 CEUs

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

AMA Members save \$200



## 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](http://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**. For a detailed course description and schedule, visit [www.amaseminars.org/2559](http://www.amaseminars.org/2559)



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

### Classroom Schedule

[www.amaseminars.org/2506](http://www.amaseminars.org/2506)

Nov. 19-21 .....	New York, NY .....	2506-GHN-00284
Dec. 1-3.....	Chicago, IL.....	2506-GHN-00283
Jan. 14-16 .....	Las Vegas, NV .....	2506-GHN-00281
Jan. 26-28 .....	San Francisco, CA .....	2506-GHN-00280
March 23-25 .....	New York, NY .....	2506-GHN-00282
April 13-15 .....	Arlington, VA .....	2506-GHN-00291
May 13-15 .....	Chicago, IL.....	2506-GHN-00292

**3 days/1.8 CEUs/18 PHR/SPHR**

\$2,545/AMA Members \$2,295/AMA Members save \$250

## Achieving Leadership Success Through People SEMINAR #2128

**Lead more effectively by creating rapport, synergy and two-way trust.** The most successful leaders are those with the best people skills. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowerment) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach 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
- Learn and apply the components of loyalty to create "loyal followership"
- 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, midlevel managers and others in positions of leadership.

Visit [www.amaseminars.org/2128](http://www.amaseminars.org/2128) for details about CPE credits.



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



### Classroom Schedule

[www.amaseminars.org/2128](http://www.amaseminars.org/2128)

Nov. 19-21 .....	Arlington, VA.....	2128-GHN-00105
Dec. 1-3.....	New York, NY .....	2128-GHN-00099
Dec. 15-17.....	Chicago, IL.....	2128-GHN-00107
Jan. 14-16 .....	Atlanta, GA .....	2128-GHN-00104
Feb. 9-11 .....	Arlington, VA.....	2128-GHN-00108
March 2-4 .....	Lake Buena Vista, FL.....	2128-GHN-00111
March 18-20 .....	Dallas, TX.....	2128-GHN-00121
April 8-10 .....	New York, NY .....	2128-GHN-00101
April 20-22 .....	San Francisco, CA .....	2128-GHN-00113

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

**3 days/1.8 CEUs/18 PDUs**

\$2,645/AMA Members \$2,395/AMA Members save \$250



## NEW! Building Relationship Capital: Maximizing the Value of Professional Contacts SEMINAR #2020

**Improve business outcomes by harnessing professional relationships.** What's the one business commodity that can never be outsourced? Relationships. What can drive business success more powerfully than technology? Again, relationships. Yet what do few businesses seek to systematically nurture and advance? The answer, surprisingly, is relationships. This program is about building relationship capital—the value created by people through their business relationships. Explore the one-to-one aspects of building, maintaining and tracking relationships and discover how they can help you achieve your financial and strategic goals. Learn a proven, step-by-step methodology for advancing all your relationships, and get tools and a roadmap for creating business value and driving growth through the power of these connections. You'll also develop strategies to align your own business goals and objectives with the contacts you already have.

### HOW YOU WILL BENEFIT

- Understand relationship capital and its impact on your business and career
- Take the RQ® (Relationship Quotient) assessment to identify where you stand relationally
- Recognize how your contacts' Relational GPS®—goals, passions and struggles—help create lasting business relationships
- Apply a five-step process for advancing each business relationship
- Apply the Relational Ladder® process so that you are able to "invest" versus "spend" your relationship time
- Learn strategies to strengthen your internal relationships and outperform your colleagues

### WHAT YOU WILL COVER

- Developing a "Relational GPS" for your top five relationships
- The Principle of Worthy Intent: building an awareness of the power of thoughtfulness in business
- Internalizing and applying a process for effective meetings
- Completing and sharing action plans; committing to implementation; measuring success
- Moving from transactional relationships to long-term, outstanding business relationships
- Building your credibility and professional brand

### WHO SHOULD ATTEND

Any business leader who is ready to learn a step-by-step, measurable process in order to leverage the full power of business relationships, and create sustainable success for their organization and career.

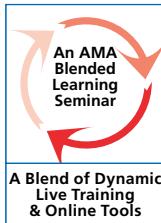
### Classroom Schedule

[www.amaseminars.org/2020](http://www.amaseminars.org/2020)

March 2-3 .....	Arlington, VA .....	2020-GHN-00001
April 20-21 .....	New York, NY .....	2020-GHN-00002
June 8-9 .....	San Francisco, CA .....	2020-GHN-00003

### 2 days/1.2 CEUs

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



## Launching and Managing Strategic Alliances and Partnerships SEMINAR #5228

**Start your strategic alliances off on track and keep them healthy over time with the strategies and tools you'll gain in this seminar.** If your organization has forged strategic alliances—or is planning to—you can't afford to miss this information-packed session. You'll gain insight into both the operational and cultural requirements of successful partnerships, as well as learn practical methods for ensuring top performance.

### HOW YOU WILL BENEFIT

- Identify the five essential areas crucial to the success of an alliance relationship and use them to create a high-performing alliance team
- Anticipate and prevent potential pitfalls in your alliances
- Monitor your alliance relationships using the "health check" survey
- Diagnose and treat the hidden causes of underperforming alliances
- Adapt the alliance team charter—a proven framework

### WHAT YOU WILL COVER

- Defining the role of an alliance manager
- Setting team direction and focusing on success
- Identifying the key components of an alliance team charter
- Developing and applying the alliance team charter
- Understanding the roles, responsibilities and expectations of high-performing teams
- Bridging cross-cultural challenges
- Creating effective inter- and intra-company communication
- Leading the organization to alliance success

### WHO SHOULD ATTEND

VPs, leaders and experienced managers across all functional areas responsible for strategic alliance or partnership activities.



**ENDORSED BY** ASAP is the leading global association dedicated to alliance professionals across all industries. The Association is focused on enhancing the success of alliance formation through best practices and professional development activities. Visit [www.strategic-alliances.org](http://www.strategic-alliances.org)



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

### Classroom Schedule

[www.amaseminars.org/5228](http://www.amaseminars.org/5228)

Dec. 1-2.....	Arlington, VA.....	5228-GHN-00064
Feb. 12-13.....	New York, NY.....	5228-GHN-00069
April 16-17.....	Chicago, IL.....	5228-GHN-00066

### 2 days/1.2 CEUs/12 PDUs

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

# Leading with Emotional Intelligence

SEMINAR #2133

**Developed with Dr. Daniel Goleman, based on his research and bestselling book *Leadership: The Power of Emotional Intelligence®—Selected Writings***

Also available Live Online • see page 19

## Develop the skills to ensure you are a highly effective, emotionally intelligent leader.

**Emotional intelligence (EI)** has become well known throughout the business world as a crucial component of leadership effectiveness. Intellect and business expertise can only carry you so far if emotional intelligence is lacking.

Dr. Goleman's EI model focuses specifically on the behavioral level, on performance at work and on organizational leadership.

**Dr. Goleman** shared his decades of practical research to develop this seminar with AMA which will explore the EI competencies. Use them to go from being a good to a great, emotionally intelligent leader. You'll get tools and techniques to help you deepen your ability to lead and become more effective in helping your organization deliver the results it needs.

## HOW YOU WILL BENEFIT

- Recognize the benefits of EI to personal development and leadership
- Understand EI competencies and how to develop them
- Identify personal strengths/limitations using the Emotional and Social Competency Inventory
- Leverage appropriate EI competencies in utilizing leadership styles to achieve results
- Create a culture that delivers results through effective work relationships
- Build a developmental action plan that strengthens emotional intelligence skills

## WHAT YOU WILL COVER

### The Meaning and Value of Emotional Intelligence

- Defining Emotional Intelligence (EI) and its impact on effective leadership
- Understanding the brain and the emotional response system

 Watch Classroom Video

## Classroom Schedule

[www.amaseminars.org/2133](http://www.amaseminars.org/2133)

Nov. 12-14 .....	Portland, OR .....	2133-GHN-00469	March 11-13 .....	New York, NY .....	2133-GHN-00468
Nov. 19-21 .....	Chicago, IL.....	2133-GHN-00463	March 23-25 .....	Atlanta, GA.....	2133-GHN-00465
Dec. 1-3.....	San Francisco, CA .....	2133-GHN-00458	Mar. 30-Apr. 1 .....	Chicago, IL.....	2133-GHN-00491
Dec. 8-10.....	New York, NY .....	2133-GHN-00464	April 13-15.....	San Francisco, CA .....	2133-GHN-00504
Dec. 15-17.....	Arlington, VA.....	2133-GHN-00472	April 20-22.....	Arlington, VA .....	2133-GHN-00511
Dec. 15-17.....	Chicago, IL.....	2133-GHN-00473	May 6-8 .....	New York, NY .....	2133-GHN-00496
Jan. 14-16 .....	New York, NY .....	2133-GHN-00471	May 11-13 .....	San Diego, CA.....	2133-GHN-00502
Jan. 21-23 .....	Arlington, VA.....	2133-GHN-00475	June 3-5 .....	New York, NY .....	2133-GHN-00494
Jan. 26-28 .....	Fort Lauderdale, FL .....	2133-GHN-00477	June 10-12 .....	San Francisco, CA .....	2133-GHN-00501
Feb. 2-4.....	Chicago, IL.....	2133-GHN-00480	June 15-17 .....	Arlington, VA .....	2133-GHN-00508
Feb. 2-4.....	New York, NY .....	2133-GHN-00461	June 24-26.....	Chicago, IL.....	2133-GHN-00515
Feb. 18-20 .....	San Francisco, CA .....	2133-GHN-00481			
March 4-6 .....	Chicago, IL.....	2133-GHN-00490			

## Using a Variety of Leadership Styles to Increase Emotional Competence

- Identifying the six leadership styles and their impact on a leader's effectiveness
- Assessing your use of each of the leadership styles
- Aligning the EI competencies in each of the leadership styles
- Selecting one activity that will enhance leadership effectiveness

## Utilizing EI Competencies and Techniques in Leadership Roles

- Illustrating people and process connections in your own company
- Recognizing the impact of EI on work and team relationships
- Considering perspectives of others regarding one's emotional competence
- Identifying behaviors associated with effective team/group emotional competence
- Aligning EI competencies and techniques with leadership and team requirements
- Using EI to develop self, improve critical work relationships and contribute to positive business outcomes

## WHO SHOULD ATTEND

Senior managers and leaders who want to enhance their overall performance and create a healthy, productive workplace and organizational culture.

## EXTRA

Participants will receive a complimentary copy of *Leadership: The Power of Emotional Intelligence®—Selected Writings* by Dr. Daniel Goleman.

**NOTE:** Before attending this session, you will receive a link to the online Emotional and Social Competency Inventory (self version) assessment. You must complete the assessment, print your results and bring to class in order to participate fully in this seminar.



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

Business professionals who need to develop their EI awareness should register for **Developing Your Emotional Intelligence**, Seminar #2144, page 63, also developed with Dr. Daniel Goleman.

## LIVE ONLINE • 1.2 CEUs

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

## Monday and Wednesday 2-5 pm ET • 4 Lessons

Nov. 10-19 .....	2133-GHN-00476
Feb. 2-11 .....	2133-GHN-00466
May 11-20 .....	2133-GHN-00503

## 3 days/1.8 CEUs/18 PHR/SPHR

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

AMA Members save \$250





A Blend of Dynamic  
Live Training  
& Online Tools

# The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results SEMINAR #2130

Also available Live Online • see page 19

*"The difference between mere management and leadership is communication." —Winston Churchill*

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

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

## 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 situations requiring leadership and assessing how well you use the language of leadership in these situations
- Identifying five traits of effective leaders as communicators and assessing how well you demonstrate those traits



Watch Classroom Video

## Classroom Schedule

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

Nov. 3-5 .....	Arlington, VA .....	2130-GHN-00634	April 20-22 .....	Scottsdale, AZ .....	2130-GHN-00686
Nov. 10-12 .....	Scottsdale, AZ .....	2130-GHN-00638	April 27-29 .....	Chicago, IL .....	2130-GHN-00693
Nov. 12-14 .....	Dallas, TX .....	2130-GHN-00642	May 4-6 .....	San Francisco, CA .....	2130-GHN-00670
Nov. 19-21 .....	New York, NY .....	2130-GHN-00651	May 13-15 .....	New York, NY .....	2130-GHN-00681
Nov. 19-21 .....	San Francisco, CA .....	2130-GHN-00648	May 27-29 .....	Dallas, TX .....	2130-GHN-00677
Dec. 1-3 .....	Atlanta, GA .....	2130-GHN-00629	June 1-3 .....	Boston, MA .....	2130-GHN-00668
Dec. 3-5 .....	New York, NY .....	2130-GHN-00632	June 8-10 .....	Los Angeles, CA .....	2130-GHN-00674
Dec. 8-10 .....	Los Angeles, CA .....	2130-GHN-00636	June 15-17 .....	Chicago, IL .....	2130-GHN-00689
Dec. 17-19 .....	Chicago, IL .....	2130-GHN-00647	June 17-19 .....	New York, NY .....	2130-GHN-00685
Dec. 17-19 .....	Philadelphia, PA .....	2130-GHN-00655	June 24-26 .....	Arlington, VA .....	2130-GHN-00692
Jan. 12-14 .....	Arlington, VA .....	2130-GHN-00646			
Jan. 21-23 .....	San Francisco, CA .....	2130-GHN-00652			
Feb. 18-20 .....	Las Vegas, NV .....	2130-GHN-00649			
Feb. 23-25 .....	Chicago, IL .....	2130-GHN-00654			
Feb. 23-25 .....	Houston, TX .....	2130-GHN-00653			
Feb. 23-25 .....	New York, NY .....	2130-GHN-00637			
March 9-11 .....	San Francisco, CA .....	2130-GHN-00640			
March 18-20 .....	Arlington, VA .....	2130-GHN-00650			
March 25-27 .....	Boston, MA .....	2130-GHN-00657			
April 8-10 .....	New York, NY .....	2130-GHN-00673			
April 13-15 .....	Arlington, VA .....	2130-GHN-00679			

**3 days/1.8 CEUs/18 PDUs/21 CPE**

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

**AMA Members save \$250**



## Faculty Spotlight\*

**Dr. Kay Krohne** specializes in leadership and workplace diversity. She helps organizations and individuals confront gender biases, interpersonal conflict, change and a lack of teamwork through seminars, executive coaching and consulting services. Clients include Sea World of California, the FBI, The Betty Ford Center and Aetna Health.

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

## Influencing and Inspiring Others Into Action

- Identifying the factors that demotivate
- Lighting a fire in the hearts of others

## Coaching, Counseling and Mentoring for Improved Performance

- Stimulating and guiding authentic coaching, counseling and mentoring sessions

## Addressing Tough and Touchy Topics 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.



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

**LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE  
\$2,545/AMA Members \$2,295**

**Tuesday and Thursday 2-5 pm ET • 4 Lessons**

Nov. 4-13 .....

2130-GHN-00643

Jan. 20-29 .....

2130-GHN-00631

March 3-12 .....

2130-GHN-00633

May 5-14 .....

2130-GHN-00671

**NEW! Tues. and Thurs. 9 am-12 noon ET • 4 Lessons**

Dec. 2-11 .....

2130-GHN-00665

## 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:** Communication



A Blend of Dynamic  
Live Training & Online Tools

# Developing Executive Leadership

SEMINAR #2501

Also available Live Online • see page 19

## Deepen your self-awareness with executive leadership training and empower your staff to improve performance!

This intensive executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Executive leadership training can show you how to use your power and influence to achieve goals...build alliances across departments...establish strong working relationships...and create passion in your department, your team and your organization.

### HOW YOU WILL BENEFIT

- Build a leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Learn what real "coaching" consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened "emotional intelligence" for greater professional achievement and satisfaction
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and delegation
- Clearly communicate mission, vision and value statements
- Continue your growth as a leader through a self-development plan

### WHAT YOU WILL COVER

#### Understanding Today's Leadership Expectations

- Exploring the fundamental concepts of leadership
- The four-factor model of effective leadership
- Differentiating between leadership and management

### Classroom Schedule

[www.amaseminars.org/2501](http://www.amaseminars.org/2501)

Nov. 3-5 .....	San Francisco, CA .....	2501-GHN-01487
Nov. 5-7 .....	Columbus, OH.....	2501-GHN-01490
Nov. 10-12 .....	Arlington, VA .....	2501-GHN-01473
Nov. 12-14 .....	New York, NY .....	2501-GHN-01478
Nov. 17-19 .....	Boston, MA.....	2501-GHN-01477
Nov. 19-21 .....	Chicago, IL.....	2501-GHN-01485
Dec. 3-5.....	Arlington, VA .....	2501-GHN-01460
Dec. 3-5.....	San Francisco, CA .....	2501-GHN-01492
Dec. 8-10.....	New York, NY .....	2501-GHN-01468
Dec. 17-19.....	Dallas, TX.....	2501-GHN-01475
Jan. 7-9 .....	New York, NY .....	2501-GHN-01464
Jan. 21-23 .....	San Francisco, CA .....	2501-GHN-01467
Feb. 2-4 .....	San Diego, CA.....	2501-GHN-01482
Feb. 4-6.....	Arlington, VA .....	2501-GHN-01462
Feb. 9-11 .....	New York, NY .....	2501-GHN-01469
Feb. 23-25 .....	San Francisco, CA .....	2501-GHN-01524
March 2-4 .....	Chicago, IL.....	2501-GHN-01497

March 9-11 ....., Arlington, VA ....., 2501-GHN-01493

March 16-18 ....., San Francisco, CA ....., 2501-GHN-01483

March 25-27 ....., Atlanta, GA....., 2501-GHN-01484

Mar. 30-Apr. 1 ....., Arlington, VA ....., 2501-GHN-01519

April 8-10 ....., New York, NY ....., 2501-GHN-01498

April 13-15 ....., Dallas, TX....., 2501-GHN-01502

April 27-29 ....., San Francisco, CA ....., 2501-GHN-01516

May 4-6 ....., Boston, MA....., 2501-GHN-01520

May 6-8 ....., Indianapolis, IN....., 2501-GHN-01510

May 11-13 ....., New York, NY ....., 2501-GHN-01500

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

**3 days/1.8 CEUs/18 PDUs/21 CPE**

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

**AMA Members save \$250**



## Faculty Spotlight\*

Ruthe Nelson provides leadership and management services to organizations throughout the United States and abroad. Ms. Nelson has worked in both the public and private sectors conducting in-depth needs analyses. She also designs and implements management systems and training programs appropriate to culturally diverse audiences.

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

- Identifying the leadership requirements for the 21st century

#### Leadership with the Head: Exploring the Strategic Elements of Leadership

- Defining mission, vision and values
- Focusing on the "big picture" when building the culture
- The importance of planning and prioritizing in day-to-day activities

#### Leadership with the Hands: Understanding and Appreciating Situational Leadership® II, the Art of Influencing Others

- 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

#### Leadership with the Heart: Practicing Ways to Communicate

- Motivating the workforce: elements that ensure job satisfaction and productivity
- Examining the role of "emotional intelligence" in successful leadership

### Creating an Executive Leadership Development Plan

- Developing a plan based on your goals

### WHO SHOULD ATTEND

Midlevel 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.



### Watch Classroom Video

You may also be interested in **Launching and Managing Strategic Alliances and Partnerships**, [www.amaseminars.org/5228](http://www.amaseminars.org/5228)



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

### Recommended CPE Credit:

21 hours/Intermediate—Classroom

14 hours/Intermediate—Live Online

**Prerequisites:** None

**Advance Preparation:** Online assessment

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

**Field of Study:** Communication, Personal Development

### LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE

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

**Monday and Wednesday 2-5 pm ET • 4 Lessons**

Dec. 1-10 ....., 2501-GHN-01472

Feb. 2-11 ....., 2501-GHN-01476

April 13-22 ....., 2501-GHN-01526

June 1-10 ....., 2501-GHN-01494

## Leading at the Speed of Trust

SEMINAR #2604

**By FranklinCovey—now available through AMA.**

*Leading at the Speed of Trust* is based on the teachings of Stephen M.R. Covey.

**Accelerate performance and reduce waste by building leadership trust.** Every interaction, work project and initiative; every strategic or tactical imperative you are trying to accomplish is affected positively or negatively by trust. This seminar will help you increase your personal credibility, apply specific behaviors that increase trust, and learn to engage and inspire your people.

### HOW YOU WILL BENEFIT

- Learn how increasing your personal credibility is your greatest leverage to navigate through tremendous change
- Understand the real, measurable "Trust Taxes" you may be paying without knowing it
- Know how creating a high-trust culture will solve productivity and profitability issues
- Learn how others perceive your credibility from your personal tQ™ Report
- Apply the one thing that will unlock your capability for innovation, collaboration, and engaging your people

### WHAT YOU WILL COVER

- Business Case: Recognize how trust is impacting your key initiatives and how to eliminate specific Trust Taxes that exist within your team
- Self-Trust: Dramatically increase your own personal credibility
- Relationship Trust: Replace Counterfeit Behaviors that destroy trust; implement the skill that differentiates good managers from great leaders
- Organizational Trust: Create a committed, engaged and high-performing team that is accountable for results; learn to align systems and processes to increase trust
- Market Trust: Increase the reputation of your team; create a plan to deliberately grow trust with internal and external customers
- Create a specific leader checklist for integrating learning and application after the work session

### WHO SHOULD ATTEND

Those who wish to create a culture of trust.

### PRE-WORK REQUIRED

Upon registration you will receive a link to the Trust Quotient™(tQ) self-administered 360 assessment to measure how others perceive you.

### ATTENDEES WILL RECEIVE

- Participant Guide, Tools on CD and DVD with select course videos
- Reference Cards to help you navigate through trust issues
- Trust Action Plan—decide what action to take to build trust

### Classroom Schedule

[www.amaseminars.org/2604](http://www.amaseminars.org/2604)

Nov. 13-14 ..... San Francisco, CA ..... 2604-GHN-00012  
Dec. 1-2 ..... New York, NY ..... 2604-GHN-00010

### 2 days/1.2 CEUs

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

## Create a Respectful Workplace: Improve Morale, Increase Productivity and Achieve Business Goals

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.

### Classroom Schedule

[www.amaseminars.org/2151](http://www.amaseminars.org/2151)

Dec. 15-16 ..... Chicago, IL ..... 2151-GHN-00029  
Feb. 26-27 ..... Arlington, VA ..... 2151-GHN-00030  
April 13-14 ..... New York, NY ..... 2151-GHN-00031

### 2 days/1.2 CEUs

\$2,345/AMA Members \$2,095/AMA Members save \$250

# 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

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

## 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 communications
- Successfully communicating in spontaneous situations

## WHO SHOULD ATTEND

Experienced leaders determined to achieve even greater success at the highest levels of their organization.

Also recommended to past attendees of AMA's *The Voice of Leadership* (seminar #2130).

Visit [www.amaseminars.org/2134](http://www.amaseminars.org/2134) for details about CPE credits.



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

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## Classroom Schedule

[www.amaseminars.org/2134](http://www.amaseminars.org/2134)

Nov. 12-14 .....	Atlanta, GA .....	2134-GHN-00140
Jan. 26-28 .....	Arlington, VA .....	2134-GHN-00143
March 18-20 .....	San Francisco, CA .....	2134-GHN-00142
June 17-19 .....	Arlington, VA .....	2134-GHN-00154

**3 days/1.8 CEUs/18 PDUs**

\$2,645/AMA Members \$2,395/AMA Members save \$250

# What Got You Here Won't Get You There SEMINAR #2207

Developed with Marshall Goldsmith, based on his bestselling book

**You've been successful up until now—but can you redefine yourself for continued success?** Your talents and accomplishments got you where you are today. But some of these attributes could actually be holding you back now. Will you still be able to accomplish everything you want—and keep the job you're doing now?

This powerful, interactive program is based on Marshall Goldsmith's international bestseller *What Got You Here Won't Get You There*. Gain insights and practical techniques to help you pinpoint everything that may keep you from getting your next job—or hanging on to this one. You'll experience *Feedforward*®, Marshall's proprietary tool to get a specific, objective look at yourself, and receive balanced feedback to help you change counterproductive habits. Develop an action plan to help you achieve both your professional and personal goals.

## HOW YOU WILL BENEFIT

- Learn 20 habits that often hold leaders back from attaining the success and satisfaction they want
- Assess the use of the 20 habits in your leadership style
- Know why interpersonal skills in leadership are crucial
- Use the *Feedforward*® process to get objective feedback from fellow seminar attendees, guided by our expert faculty
- Create a developmental action plan that involves your peers and includes a plan for ongoing follow-up

## WHAT YOU WILL COVER

- Assessing the 20 habits and knowing which apply to you
- Knowing how to apply *Feedforward*® on the job
- Identifying obstacles to making a successful transition to the next level of leadership
- The role external factors play and how to leverage them in your achievements
- Developing a personal action plan to enhance your effectiveness
- Creating and promoting your personal brand

## WHO SHOULD ATTEND

Middle and senior managers who want to preemptively fix behaviors that would otherwise hold them back.

## Classroom Schedule

[www.amaseminars.org/2207](http://www.amaseminars.org/2207)

Nov. 3-4 .....	New York, NY .....	2207-GHN-00034
Jan. 22-23 .....	Boston, MA .....	2207-GHN-00045
Feb. 23-24 .....	San Francisco, CA .....	2207-GHN-00037
March 19-20 .....	New York, NY .....	2207-GHN-00036
May 18-19 .....	Arlington, VA .....	2207-GHN-00042
June 15-16 .....	Boston, MA .....	2207-GHN-00041

**2 days/1.2 CEUs**

\$2,445/AMA Members \$2,195/AMA Members save \$250

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

SEMINAR #2603

**By FranklinCovey—available through AMA.**

*The 8th Habit®* course is based on the teachings of Dr. Stephen R. Covey.

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

When outstanding results are expected—or necessary—it isn't enough to just be effective. You have to unleash your ultimate potential to achieve your own level of individual greatness. And if others in your organization can do the same, there's no limit to what can be achieved.

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

#### HOW YOU WILL BENEFIT

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

#### WHAT YOU WILL COVER

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

#### WHO SHOULD ATTEND

Experienced managers who want to tap into a higher level of achievement and greatness within themselves, and bring the same qualities out in others.

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

#### Classroom Schedule

[www.amaseminars.org/2603](http://www.amaseminars.org/2603)

Dec. 11-12.....	Arlington, VA.....	2603-GHN-00033
Feb. 23-24.....	Las Vegas, NV.....	2603-GHN-00035
April 27-28.....	New York, NY .....	2603-GHN-00040
May 14-15 .....	San Francisco, CA .....	2603-GHN-00041
June 4-5 .....	Arlington, VA.....	2603-GHN-00038

**2 days/1.2 CEUs**

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

## AMA's Advanced Executive Leadership Program SEMINAR #2104

An intensive 3-day exploration of your role as a leader, visionary, strategic thinker. You'll understand what makes a leader, the practices and commitments of effective leadership, how to shape organizational excellence, which global competencies are critical to success today and how to gain personal mastery of your own leadership. You'll profit from the shared insights and experiences of your peers.

#### HOW YOU WILL BENEFIT

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

#### WHAT YOU WILL COVER

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

#### WHO SHOULD ATTEND

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

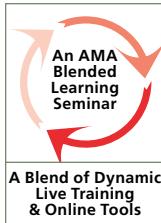
#### Classroom Schedule

[www.amaseminars.org/2104](http://www.amaseminars.org/2104)

Nov. 5-7 .....	Arlington, VA.....	2104-GHN-00138
Dec. 15-17.....	New York, NY .....	2104-GHN-00140
Jan. 21-23 .....	Las Vegas, NV .....	2104-GHN-00139
Feb. 23-25 .....	Fort Lauderdale, FL.....	2104-GHN-00142
March 4-6 .....	Arlington, VA.....	2104-GHN-00144
March 25-27 .....	Chicago, IL.....	2104-GHN-00143
April 27-29 .....	New York, NY .....	2104-GHN-00151
May 18-20 .....	San Francisco, CA .....	2104-GHN-00150
June 10-12 .....	Boston, MA .....	2104-GHN-00148

**3 days/1.8 CEUs**

\$2,645/AMA Members \$2,395/AMA Members save \$250



# Making the Transition from Staff Member to Supervisor

SEMINAR #2243

Also available Live Online • see page 20



## Faculty Spotlight\*

Cathy Dixon-Kheir combines over 20 years of experience as a supervisor, operations manager and executive with her knowledge of organizational development, leadership education, and change management to create practical solutions for clients. Her clients have included the Department of Defense, U.S. Army, McGraw-Hill, IBM and Procter & Gamble, among many others. She holds a master's in Applied Behavioral Science from Johns Hopkins University.

\*This seminar is also taught by other management experts.

### 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 edge
- 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
- 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.

### Classroom Schedule

[www.amaseminars.org/2243](http://www.amaseminars.org/2243)

Nov. 3-4 .....	Atlanta, GA.....	2243-GHN-01047	March 16-17 .....	Arlington, VA .....	2243-GHN-01102
Nov. 13-14 .....	New York, NY .....	2243-GHN-01042	March 19-20 .....	San Francisco, CA .....	2243-GHN-01051
Nov. 20-21 .....	Chicago, IL .....	2243-GHN-01064	March 26-27 .....	Chicago, IL .....	2243-GHN-01050
Nov. 24-25 .....	San Francisco, CA .....	2243-GHN-01058	April 2-3 .....	New York, NY .....	2243-GHN-01068
Dec. 4-5 .....	Arlington, VA .....	2243-GHN-01029	April 13-14 .....	Arlington, VA .....	2243-GHN-01079
Dec. 15-16 .....	San Diego, CA .....	2243-GHN-01044	April 16-17 .....	Boston, MA .....	2243-GHN-01087
Dec. 18-19 .....	Chicago, IL .....	2243-GHN-01048	April 20-21 .....	Chicago, IL .....	2243-GHN-01092
Dec. 18-19 .....	New York, NY .....	2243-GHN-01039	April 23-24 .....	Las Vegas, NV .....	2243-GHN-01095
Jan. 15-16 .....	San Francisco, CA .....	2243-GHN-01045	April 27-28 .....	Houston, TX .....	2243-GHN-01098
Jan. 22-23 .....	Chicago, IL .....	2243-GHN-01065	Apr. 30-May 1 .....	Columbus, OH .....	2243-GHN-01103
Jan. 22-23 .....	Dallas, TX .....	2243-GHN-01055	May 4-5 .....	New York, NY .....	2243-GHN-01073
Feb. 5-6 .....	New York, NY .....	2243-GHN-01041	May 11-12 .....	San Francisco, CA .....	2243-GHN-01078
Feb. 5-6 .....	San Francisco, CA .....	2243-GHN-01066	May 14-15 .....	Arlington, VA .....	2243-GHN-01082
Feb. 19-20 .....	Arlington, VA .....	2243-GHN-01049	May 18-19 .....	Chicago, IL .....	2243-GHN-01091
Feb. 23-24 .....	Chicago, IL .....	2243-GHN-01040	June 1-2 .....	Denver, CO .....	2243-GHN-01067
March 2-3 .....	Atlanta, GA .....	2243-GHN-01031	June 4-5 .....	New York, NY .....	2243-GHN-01072
March 5-6 .....	New York, NY .....	2243-GHN-01032	June 25-26 .....	Chicago, IL .....	2243-GHN-01097

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Nov. 4-13 .....

Jan. 20-29 .....

March 10-19 .....

May 12-21 .....

June 9-18 .....

# Management Skills for

SEMINAR #2248



Also available Live Online • see page 20

**Balance conflicting demands while creating an atmosphere of creativity, enthusiasm and commitment**



A Blend of Dynamic  
Live Training & Online Tools

You're at a critical juncture in your career, where your supervisory style must work for you and be adaptable to different situations and people.

In this hands-on course you'll review the nuts and bolts of your supervisory responsibilities, performance management (including coaching and annual performance appraisals) and the requisite recordkeeping. Plus, managing former peers, bosses and expectations. Learn proven supervisory techniques that you can put into action immediately and acquire the tools savvy supervisors use to plan, organize communicate and effectively monitor every situation.

## DEVELOP THE CRUCIAL MANAGEMENT TOOLS TO HELP YOU FULLY LEAD AND MOTIVATE YOUR TEAM

**Assignments, performance appraisals, schedules, legal issues, email**—with all that you have to keep track of, how do you stay on top of things and still energize your team?

**Your staff looks to you as a delegator, a coach and a counselor. Your boss sees you as a buffer between employees and management and as the one ultimately responsible for your team's success or failure.** How do you balance competing demands while boosting creativity, enthusiasm and commitment?

**Times are tough, budgets are tight and your direct reports are feeling it. The team dynamic is changing and becoming more diverse.** How can you create cross-cultural synergy and manage your team for peak performance?

## HOW YOU WILL BENEFIT

- Embrace your new role and fulfill expectations
- Maximize productivity by capitalizing on individual differences
- Conduct performance appraisals to get positive results
- Learn how to give constructive criticism
- Communicate effectively with staff, colleagues and bosses
- Create cross-cultural synergy and an atmosphere of collaboration
- Use delegation for effective employee development, time management and motivation
- Understand your legal responsibilities
- Increase job satisfaction and work output through coaching on day-to-day performance
- Practice and role-play coaching using the Coaching Skills Inventory

## WHAT YOU WILL COVER

### Embracing Your New Role and Expectations

- What your boss, employees, peers and senior management expect from you in your supervisory role
- Four basic management functions: planning, organizing, communicating, monitoring

### Managing a Diverse Workforce and Legal Considerations

- Diversity issues and how they affect you, your work unit and your company
- Understanding the Americans with Disabilities Act (ADA), hostile environment and other key laws and legal terms relevant to your supervisory position



Watch Classroom Video

# New Supervisors

## Filling Your Communication Skills Toolbox

- Advantages and disadvantages of one-way vs. two-way communication
- Capitalizing on the benefits of email

## Communications and Team Performance

- Demonstrating and paraphrasing to check for content understanding
- Experiencing the impact of nonverbal communication
- How to ask questions that get the answers you really need

## Coaching for High-Quality Performance

- Giving and receiving constructive criticism
- How to minimize defensiveness in yourself and others
- Demonstrating a five-step coaching discussion model

## Creating a Motivating Environment

- The essentials of motivation
- Demonstrating rules for reinforcing productive behavior

## Taking Delegation, Performance and Team Development to the Next Level of Excellence

- Using delegation as a motivational tool
- Developing a strategy for solving a current employee motivational problem

## Managing Performance Appraisals

- Understanding your company's appraisal system
- Recordkeeping and compliance issues
- Writing a performance appraisal document
- Conducting an effective performance appraisal meeting

## Managing Time Effectively

- Key principles of effective time management
- Sharing time management best practices
- Five stages of managing meetings

## WHO SHOULD ATTEND

New supervisors with fewer than five years of supervisory experience.



## Faculty Spotlight\*

**Robert Tanner** is president of an organization providing training and development, managerial and organizational assessment and management coaching services. His clients include Oppenheimer Funds, California State University, Principal Financial Group, Nationwide Investment Services, Morgan Stanley, Pharmaca and Transamerica, among others. He is professionally certified to administer a variety of psychological type assessments including Myers-Briggs Type Indicator® (MBTI®) and Fundamental Interpersonal Relations Orientation-Behavior™ (FIRO-B®).

\*This seminar is also taught by other management experts.

You may also be interested in the seminar, **AMA Business Boot Camp: Management and Leadership Essentials**, Seminar #2172 (Live Online only), page 21.



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

PMP, PMBOK and the PMI R.E.P. logo are registered trademarks of the Project Management Institute, Inc.

***This is a fantastic course for first-time supervisors! I learned a lot and had fun at the same time.*** —Shawna A.

## Classroom Schedule

[www.amaseminars.org/2248](http://www.amaseminars.org/2248)

### NOVEMBER

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Nov. 3-5 .....   | Houston, TX.....        | 2248-GHN-02020 |
| Nov. 3-5 .....   | Oklahoma City, OK ..... | 2248-GHN-02009 |
| Nov. 5-7 .....   | New York, NY .....      | 2248-GHN-02021 |
| Nov. 10-12 ..... | Chicago, IL.....        | 2248-GHN-01979 |
| Nov. 12-14 ..... | Arlington, VA .....     | 2248-GHN-01986 |
| Nov. 12-14 ..... | Morristown, NJ.....     | 2248-GHN-01987 |
| Nov. 17-19 ..... | San Francisco, CA ..... | 2248-GHN-01997 |

### DECEMBER

- |                 |                         |                |
|-----------------|-------------------------|----------------|
| Dec. 1-3.....   | Indianapolis, IN.....   | 2248-GHN-01966 |
| Dec. 1-3.....   | San Francisco, CA ..... | 2248-GHN-01967 |
| Dec. 3-5.....   | New York, NY .....      | 2248-GHN-01969 |
| Dec. 8-10.....  | Dallas, TX.....         | 2248-GHN-01974 |
| Dec. 10-12..... | Boston, MA.....         | 2248-GHN-01991 |
| Dec. 10-12..... | Chicago, IL.....        | 2248-GHN-01978 |
| Dec. 15-17..... | Las Vegas, NV .....     | 2248-GHN-01996 |

### JANUARY

- |                  |                         |                |
|------------------|-------------------------|----------------|
| Jan. 7-9 .....   | Chicago, IL.....        | 2248-GHN-01972 |
| Jan. 14-16 ..... | Arlington, VA .....     | 2248-GHN-01975 |
| Jan. 21-23 ..... | New York, NY .....      | 2248-GHN-02002 |
| Jan. 21-23 ..... | San Francisco, CA ..... | 2248-GHN-02003 |
| Jan. 26-28 ..... | Atlanta, GA.....        | 2248-GHN-01983 |

### FEBRUARY

- |                  |                    |                |
|------------------|--------------------|----------------|
| Feb. 4-6 .....   | Houston, TX .....  | 2248-GHN-02006 |
| Feb. 9-11 .....  | New York, NY ..... | 2248-GHN-01976 |
| Feb. 11-13 ..... | Chicago, IL.....   | 2248-GHN-02019 |

### MARCH

- |                      |                         |                |
|----------------------|-------------------------|----------------|
| March 4-6 .....      | Arlington, VA .....     | 2248-GHN-02039 |
| March 9-11 .....     | Anaheim, CA .....       | 2248-GHN-02008 |
| March 11-13 .....    | Chicago, IL.....        | 2248-GHN-01981 |
| March 11-13 .....    | New York, NY .....      | 2248-GHN-01982 |
| March 16-18 .....    | Seattle, WA.....        | 2248-GHN-02030 |
| Mar. 30-Apr. 1 ..... | San Francisco, CA ..... | 2248-GHN-02076 |

### APRIL

- |                     |                    |                |
|---------------------|--------------------|----------------|
| April 1-3.....      | Columbus, OH.....  | 2248-GHN-02084 |
| April 8-10.....     | Dallas, TX.....    | 2248-GHN-02047 |
| April 13-15.....    | Chicago, IL.....   | 2248-GHN-02054 |
| April 15-17.....    | Atlanta, GA.....   | 2248-GHN-02058 |
| April 22-24.....    | Boston, MA.....    | 2248-GHN-02067 |
| Apr. 29-May 1 ..... | New York, NY ..... | 2248-GHN-02075 |

### MAY

- |                 |                      |                |
|-----------------|----------------------|----------------|
| May 4-6 .....   | Chicago, IL.....     | 2248-GHN-02035 |
| May 6-8 .....   | Arlington, VA .....  | 2248-GHN-02042 |
| May 13-15 ..... | Morristown, NJ ..... | 2248-GHN-02064 |

### JUNE

- |                  |                         |                |
|------------------|-------------------------|----------------|
| June 1-3 .....   | San Francisco, CA ..... | 2248-GHN-02032 |
| June 8-10 .....  | Chicago, IL.....        | 2248-GHN-02049 |
| June 10-12 ..... | Denver, CO.....         | 2248-GHN-02051 |
| June 10-12 ..... | New York, NY .....      | 2248-GHN-02052 |
| June 15-17 ..... | Arlington, VA .....     | 2248-GHN-02061 |

### 3 days/1.8 CEUs/18 PDUs/21 CPE

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**AMA Members save \$200**



#### Recommended CPE Credit:

21 hours/Basic —Classroom

14 hours/Basic —Live Online

**Prerequisites:** Supervisors with fewer than five years of supervisory experience

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

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

**Field of Study:** Communication, Business Management and Organization

#### LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE

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Nov. 4-13 .....

Jan. 13-22 .....

March 17-26 .....

May 5-14 .....

## Leadership Skills for Supervisors SEMINAR #2517

**Develop your own leadership game plan—become a take-charge supervisor.** 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](http://www.amaseminars.org/2517) for details about CPE credits.



*I learned a lot about myself, what employees want and need in a leader, and was able to meet some great people who share similar struggles.* —Amy K.

### Classroom Schedule

[www.amaseminars.org/2517](http://www.amaseminars.org/2517)

Nov. 19-21 .....	Arlington, VA .....	2517-GHN-00601
Jan. 14-16 .....	Chicago, IL .....	2517-GHN-00602
Feb. 2-4 .....	San Francisco, CA .....	2517-GHN-00598
Feb. 23-25 .....	New York, NY .....	2517-GHN-00604
March 25-27 .....	Arlington, VA .....	2517-GHN-00599
April 1-3 .....	Chicago, IL .....	2517-GHN-00606
May 4-6 .....	New York, NY .....	2517-GHN-00611
June 15-17 .....	Houston, TX .....	2517-GHN-00612

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90 minutes?



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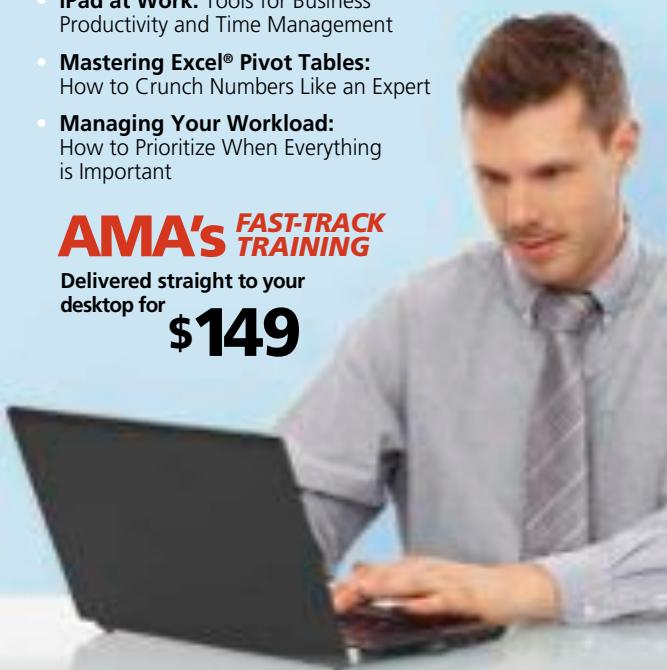
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- **Managing Your Workload:**  
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[www.amaseminars.org/webinars](http://www.amaseminars.org/webinars)

# Making the Transition to Management

SEMINAR #2231

## Now that you've been promoted, do you know how to be the boss?

This seminar will help you lay the foundation for your management career and provide you with easy-to-apply tools you need 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

#### Planning and Organizing

- Using a structured approach to plan and organize work
- Understanding SMART goals and initiatives
- Identifying management expectations in a work assignment



## Faculty Spotlight\*

Jean Bruno is a learning facilitator and trainer with over 20 years' diverse business experience in roles including organization development consultant, certified professional coach and human performance manager. Ms. Bruno completed her undergraduate work at the University of Illinois-Chicago and her graduate work at Loyola University-Chicago where she received her master's degree in Organization Development.

\*This seminar is also taught by other management experts.

- 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.



[Watch Classroom Video](#)



*Truly enjoyed this seminar. It targeted ALL learning styles and I came out feeling much more confident about my newly acquired position.” —Helene A.*

### Classroom Schedule

[www.amaseminars.org/2231](http://www.amaseminars.org/2231)

Nov. 10-11 .....Chicago, IL.....	2231-GHN-00642	Feb. 19-20 .....Chicago, IL.....	2231-GHN-00652	May 7-8 .....Columbus, OH.....	2231-GHN-00662
Nov. 17-18 .....Dallas, TX.....	2231-GHN-00643	Feb. 23-24 .....Arlington, VA.....	2231-GHN-00655	May 18-19 .....Denver, CO.....	2231-GHN-00673
Nov. 24-25 .....New York, NY .....	2231-GHN-00647	Feb. 23-24 .....San Francisco, CA .....	2231-GHN-00639	June 1-2 .....Chicago, IL.....	2231-GHN-00663
Dec. 1-2 .....Arlington, VA.....	2231-GHN-00636	March 9-10 .....New York, NY .....	2231-GHN-00641	June 8-9 .....New York, NY .....	2231-GHN-00665
Dec. 8-9 .....Chicago, IL.....	2231-GHN-00640	March 12-13 .....Chicago, IL.....	2231-GHN-00686	June 22-23 .....Atlanta, GA.....	2231-GHN-00678
Dec. 11-12 .....New York, NY .....	2231-GHN-00650	March 17-18 .....San Diego, CA .....	2231-GHN-00649	June 25-26 .....San Francisco, CA .....	2231-GHN-00681
Dec. 18-19 .....San Francisco, CA .....	2231-GHN-00651	April 9-10 .....New York, NY .....	2231-GHN-00666		
Jan. 12-13 .....Atlanta, GA.....	2231-GHN-00660	April 20-21 .....Arlington, VA.....	2231-GHN-00674		
Jan. 15-16 .....New York, NY .....	2231-GHN-00648	April 23-24 .....San Francisco, CA .....	2231-GHN-00679		
Jan. 29-30 .....Boston, MA.....	2231-GHN-00659	April 27-28 .....Chicago, IL.....	2231-GHN-00682		
Feb. 12-13 .....New York, NY .....	2231-GHN-00645	Apr. 30-May 1 ....New York, NY .....	2231-GHN-00684		

**2 days/1.2 CEUs**

\$1,995/AMA Members \$1,795  
AMA Members save \$200



# Management Skills for



Also available Live Online • see page 20

## Get the knowledge and hit the ground running



A Blend of Dynamic  
Live Training & Online Tools

Unclear about expectations in your new role as a manager? Need to learn how to motivate disengaged employees who lack initiative? Having trouble delegating for fear of losing control?

In this hands-on, interactive seminar you'll engage in activities that take you through every aspect of motivation, delegation, Situational Leadership® II and coaching.

You'll return to work with the ability to create a more motivational work climate to help raise the engagement and commitment level of your direct reports...effectively manage performance...provide corrective feedback...and achieve team success and bottom-line results. Now, you can tackle your challenges with confidence and cultivate a successful management career.

### HAVE YOU MASTERED THESE FIVE CRUCIAL COMPETENCIES?

**If you don't delegate, you'll drown.** Do you know how best to distribute the work and to whom?

**Your direct reports look to you for answers.** Are you putting out their fires, or coaching them for performance and development?

**Do you treat performance management as an ongoing process,** or as a once-a-year report for the HR file?

**How do your emails and phone calls come across?** Do you know how to communicate appropriately in every situation?

**Do you know how much**—or how little—managing it takes to motivate each member of your team?

### 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

### WHAT YOU WILL COVER

#### Your Role as Manager

- Identifying qualities and abilities required for effective management
- Understanding your role and responsibilities as manager
- Learning to transition from individual contributor to manager
- Knowing how to work effectively with a multigenerational workforce
- Understanding the nuances of managing remote teams

#### Performance Management

- Identifying the challenges to effective performance management
- Conducting performance planning, facilitation and evaluation
- Practicing the skill of setting goals, providing effective feedback and conducting alignment discussions

#### Effective Communication

- Recognizing what effective communication really is
- Knowing the barriers that can cause derailment and misunderstanding
- Getting a firm grasp of the five building blocks of managerial communication
- Learning to match the right communication method with your communication goal
- Identifying the challenges and practices when communicating virtually

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 a 2-day seminar, see page 106.

# New Managers

SEMINAR #2238

## Understanding and Appreciating Situational Leadership® II (SLII®):

### The Art of Influencing Others

- 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

### Coaching for Performance

- Practicing coaching and correcting difficult and challenging behaviors
- Using the AMA Coaching Guide for managing a coaching discussion
- Identifying the differences between coaching and discipline

### Creating Motivational Climate

- Defining motivation and your role in creating a motivational setting
- Elements of the motivational process
- Creating your own practice for building a motivational climate

### Delegation for Growth and Development

- Different types of delegation
- Conducting an effective delegation conversation

### WHO SHOULD ATTEND

Managers with one to three years of management experience.


[Watch Classroom Video](#)


### Faculty Spotlight\*

Nannette Carroll's areas of expertise include leadership, communications, motivation, problem solving, decision making, planning, performance management and managing change. She has facilitated top-rated workshops and advised professionals and managers in career transition.

\*This seminar is also taught by other management experts.



Scan with your smartphone to see a short video from this seminar or visit [www.amaseminars.org/2238](http://www.amaseminars.org/2238)



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

### Classroom Schedule

[www.amaseminars.org/2238](http://www.amaseminars.org/2238)

#### NOVEMBER

Nov. 3-5 .....	Arlington, VA .....	2238-GHN-02333
Nov. 3-5 .....	San Francisco, CA .....	2238-GHN-02334
Nov. 5-7 .....	Chicago, IL .....	2238-GHN-02339
Nov. 10-12 .....	Boston, MA .....	2238-GHN-02349
Nov. 12-14 .....	Pittsburgh, PA .....	2238-GHN-02330
Nov. 17-19 .....	Atlanta, GA .....	2238-GHN-02365
Nov. 17-19 .....	New York, NY .....	2238-GHN-02366
Nov. 17-19 .....	Seattle, WA .....	2238-GHN-02391
Nov. 19-21 .....	San Diego, CA .....	2238-GHN-02370

#### DECEMBER

Dec. 1-3 .....	Los Angeles, CA .....	2238-GHN-02392
Dec. 3-5 .....	Chicago, IL .....	2238-GHN-02329
Dec. 8-10 .....	San Francisco, CA .....	2238-GHN-02342
Dec. 10-12 .....	Arlington, VA .....	2238-GHN-02348
Dec. 15-17 .....	Atlanta, GA .....	2238-GHN-02358
Dec. 15-17 .....	Dallas, TX .....	2238-GHN-02359
Dec. 15-17 .....	New York, NY .....	2238-GHN-02360
Dec. 17-19 .....	Boston, MA .....	2238-GHN-02364
Dec. 17-19 .....	San Jose, CA .....	2238-GHN-02377

#### JANUARY

Jan. 5-7 .....	Houston, TX .....	2238-GHN-02337
Jan. 5-7 .....	San Francisco, CA .....	2238-GHN-02338
Jan. 7-9 .....	New York, NY .....	2238-GHN-02357
Jan. 12-14 .....	Arlington, VA .....	2238-GHN-02341
Jan. 12-14 .....	Denver, CO .....	2238-GHN-02345
Jan. 14-16 .....	Atlanta, GA .....	2238-GHN-02389
Jan. 14-16 .....	Chicago, IL .....	2238-GHN-02356
Jan. 21-23 .....	Anaheim, CA .....	2238-GHN-02394
Jan. 26-28 .....	Philadelphia, PA .....	2238-GHN-02322

#### FEBRUARY

Feb. 2-4 .....	Chicago, IL .....	2238-GHN-02326

#### MARCH

March 2-4 .....	Columbus, OH .....	2238-GHN-02400
March 2-4 .....	New York, NY .....	2238-GHN-02328
March 9-11 .....	Atlanta, GA .....	2238-GHN-02346
March 9-11 .....	Houston, TX .....	2238-GHN-02347
March 9-11 .....	San Francisco, CA .....	2238-GHN-02336
March 16-18 .....	Boston, MA .....	2238-GHN-02390
March 16-18 .....	Chicago, IL .....	2238-GHN-02362
March 23-25 .....	Arlington, VA .....	2238-GHN-02373
March 25-27 .....	Los Angeles, CA .....	2238-GHN-02401
Mar. 30-Apr. 1 .....	New York, NY .....	2238-GHN-02463

#### APRIL

April 1-3 .....	Denver, CO .....	2238-GHN-02433
April 6-8 .....	Atlanta, GA .....	2238-GHN-02414
April 8-10 .....	Chicago, IL .....	2238-GHN-02421
April 13-15 .....	San Francisco, CA .....	2238-GHN-02429
April 15-17 .....	Dallas, TX .....	2238-GHN-02437
April 20-22 .....	Boston, MA .....	2238-GHN-02449
April 22-24 .....	Arlington, VA .....	2238-GHN-02454
April 27-29 .....	Fort Lauderdale, FL .....	2238-GHN-02422
Apr. 29-May 1 .....	Durham, NC .....	2238-GHN-02443
MAY		
May 4-6 .....	Philadelphia, PA .....	2238-GHN-02465
May 4-6 .....	San Francisco, CA .....	2238-GHN-02461
May 6-8 .....	Atlanta, GA .....	2238-GHN-02420

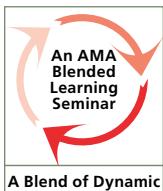
#### LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE

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



Tuesday and Thursday 2-5 pm ET • 4 Lessons

Nov. 4-13 .....	2238-GHN-02395
Dec. 2-11 .....	2238-GHN-02325
Feb. 3-12 .....	2238-GHN-02332
Feb. 24-Mar. 5 .....	2238-GHN-02375
Mar. 31-Apr. 9 .....	2238-GHN-02464
June 2-11 .....	2238-GHN-02403



A Blend of Dynamic  
Live Training  
& Online Tools

# Managing Today's IT and Technical Professionals

SEMINAR #2285

Also available Live Online • see page 20

**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.



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

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## Classroom Schedule

[www.amaseminars.org/2285](http://www.amaseminars.org/2285)

Nov. 12-14 .....	Arlington, VA.....	2285-GHN-00512
Jan. 26-28 .....	New York, NY .....	2285-GHN-00506
April 22-24 .....	Chicago, IL.....	2285-GHN-00514
May 27-29 .....	New York, NY .....	2285-GHN-00516

**3 days/1.8 CEUs/18 PDUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

**LIVE ONLINE** • 1.2 CEUs/12 PDUs

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

**Monday-Thursday 2-5 pm ET • 4 Lessons**

March 2-5.....2285-GHN-00504

**Who says you can't  
get something great  
for free?**

# AMA's **FREE** Resources

## WEBCASTS

AMA webcasts are free, informational programs addressing key management practices, research findings, business strategies and market trends. Each 60-minute program brings you immediate and relevant business content right on your own computer.

## PODCASTS

AMA Edgewise podcast programs are thought leadership-focused. Every week a new podcast is available via iTunes and the AMA website.

## eNEWSLETTERS

AMA's free monthly eNewsletters provide you with the innovative strategies, insights and solutions you need to stay competitive.

- **Moving Ahead** offers management insights, strategies and best practices for all business professionals.
- **Leader's Edge** connects senior management with today's top thought leaders.
- **Administrative Excellence** addresses the specific career development needs and interests of administrative staff.

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Today!**

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# The 7 Habits of Highly Effective People® for Managers

SEMINAR #2602 Also available Live Online • see page 21

By FranklinCovey—available through AMA

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

**Cultivate effectiveness, lead with excellence and transform your team for breakthrough results.** National surveys\* of thousands of employees disclosed that while many people work hard, they are worried about their lack of effectiveness. Survey results indicate:

1. Less than 50% of your team's time is spent on the company's most important objectives
2. Only 14% of employees feel they are contributing to company success
3. Less than half of your team know company's goals

\*Results of xQ Surveys conducted by Harris Interactive

Workers have too many assigned tasks and too many competing priorities. People can't identify key goals and, therefore, can't deliver excellent results. Individuals, even entire departments, lack open communication. Crises are often reacted to with fast, less-than-effective decisions.

Changing ineffective behaviors to effective behaviors will benefit everyone in your organization. *The 7 Habits®* can help you to not only better manage yourself, but learn to lead others and unleash team potential. Attend this powerful 2-day workshop and discover the same principles that have led the world's foremost business leaders to the professional and personal success they dreamed of.

## HOW YOU WILL BENEFIT

- Define the contribution you want to make and what you want to accomplish as a manager
- Enhance your leadership abilities and reach your full potential
- Judge the goals your efforts should be focused on using daily and weekly planning
- Communicate effectively and raise the levels of trust and fulfillment within your team
- Build better relationships and become more effective as a manager

## Classroom Schedule

[www.amaseminars.org/2602](http://www.amaseminars.org/2602)

Nov. 3-4 .....	San Francisco, CA .....	2602-GHN-00239
Nov. 10-11 .....	Chicago, IL .....	2602-GHN-00245
Nov. 13-14 .....	Arlington, VA .....	2602-GHN-00249
Nov. 17-18 .....	New York, NY .....	2602-GHN-00265
Nov. 24-25 .....	Dallas, TX .....	2602-GHN-00257
Dec. 4-5.....	Fort Lauderdale, FL .....	2602-GHN-00261
Dec. 8-9.....	Chicago, IL .....	2602-GHN-00241
Dec. 8-9.....	New York, NY .....	2602-GHN-00242
Dec. 11-12.....	Anaheim, CA .....	2602-GHN-00246
Dec. 15-16.....	Atlanta, GA .....	2602-GHN-00299
Jan. 12-13 .....	New York, NY .....	2602-GHN-00300
Jan. 15-16 .....	San Francisco, CA .....	2602-GHN-00267
Jan. 22-23 .....	Chicago, IL .....	2602-GHN-00255
Jan. 26-27 .....	Arlington, VA .....	2602-GHN-00301
Feb. 5-6 .....	Las Vegas, NV .....	2602-GHN-00302
Feb. 17-18 .....	New York, NY .....	2602-GHN-00253

Feb. 23-24 ....., Miami, FL..... 2602-GHN-00268

March 2-3 ....., Chicago, IL..... 2602-GHN-00237

March 9-10 ....., Houston, TX ....., 2602-GHN-00258

March 12-13 ....., Arlington, VA ....., 2602-GHN-00248

March 12-13 ....., Atlanta, GA ....., 2602-GHN-00252

March 23-24 ....., San Francisco, CA ....., 2602-GHN-00256

March 30-31 ....., Denver, CO ....., 2602-GHN-00304

March 30-31 ....., New York, NY ....., 2602-GHN-00269

April 16-17 ....., Pittsburgh, PA ....., 2602-GHN-00284

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

**2 days/1.2 CEUs/12 PDUs/14 CPE**

**\$1,995/AMA Members \$1,795**

**AMA Members save \$200**



## Faculty Spotlight\*

Eileen Land brings more than 20 years' experience in training, program design and organizational development to the classroom. Her clients represent such fields as technology, automotive, insurance, pharmaceutical, shipping and telecommunications. She has attended Coach University and holds special designations and certifications, including Crucial Conversations, Myers-Briggs (MBTI®), Personality Indicator, Situational Leadership® and Blessing-White's Managing Personal Growth.

\*All faculty are trained experts in FranklinCovey's *7 Habits of Highly Effective People®* curriculum.

## 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 audio book.
- Participant Guidebook—a manual filled with examples and exercises.
- *Management Essentials*—a book of resources for dealing with management challenges.

You may also be interested in ***The 7 Habits Leader Implementation: Coaching Your Team to Higher Performance***, Seminar #2606 (1-Day Workshop). For detailed course description see page 31.



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

**Recommended CPE Credit:** 14 hours/Advanced  
**Prerequisites:** Familiarity with the *7 Habits®* framework  
**Advance Preparation:** None  
**Delivery Method:** Group Live/Group Internet-based  
**Field of Study:** Communication, Personal Development

## LIVE ONLINE • 1.2 CEUs/14 CPE

**\$1,995/AMA Members \$1,795**

**Wednesday and Thursday 12:50 pm ET • 2 Lessons**

Nov. 5-6 .....	2602-GHN-00240
Feb. 11-12 .....	2602-GHN-00247
March 18-19 .....	2602-GHN-00303
May 13-14 .....	2602-GHN-00282

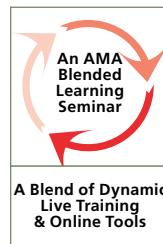


# Successfully Managing



Also available Live Online • see page 22

## Be the catalyst to propel your team forward



A Blend of Dynamic  
Live Training  
& Online Tools

Are you ready to **develop a high-performance team** and get more done? **Resolve team conflict** using emotional intelligence and **get more from your team** by adapting your management style to every situation.

In this seminar you'll gain the self-awareness to successfully manage people—and yourself. Become less

of a boss and more of a teacher as you address problem employees and create relationships that drive peak performance. You'll increase your confidence, leadership skills and professional satisfaction—and have the critical tools you need for exceptional managerial success.

### DO YOU KNOW HOW TO GET THE MOST OUT OF YOUR TEAM?

#### Are you able to:

- Successfully manage "high-maintenance" employees?
- Keep your cool when things go wrong?
- Create team synergy between new hires and "old-timers"?

#### Are you:

- Adaptive in a crisis—or a victim to stress?
- A confident or reluctant delegator?
- A motivator or a taskmaster?

#### Do you know how to:

- Deliver bad news without creating bad feelings?
- Encourage excellence in a "culture of no-change"?
- Create the perfect team with the people you already have?

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

#### The Experience of Being a Manager

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

#### Values

- Values and their impact on work life
- Identifying value conflicts

#### Personal Styles

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

#### Motivation

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

“Very interesting course, providing insight into personality style. Valuable tips that I will apply back at work.” —Adly A.



Scan with your smartphone to see a short video from this seminar or visit [www.amaseminars.org/2295](http://www.amaseminars.org/2295)

# People

SEMINAR #2295

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

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

## Conflict

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

## Delegation

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

## Understanding Organizational Culture and Subculture

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

 Watch Classroom Video

## Emotional Intelligence

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

## Ethical Leadership

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

## WHO SHOULD ATTEND

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



## Faculty Spotlight\*

**Jeffrey Salters** has over 15 years of experience in professional and leadership development, training, organizational development and business ethics. He has delivered consulting and training services for firms such as Booz Allen Hamilton, Arthur Andersen and Accenture. Mr. Salters holds an MBA in Organizational Behavior and Development from the George Washington University, and a bachelor's degree in Business Administration from Howard University.

\*This seminar is also taught by other management experts.

You may also be interested in the seminar, *The Psychology of Management: Why People Do What They Do*, [www.amaseminars.org/2159](http://www.amaseminars.org/2159)



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## Classroom Schedule

[www.amaseminars.org/2295](http://www.amaseminars.org/2295)

### NOVEMBER

Nov. 3-5 .....	Chicago, IL.....	2295-GHN-01971
Nov. 5-7 .....	Dallas, TX.....	2295-GHN-01935
Nov. 10-12 .....	Denver, CO.....	2295-GHN-01944
Nov. 10-12 .....	New York, NY .....	2295-GHN-01945
Nov. 10-12 .....	San Francisco, CA .....	2295-GHN-01946
Nov. 17-19 .....	Arlington, VA .....	2295-GHN-01959

### DECEMBER

Dec. 1-3 .....	Boston, MA.....	2295-GHN-01977
Dec. 3-5 .....	Oklahoma City, OK .....	2295-GHN-01979
Dec. 8-10 .....	Atlanta, GA.....	2295-GHN-01939
Dec. 10-12 .....	New York, NY .....	2295-GHN-01943
Dec. 15-17 .....	Arlington, VA .....	2295-GHN-01952
Dec. 15-17 .....	Chicago, IL.....	2295-GHN-01953
Dec. 15-17 .....	Newport Beach, CA .....	2295-GHN-01930
Dec. 17-19 .....	San Francisco, CA .....	2295-GHN-01958

### JANUARY

Jan. 7-9 .....	Philadelphia, PA .....	2295-GHN-01969
Jan. 14-16 .....	Dallas, TX.....	2295-GHN-01976
Jan. 21-23 .....	San Francisco, CA .....	2295-GHN-02048
Jan. 26-28 .....	New York, NY .....	2295-GHN-01949
Jan. 28-30 .....	Fort Lauderdale, FL .....	2295-GHN-01978

### FEBRUARY

Feb. 9-11 .....	Arlington, VA .....	2295-GHN-01941
Feb. 9-11 .....	Chicago, IL.....	2295-GHN-01942
Feb. 18-20 .....	New York, NY .....	2295-GHN-01960
Feb. 18-20 .....	San Francisco, CA .....	2295-GHN-01961
Feb. 23-25 .....	Atlanta, GA.....	2295-GHN-01965
Feb. 25-27 .....	Houston, TX.....	2295-GHN-01947

### MARCH

March 2-4 .....	Boston, MA.....	2295-GHN-01967
March 2-4 .....	Chicago, IL.....	2295-GHN-01934
March 11-13 .....	Arlington, VA .....	2295-GHN-01948
March 16-18 .....	New York, NY .....	2295-GHN-01956
March 16-18 .....	San Francisco, CA .....	2295-GHN-01966
March 18-20 .....	Atlanta, GA.....	2295-GHN-01962
Mar. 30-Apr. 1 .....	Chicago, IL.....	2295-GHN-02042

### APRIL

April 6-8 .....	Dallas, TX.....	2295-GHN-02040
April 8-10 .....	San Francisco, CA .....	2295-GHN-02008
April 22-24 .....	Minneapolis, MN .....	2295-GHN-02032
April 22-24 .....	New York, NY .....	2295-GHN-02033
April 27-29 .....	Atlanta, GA.....	2295-GHN-02037
April 27-29 .....	Seattle, WA.....	2295-GHN-02038
Apr. 29-May 1 .....	Philadelphia, PA .....	2295-GHN-02041

### MAY

May 4-6 .....	Chicago, IL.....	2295-GHN-02001
May 6-8 .....	New York, NY .....	2295-GHN-02005
May 11-13 .....	Atlanta, GA.....	2295-GHN-02050
May 13-15 .....	Arlington, VA .....	2295-GHN-02024
May 18-20 .....	Boston, MA.....	2295-GHN-02025
May 18-20 .....	San Francisco, CA .....	2295-GHN-02026

### JUNE

June 1-3 .....	New York, NY .....	2295-GHN-01997
June 1-3 .....	Scottsdale, AZ .....	2295-GHN-01996
June 3-5 .....	Chicago, IL.....	2295-GHN-02000
June 10-12 .....	Houston, TX .....	2295-GHN-02013

June 15-17 .....

Atlanta, GA..... 2295-GHN-02021

June 17-19 .....

San Francisco, CA .....

2295-GHN-02023

**3 days/1.8 CEUs/18 PDUs/21 CPE**

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

**AMA Members save \$250**

### Recommended CPE Credit:

21 hours/Intermediate—Classroom

14 hours/Intermediate —Live Online

**Prerequisites:** Managerial experience

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

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

**Field of Study:** Communication, Personal Development



**LIVE ONLINE • 1.2 CEUs/12 PDUs/14 CPE**

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

**Monday and Wednesday 2-5 pm ET • 4 Lessons**

Nov. 3-12 .....

2295-GHN-01973

Jan. 5-14 .....

2295-GHN-01931

March 16-25 .....

2295-GHN-01957

May 4-13 .....

2295-GHN-02002

**NEW! Mon. and Wed. 9 am-12 noon ET • 4 Lessons**

Dec. 1-10 .....

2295-GHN-01993

# Coaching and Counseling for Outstanding Job Performance

SEMINAR #2246

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

## HOW YOU WILL BENEFIT

- 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
  - Interviewing to discuss recent performance
  - Developing an action plan for constructive change
  - Executing plan; examining progress
- Individual and team coaching
- Issues related to effective coaching
- How to shift your mindset from a boss to a coach
- Creating a performance expectations planner

## WHO SHOULD ATTEND

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

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

Visit [www.amaseminars.org/2246](http://www.amaseminars.org/2246) for details about CPE credits.



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

## Classroom Schedule

[www.amaseminars.org/2246](http://www.amaseminars.org/2246)

Nov. 3-5 .....	New York, NY .....	2246-GHN-00318
Dec. 15-17.....	Arlington, VA.....	2246-GHN-00316
March 2-4.....	Philadelphia, PA .....	2246-GHN-00328
May 13-15 .....	Atlanta, GA .....	2246-GHN-00326
June 17-19 .....	Arlington, VA.....	2246-GHN-00330

**3 days/1.8 CEUs/18 PHR/SPHR**

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

# Confronting the Tough Stuff

SEMINAR #2140

**Effectively manage timely "real-life" challenges to increase your value and effectiveness.** Now you can learn the skills to tackle and solve real-life situations with the increased confidence of a pro. You'll role-play issues such as team dysfunction, mediation, coping and working through "survivor" shock from layoffs, as well as the difficulties of merging with another team or corporation.

This seminar helps you become more resilient and effective during tough times. It gives you the critical tools to work with the most uncomfortable situations. You will increase your chances of turning bad scenarios into more positive outcomes and lead your team with increased effectiveness.

## HOW YOU WILL BENEFIT

- Master practical, proven techniques for dealing with uncomfortable, challenging situations
- Become skilled at avoiding potentially litigious situations
- Write a difficult-to-create performance evaluation
- Enhance your team-coaching skills
- Overcome communication barriers to productivity
- Understand how to supervise while coping with survivor shock

## WHAT YOU WILL COVER

- How to coach uncooperative employees
- Constructive and destructive conflict and how to capture conflict's benefits
- Techniques for using conflict to increase cohesion
- The four stages of mediation
- Learning to effectively delegate to reluctant staffers
- Motivating "survivors": strategies for helping employees overcome organizational and interpersonal obstacles to performance
- How to write helpful, legally-sound performance appraisals

## WHO SHOULD ATTEND

Managers and supervisors with two to five years of experience; process and production supervisors.

Visit [www.amaseminars.org/2140](http://www.amaseminars.org/2140) for details about CPE credits.

## Classroom Schedule

[www.amaseminars.org/2140](http://www.amaseminars.org/2140)

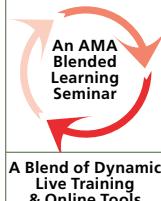
Nov. 10-11 .....	New York, NY .....	2140-GHN-00191
Dec. 18-19.....	Arlington, VA.....	2140-GHN-00192
Feb. 5-6 .....	Chicago, IL.....	2140-GHN-00199
March 5-6 .....	New York, NY .....	2140-GHN-00200
April 27-28.....	San Francisco, CA .....	2140-GHN-00190
June 8-9 .....	Atlanta, GA .....	2140-GHN-00194

**2 days/1.2 CEUs**

\$1,995/AMA Members \$1,795/AMA Members save \$200

# Improving Your Managerial Effectiveness

SEMINAR #2508



**Understand key components of team dynamics and upgrade your performance.** Designed for midlevel and developing managers, the focus here is on knowing yourself and how your behavior affects the actions of your team. You'll learn the importance of team dynamics and understanding others, which can lead to more effective motivation, delegation, conflict management and overall team performance.

## HOW YOU WILL BENEFIT

- Instill a culture based on trust, partnership and respect
- Improve your communication style to effectively resolve conflicts
- Anticipate and manage conflict with increased confidence
- Focus on individual growth and employee development to accomplish long-term business objectives
- Align motivation with work and goals
- Encourage open communication and increase constructive feedback
- Heighten performance through effective delegation
- Foster team collaboration to increase productivity
- Engage in a team-building "wild brush fire" exercise

## WHAT YOU WILL COVER

### The Learning Workplace

- Dealing with significant changes
- Assessing your approach to challenges
- Understanding your behavioral profile and scoring matrix

### The Manager's Style

- The four primary behavioral styles: relater, socializer, thinker, director
- How to recognize others' behavioral styles to increase support and communication
- Flexing your style to increase your effectiveness

### Managing Teams

- Teams, team stages and work groups
- How to develop, create and manage a successful team

### The Transformational Coach—Partnership Coaching

- How to move from a boss to a coach
- The competencies and strengths of a transformational coach

### Style and Motivation

- Key values in determining various ways to motivate people
- Assessing your company's existing recognition, reward and benefit systems in relation to employee growth

### Managing Conflict

- Identifying the critical modes for reaching successful resolution
- Shifting your style to manage conflicts



## Faculty Spotlight\*

**Howard Miller** is a Corporate and Executive Coach at Fulcrum Point. Clients include the Ken Blanchard Corporation, Employers Group, Impact Learning Systems International, ComPsych Corporation, Anthony Robbins Corporation, and Academy X, LearnIt Corporations. Mr. Miller is a current member of the National Speakers Association (NSA), and has formerly served as CFO and member of the Board of Directors of the American Society of Training and Development (ASTD), and member of the Board of Directors of Golden Gate Business Association (GGBA).

\*This seminar is also taught by other management experts.

### Delegation for Growth

- Overcoming resistance and minimizing risks
- Re-examining the effectiveness of your current delegating styles
- Delegation styles and approaches

### Managing Performance and Growth

- Applying concepts learned through simulation
- Promoting continuous learning

### WHO SHOULD ATTEND

Experienced managers with three to five years of management experience.

**Note:** To attend this seminar, we recommend prior attendance in at least one basic management course.



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

PMP, PMBOK and the PMI R.E.P. logo are registered trademarks of the Project Management Institute, Inc.



Watch Classroom Video

## Classroom Schedule

[www.amaseminars.org/2508](http://www.amaseminars.org/2508)

Nov. 3-5 .....	Boston, MA.....	2508-GHN-01194	April 15-17 .....	Seattle, WA.....	2508-GHN-01212
Dec. 1-3.....	Arlington, VA.....	2508-GHN-01193	April 27-29.....	New York, NY .....	2508-GHN-01210
Dec. 8-10.....	Chicago, IL.....	2508-GHN-01184	May 11-13 .....	San Francisco, CA .....	2508-GHN-01201
Dec. 10-12.....	Los Angeles, CA.....	2508-GHN-01179	May 18-20 .....	Chicago, IL.....	2508-GHN-01206
Dec. 17-19.....	New York, NY .....	2508-GHN-01185	June 1-3 .....	Arlington, VA .....	2508-GHN-01198
Jan. 12-14 .....	San Francisco, CA .....	2508-GHN-01181	June 17-19 .....	New York, NY .....	2508-GHN-01205
Jan. 21-23 .....	New York, NY .....	2508-GHN-01187	June 24-26 .....	San Diego, CA.....	2508-GHN-01208
Feb. 4-6 .....	Chicago, IL.....	2508-GHN-01177	<b>3 days/1.8 CEUs/18 PDUs/21 CPE</b>		
Feb. 23-25 .....	Arlington, VA.....	2508-GHN-01189	\$2,345/AMA Members \$2,095		
March 11-13 .....	New York, NY .....	2508-GHN-01180	AMA Members save \$250		
March 23-25 .....	San Francisco, CA .....	2508-GHN-01178			
April 1-3.....	Arlington, VA.....	2508-GHN-01197			



### Recommended CPE Credit:

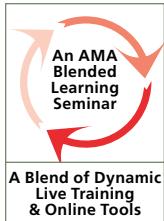
21 hours/Intermediate

**Prerequisites:** Three to five years of management experience

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

**Delivery Method:** Group Live

**Field of Study:** Communication, Personal Development, Business Management and Organization



# Moving from an Operational Manager to a Strategic Leader

SEMINAR #2242 Also available Live Online • see page 21

**Can you make the leap to where you want to be?** This is your seminar 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



## Faculty Spotlight\*

Janine Sergay is an international strategist, speaker, facilitator, lecturer and organizational consultant. With over 25 years' experience, Ms. Sergay helps clients improve strategic thought, productivity, processes and working relationships for enhanced bottom-line results. She has delivered results for a wide range of organizations including The Society of Plastic Surgeons, American College of Healthcare and Foodservice Consultants Society International, among others.

\*This seminar is also taught by other management experts.

## Developing a Strategic Vision: Moving from What Is to What If

- How to identify priority issues to create your strategic advantage
- 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.



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



***What an outstanding seminar led by an excellent instructor! I learned new skills that I will be able to leverage throughout my career.*** —Gregory H.

## Classroom Schedule

[www.amaseminars.org/2242](http://www.amaseminars.org/2242)

Nov. 6-7 .....	San Francisco, CA .....	2242-GHN-00750	May 4-5 .....	San Francisco, CA .....	2242-GHN-00770
Nov. 24-25 .....	Chicago, IL .....	2242-GHN-00749	May 14-15 .....	Arlington, VA .....	2242-GHN-00774
Dec. 1-2 .....	Lake Buena Vista, FL .....	2242-GHN-00740	June 18-19 .....	Dallas, TX .....	2242-GHN-00776
Dec. 15-16 .....	Arlington, VA .....	2242-GHN-00741			
Jan. 26-27 .....	New York, NY .....	2242-GHN-00746			
Feb. 9-10 .....	Los Angeles, CA .....	2242-GHN-00748			
March 5-6 .....	Chicago, IL .....	2242-GHN-00751			
April 13-14 .....	New York, NY .....	2242-GHN-00773			
April 27-28 .....	Atlanta, GA .....	2242-GHN-00779			

### 2 days/1.2 CEUs/12 PHR/SPHR

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

AMA Members save \$200



**LIVE ONLINE • 1.2 CEUs/12 PHR/SPHR  
\$2,195/AMA Members \$1,995**

**Wednesday 2-5 pm ET • 4 Lessons**

Oct. 29-Nov. 19 .....	2242-GHN-00752
Feb. 18-Mar. 11 .....	2242-GHN-00754
June 3-24 .....	2242-GHN-00777

# Fundamentals of Marketing

## Your Action Plan for Success

An AMA Blended Learning Seminar  
A Blend of Dynamic Live Training & Online Tools

SEMINAR #5512

Also available Live Online • see page 22

**Need a fast, reliable way to get your marketing know-how up to speed? This intensive, action-oriented workshop is the answer.** You'll get a complete grounding in the essentials and begin to develop the skills and techniques necessary to become a marketer who can help your company develop a marketing orientation to enhance the bottom line.

### HOW YOU WILL BENEFIT

- Acquire the basic marketing skills, tools and techniques to identify, evaluate and solve marketing problems
- Understand the components that make up compelling marketing plans that succeed in capturing customer value within a competitive environment
- Discover creative ways to apply marketing principles and practices to compete successfully in today's business environment
- Begin to think like a world-class marketer

### WHAT YOU WILL COVER

- Understanding the role of marketing
- Defining the six steps of market research
- Understanding and aligning the components of the marketing mix
- Exploring various pricing objectives and strategies
- Leverage marketing strategies that work

### WHO SHOULD ATTEND

Newly appointed marketers with fewer than three years of experience in marketing—as well as product/brand and advertising managers.

**SMPS  
CEUs**

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)

### Classroom Schedule

[www.amaseminars.org/5512](http://www.amaseminars.org/5512)

Dec. 8-10.....	Arlington, VA.....	5512-GHN-01144
Dec. 17-19.....	Chicago, IL.....	5512-GHN-01142
Jan. 7-9 .....	San Francisco, CA .....	5512-GHN-01146
Jan. 26-28.....	New York, NY .....	5512-GHN-01147
Feb. 18-20.....	Chicago, IL.....	5512-GHN-01151
March 4-6.....	Atlanta, GA .....	5512-GHN-01143
March 9-11 .....	Seattle, WA.....	5512-GHN-01167
April 8-10.....	Arlington, VA.....	5512-GHN-01154
April 13-15.....	Chicago, IL.....	5512-GHN-01157
April 22-24.....	New York, NY .....	5512-GHN-01145
May 11-13 .....	Nashville, TN .....	5512-GHN-01168

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

**3 days/1.8 CEUs/18 SMPS CEUs**

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

AMA Members save \$200



**LIVE ONLINE** • 1.2 CEUs/12 SMPS CEUs

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

Monday-Thursday 2-5 pm ET • 4 Lessons

Nov. 17-20 ..... 5512-GHN-01148

Feb. 2-5 ..... 5512-GHN-01150

May 18-21 ..... 5512-GHN-01169

# Planning and Developing New Products

SEMINAR #4259

**When it comes to new product development, it can be a long haul from concept to profitability.** Here's where you'll learn methods to get maximum mileage from market research, strategies for breakthrough ideas and tactics for innovative product development.

### HOW YOU WILL BENEFIT

- Understand the eight critical keys to success
- Define objectives and strategies for your new product program
- Analyze from a financial perspective
- Bring innovation to market quickly
- Effectively handle product testing and launch issues
- Use market research to identify profitable new markets
- Successfully manage your team

### WHAT YOU WILL COVER

- How to generate ideas for new products
- Surveying your competition
- Determining if new products are in line with overall corporate strategy and with your current portfolio
- Conducting small-scale tests to eliminate unprofitable ideas
- Techniques of market testing
- Developing a market-driven business plan
- The team approach to managing new products
- Managing the product life cycle: the launching process and evaluating market performance results

### WHO SHOULD ATTEND

Professionals with six months to five years of new product development experience, managers of new product planning and development, corporate planners, R&D directors and managers, project managers and directors and specialists in new product design, product managers, marketing vice presidents, directors and managers.

**Note:** Attendees should have at least two years of marketing experience.

### Classroom Schedule

[www.amaseminars.org/4259](http://www.amaseminars.org/4259)

Dec. 10-12..... San Francisco, CA..... 4259-GHN-00386

**3 days/1.8 CEUs**

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

# 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)

## Classroom Schedule

[www.amaseminars.org/5597](http://www.amaseminars.org/5597)

Nov. 12-14 .....	New York, NY .....	5597-GHN-00551
Nov. 17-19 .....	Chicago, IL.....	5597-GHN-00554
Dec. 15-17.....	Chicago, IL.....	5597-GHN-00558
Jan. 21-23 .....	Atlanta, GA .....	5597-GHN-00559
Feb. 2-4 .....	Chicago, IL.....	5597-GHN-00555
Feb. 23-25 .....	New York, NY .....	5597-GHN-00560
March 9-11 .....	Los Angeles, CA.....	5597-GHN-00567
April 8-10.....	Chicago, IL.....	5597-GHN-00552
May 11-13 .....	New York, NY .....	5597-GHN-00563
June 10-12 .....	Chicago, IL.....	5597-GHN-00562

**3 days/1.8 CEUs/18 SMPS CEUs**

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

# 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. Get 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 communications 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](http://www.amaseminars.org/5537) for details about CPE credits.



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)

## Classroom Schedule

[www.amaseminars.org/5537](http://www.amaseminars.org/5537)

Dec. 3-5.....	New York, NY .....	5537-GHN-00139
Jan. 21-23 .....	Chicago, IL.....	5537-GHN-00144
March 18-20 .....	San Francisco, CA .....	5537-GHN-00142
April 15-17.....	New York, NY .....	5537-GHN-00147
May 27-29 .....	Arlington, VA .....	5537-GHN-00149
June 24-26 .....	San Francisco, CA .....	5537-GHN-00150

**3 days/1.8 CEUs/18 SMPS CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# NEW! Data as a Strategic Asset: A Customer-Focused Approach

SEMINAR #2016

**Developed with IBM® exclusively for AMA**

**Seize opportunities hidden in data to improve business performance.** Have you ever wondered if there are goldmines buried in your customer data? What if you could unlock those secrets to reveal trends, discover insights and formulate a new and winning strategy?

Developed with IBM®, this seminar puts data and analytics at your epicenter. You will acquire techniques for diving deeper into information, learn to see correlations that weren't previously apparent and ultimately make smarter, fact-based decisions to drive better performance. These valuable skills will help you confidently pinpoint opportunities that can lead to increased brand loyalty, repeat sales and stronger overall results.

## HOW YOU WILL BENEFIT

- Use the tools of a data scientist to uncover new patterns, trends and insights
- Find connections and correlations to inform your strategic decisions
- Collect useful customer insights and extract actionable intelligence
- Draw conclusions that are fact-based and well reasoned
- Leverage the appropriate data to better service your customer
- Enable consistent, real-time decisions even in unpredictable cases

## WHAT YOU WILL COVER

- Recognizing what data can do for you
- Going beyond CRM and traditional methods of collecting data
- Using data as a strategic asset: framing, finding, extracting and applying data
- Identifying internal/external resources to acquire and profile usable data
- Extracting insights and intelligence from data: modeling, mining, segmenting, visualizing and synthesizing
- Customer application: using business insights to gain critical business and customer advantage
- Recognizing key security, privacy, sensitivity and ethical concerns associated with data analytics
- Developing a Strategic Asset Portfolio: an evolving action planner

## WHO SHOULD ATTEND

Marketing and CRM professionals, brand managers, CMOs and other decision makers who want to harness the power of data analytics to enhance performance and competitive advantage.

## Classroom Schedule

[www.amaseminars.org/2016](http://www.amaseminars.org/2016)

Nov. 13-14 .....	Atlanta, GA .....	2016-GHN-00006
Feb. 26-27 .....	New York, NY .....	2016-GHN-00007
April 6-7 .....	Chicago, IL .....	2016-GHN-00011
June 15-16 .....	Arlington, VA .....	2016-GHN-00014

**2 days/1.2 CEUs**

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

# Agile Marketing Boot Camp

SEMINAR #76511 

## Apply Agile methods to marketing and see measurable

**results.** Gain an understanding of the principles, processes and terminology of Agile marketing. Hear real-world examples of how teams are using Agile marketing today. And find out how to hire, budget for and effectively organize Agile marketing teams, plus run your first sprint. With Agile, you'll focus on key priorities, eliminating tasks that don't impact revenue or customer satisfaction, thereby increasing productivity.

## WHAT YOU WILL COVER

- Understanding Agile methods and benefits
- Learning Agile terminology and basics
- Planning your Sprint by eliciting input, assigning roles and estimating team capacity
- Evaluating the success of the Sprint
- Identifying pitfalls and how to avoid them

## WHO SHOULD ATTEND

Marketing professionals (all levels), advertising executives, creative personnel, SEO specialists and public relations and communications managers who want to transition to Agile marketing.

**Classroom: 2 days • \$1,495**

For additional information, dates and locations  
visit [www.amaseminars.org/76511](http://www.amaseminars.org/76511)

# Content Marketing Boot Camp

SEMINAR #76505 

## Boost leads and sales using high-impact content marketing strategies.

Get a handle on why people share information, how they share it and how you can take advantage of this. These insights will enable you to use content marketing to increase your website's appeal and thereby improve your results. You will also learn how to develop and refine your content marketing strategy by brainstorming ideas and content for blog posts, webinars, web copy, email blasts and more.

## WHAT YOU WILL COVER

- Discovering the importance of consistency
- Exploring various types of content marketing including email, blogs, video, webinars and published works
- Studying SEO tips, tricks and best practices
- Connecting with your target audience by creating the right content
- Managing and sustaining your content marketing initiatives

## WHO SHOULD ATTEND

Marketing managers, product managers, brand managers, CMOs, web content managers, web developers and copywriters who want to see stronger results from their content marketing efforts.

**Classroom: 2 days • \$1,295**

For additional information, dates and locations  
visit [www.amaseminars.org/76505](http://www.amaseminars.org/76505)

*Both seminars in this column are delivered by*



 Classroom  Virtual Classroom

## Partnering with Your Boss Strategic Skills for Administrative Professionals

SEMINAR #2268

Also available Live Online • see page 23

**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 assistants, 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.** As an administrative professional, you're trying to manage a workflow that's getting bigger and more intense each day—frequently on demand and at the last minute. To handle all of this and continue to perform your job successfully, you need fresh ways of thinking about your workflow and new ways with which to conquer it. This seminar gives you the tools and techniques that can get all the work on your desk moving in the right direction. You'll get hands-on practice applying them, 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.

### HOW YOU WILL BENEFIT

- Replace outdated tools like "to do" lists with high-productivity task systems and templates
- Learn to create a planning process that allows you to "think only once a week"
- Debunk the five biggest myths of time management
- Get the latest ideas on how to streamline voicemail and email
- Learn three magic questions that can cut workload by at least 20% and streamline stress
- Customize systems and templates to use back on the job day one

### 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
- The power of systematizing your work: thinking it through once and "working the work"
- De-stressing to eliminate productivity loss
- Problem solving with templates
- Making technology work for you and your boss

### WHO SHOULD ATTEND

Administrative assistants at all levels in an organization who are looking for better, more effective ways to manage the increasingly demanding work requirements of their jobs.

### Classroom Schedule

[www.amaseminars.org/2268](http://www.amaseminars.org/2268)

Nov. 13-14 .....	Dallas, TX.....	2268-GHN-00490
Nov. 24-25 .....	Arlington, VA.....	2268-GHN-00509
Dec. 4-5.....	New York, NY .....	2268-GHN-00489
Feb. 26-27 .....	San Francisco, CA .....	2268-GHN-00493
March 19-20 .....	Arlington, VA.....	2268-GHN-00491
March 26-27 .....	New York, NY .....	2268-GHN-00494
April 6-7 .....	Chicago, IL.....	2268-GHN-00512
May 7-8 .....	Anaheim, CA.....	2268-GHN-00520
June 8-9 .....	New York, NY .....	2268-GHN-00515

### 2 days/1.2 CEUs

\$1,645/AMA Members \$1,495/AMA Members save \$150

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Thursday 2-5 pm ET • 4 Lessons

Jan. 8-29 ..... 2268-GHN-00492

### Classroom Schedule

[www.amaseminars.org/2160](http://www.amaseminars.org/2160)

Nov. 3-4 .....	Arlington, VA.....	2160-GHN-00032
Jan. 29-30 .....	New York, NY.....	2160-GHN-00034
April 6-7.....	New York, NY .....	2160-GHN-00036
June 1-2 .....	San Francisco, CA .....	2160-GHN-00035

### 2 days/1.2 CEUs

\$1,645/AMA Members \$1,495/AMA Members save \$150

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use today

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**The Curious Leader: Harnessing the Power of Inquiry**



**Accounting for the Numberphobic**



**Leader Power Tools: 10 Secrets from the World's Top Coaches that Can Make or Break Your Career**



**Lead with Humility: Lessons from Pope Francis**



**Coaching for the Time-Crunched Manager**



**Generation Z: Understanding The Next Generation of Worker and Consumer**

For additional archived and upcoming webcasts, visit

**[www.amaseminars.org/webcasts](http://www.amaseminars.org/webcasts)**

## Managing Chaos Dynamic Time Management, Recall, Reading and Stress Management Skills for Administrative Professionals

SEMINAR #2194

This seminar will show you how to deal efficiently with the overflow of information and still be able to produce effective results. It goes beyond theory: it's practical, hands-on and technique-oriented. Throughout the two days, you'll be taught accelerated learning skills, advanced memory/recall methods and increased reading comprehension techniques. The results are immediate and will last a lifetime. You'll not only develop your mind, but also gain the skills needed to control your workday in today's chaotic business environment.

### HOW YOU WILL BENEFIT

- Pinpoint where you need to take control
- Conquer procrastination and stress
- Effectively process and retain critical information
- Improve comprehension and focus
- Perform better when juggling people, paper and priorities

### WHAT YOU WILL COVER

- Prioritizing: the SMART way to set goals, the five-step time management plan
- 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 and handle burnout
- Reading more effectively by increasing comprehension
- Delegation strategies that work

### WHO SHOULD ATTEND

Secretaries and executive secretaries, administrative assistants, administrative support personnel, office managers, executive assistants and sales assistants.

### Classroom Schedule

[www.amaseminars.org/2194](http://www.amaseminars.org/2194)

Nov. 20-21 .....	New York, NY .....	2194-GHN-00248
Dec. 1-2.....	Arlington, VA.....	2194-GHN-00232
March 2-3 .....	New York, NY .....	2194-GHN-00234
May 14-15 .....	Arlington, VA.....	2194-GHN-00251

**2 days/1.2 CEUs**

\$1,645/AMA Members \$1,495/AMA Members save \$150

# 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 get 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

## WHAT YOU WILL COVER

- Defining project management
- 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
- Improving communication skills
- Documenting project success and using your experience constructively in your career

## WHO SHOULD ATTEND

Executive secretaries and assistants, administrative assistants and support personnel, office managers, sales assistants and any administrative professional responsible for projects.

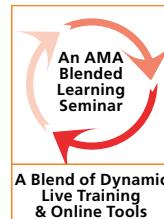
## Classroom Schedule

[www.amaseminars.org/2298](http://www.amaseminars.org/2298)

Nov. 5-7 .....	New York, NY .....	2298-GHN-00341
Dec. 3-5.....	Arlington, VA.....	2298-GHN-00337
Jan. 14-16.....	Atlanta, GA.....	2298-GHN-00339
Jan. 26-28.....	San Francisco, CA .....	2298-GHN-00342
Feb. 18-20.....	Chicago, IL.....	2298-GHN-00353
Feb. 25-27.....	Arlington, VA.....	2298-GHN-00340
March 18-20.....	New York, NY .....	2298-GHN-00338
April 27-29.....	Arlington, VA.....	2298-GHN-00351
May 18-20.....	San Francisco, CA .....	2298-GHN-00350
June 15-17 .....	Arlington, VA.....	2298-GHN-00348

## 3 days/1.8 CEUs

\$1,895/AMA Members \$1,695/AMA Members save \$200



A Blend of Dynamic  
Live Training  
& Online Tools

# Management Skills for Administrative Professionals

SEMINAR #2294

Also available Live Online • see page 23

## 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 bosses, 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

Executive secretaries and assistants, administrative assistants and support personnel, office managers, sales assistants and any administrative professional responsible for projects.

## Classroom Schedule

[www.amaseminars.org/2294](http://www.amaseminars.org/2294)

Nov. 10-12 .....	New York, NY .....	2294-GHN-00949
Dec. 10-12.....	Arlington, VA.....	2294-GHN-00944
Feb. 25-27.....	New York, NY .....	2294-GHN-00946
March 4-6 .....	Arlington, VA .....	2294-GHN-00947
April 8-10.....	San Francisco, CA .....	2294-GHN-00953
May 27-29 .....	Arlington, VA .....	2294-GHN-00954
June 10-12 .....	New York, NY .....	2294-GHN-00959

## 3 days/1.8 CEUs

\$1,895/AMA Members \$1,695/AMA Members save \$200

**LIVE ONLINE** • 1.2 CEUs • \$1,895/AMA Members \$1,695

## Tuesday 2-5 pm ET • 4 Lessons

Oct. 21-Nov. 11..... 2294-GHN-00950



# Essentials of Project Management for the Non-Project Manager

SEMINAR #6548

Also available Live Online • see page 24



**Sharon Brown** has extensive experience building and reviving complex operational initiatives from the ground up, managing critical path logistics and engineering sustainable improvements from new and existing strategies. She is a certified Project Management Professional, Certified Business Analyst Professional and Six Sigma Black Belt.

\*This seminar is also taught by other project management experts.

## 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.

### HOW YOU WILL BENEFIT

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

### 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

- Contributing to the "lessons learned" database
- Identifying the project records and files that must be archived for historical purposes
- Using a project closure checklist
- Comparing closing out successful vs. unsuccessful or canceled projects

### 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.



Watch Classroom Video



Scan with your smartphone to see a short video from this seminar or visit [www.amaseminars.org/6548](http://www.amaseminars.org/6548)

### Classroom Schedule

[www.amaseminars.org/6548](http://www.amaseminars.org/6548)

Nov. 3-4 .....	Seattle, WA.....	6548-GHN-00223	June 22-23 .....	New York, NY .....	6548-GHN-00247
Nov. 20-21 .....	Arlington, VA.....	6548-GHN-00219	June 25-26 .....	Nashville, TN.....	6548-GHN-00265
Dec. 11-12 .....	Indianapolis, IN.....	6548-GHN-00228	June 25-26 .....	San Francisco, CA .....	6548-GHN-00240
Dec. 15-16 .....	New York, NY .....	6548-GHN-00216			
Jan. 22-23 .....	Chicago, IL.....	6548-GHN-00215			
Jan. 29-30 .....	Arlington, VA .....	6548-GHN-00221			
Jan. 29-30 .....	San Francisco, CA .....	6548-GHN-00222			
Feb. 2-3 .....	New York, NY .....	6548-GHN-00211			
Feb. 5-6 .....	Atlanta, GA.....	6548-GHN-00249			
March 12-13 .....	Houston, TX.....	6548-GHN-00237			
March 19-20 .....	Arlington, VA .....	6548-GHN-00217			
April 2-3 .....	New York, NY .....	6548-GHN-00238			
April 27-28 .....	Chicago, IL.....	6548-GHN-00252			
May 7-8 .....	Portland, OR .....	6548-GHN-00255			
May 18-19 .....	Arlington, VA .....	6548-GHN-00244			

### LIVE ONLINE • 1.2 CEUs/14 CPE

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

### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 .....	6548-GHN-00218
April 6-9 .....	6548-GHN-00212



### 2 days/1.2 CEUs/14 CPE

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

AMA Members save \$200

**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:** Management Advisory Services

# Improving Your Project

## The Basics for Success

SEMINAR #6503



Also available Live Online • see page 24



A Blend of Dynamic  
Live Training  
& Online Tools

**Build a solid foundation of project management knowledge in this hands-on workshop that covers the entire project lifecycle.**

In this seminar, you will learn and practice the latest tools and techniques necessary for project management success. In lectures, discussions and exercises, you'll cover every aspect of managing projects.

While aligned with the Project Management Institute's (PMI) framework, this course is specifically designed to focus on the practical application of concepts.

### HOW YOU WILL BENEFIT

- Ensure that your projects are set up for success from the start
- Learn the basics for effectively gathering and documenting requirements
- Understand the role of the project manager, business analyst and others in managing projects
- Develop an integrated project plan including realistic scope, schedule, budget and risks
- Learn how to track and report on progress
- Gain the respect of your project team and build credibility with top management

### WHAT YOU WILL COVER

#### An Overview of Key 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
- Assigning ownership to tasks
- Identifying and assigning ownership

#### Estimating the Work

- Discussing best practices for creating realistic estimates

#### Scheduling the Work

- Creating network logic diagrams
- Producing GANTT charts for project timelines
- Determining the critical path and calculating float

#### Creating the Budget

- Estimating and tracking personnel expenses

### WANT TO JUMP-START YOUR PROJECT MANAGEMENT CAREER?

**You've got a budget to monitor, you've got deadlines to meet, you've got to manage scope and risk.** Do you have the skills to achieve project success?

**You have to create a Work Breakdown Structure, develop realistic estimates and devise an integrated project plan.** Do you have confidence in your abilities?

**Your project scope has increased.** Now, your plan has to be changed and you've got to negotiate a revised schedule. Do you have the flexibility to carry on?

**AMA Blended Learning**—a blend of dynamic live training, seminar materials, plus powerful online tools including pre- and post-assessments, tune-up courses, GANTT and PERT charts, critical path worksheets and other relevant PM articles and tips. AMA Blended Learning lets you measure and build on what you have learned. Refresh, reinforce and apply your learning long after your seminar ends.

# Management Skills



## Faculty Spotlight\*

**Lisa Wolf** is Director of Earned Value Management System (EVMS) Surveillance for a leading global consulting firm. Additional experience includes providing project management, planning, control and financial analysis for Raytheon Missile Systems and Northrop Grumman. Ms. Wolf has been certified by the AACEI as an Earned Value Professional (EVP) and by the Project Management Institute (PMI®) as a Project Management Professional (PMP).

\*This seminar is also taught by other project management experts.

### Completing the Plan

- Communicating project information
- Identifying, assessing and dealing with risks
- Acquiring goods and/or services

### Executing the Plan

- Measuring progress against the plan
- Reporting on project status
- Managing changes

### Closing the Project

- Running "lessons learned" session
- Capturing historical data

### WHO SHOULD ATTEND

Individuals who are new to project management, "accidental" project managers (for whom PM is a secondary part of their jobs), business analysts, subject-matter experts who contribute to projects and experienced project managers looking to review current tools, techniques and processes.

### 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.

### EXTRA

Participants have access to online blended learning components, including a full toolkit of integrated project management templates to download for immediate use after the seminar.



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



Watch Classroom Video



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

### Classroom Schedule

[www.amaseminars.org/6503](http://www.amaseminars.org/6503)

#### NOVEMBER

		MARCH
Nov. 3-5 .....	Arlington, VA .....	6503-GHN-02418
Nov. 3-5 .....	Atlanta, GA.....	6503-GHN-02463
Nov. 3-5 .....	Lake Buena Vista, FL.....	6503-GHN-02462
Nov. 10-12 .....	Columbus, OH.....	6503-GHN-02477
Nov. 12-14 .....	New York, NY .....	6503-GHN-02444
Nov. 12-14 .....	San Francisco, CA .....	6503-GHN-02445

#### DECEMBER

		MARCH
Dec. 1-3.....	Nashville, TN.....	6503-GHN-02479
Dec. 1-3.....	New York, NY .....	6503-GHN-02413
Dec. 3-5.....	Arlington, VA .....	6503-GHN-02417
Dec. 3-5.....	Dallas, TX.....	6503-GHN-02412
Dec. 8-10.....	Atlanta, GA.....	6503-GHN-02427
Dec. 8-10.....	Boston, MA.....	6503-GHN-02428
Dec. 10-12.....	Chicago, IL.....	6503-GHN-02429
Dec. 10-12.....	Seattle, WA.....	6503-GHN-02430
Dec. 15-17.....	San Francisco, CA .....	6503-GHN-02448

#### JANUARY

		MARCH
Jan. 5-7 .....	Arlington, VA .....	6503-GHN-02423
Jan. 7-9 .....	Chicago, IL.....	6503-GHN-02426
Jan. 21-23 .....	New York, NY .....	6503-GHN-02443
Jan. 21-23 .....	San Francisco, CA .....	6503-GHN-02455

#### FEBRUARY

		MARCH
Feb. 4-6.....	Chicago, IL.....	6503-GHN-02420
Feb. 4-6.....	San Francisco, CA .....	6503-GHN-02421
Feb. 9-11 .....	Houston, TX.....	6503-GHN-02432
Feb. 9-11 .....	Philadelphia, PA .....	6503-GHN-02433
Feb. 11-13 .....	New York, NY .....	6503-GHN-02440
Feb. 18-20 .....	Arlington, VA .....	6503-GHN-02501
Feb. 18-20 .....	Boston, MA.....	6503-GHN-02451
Feb. 23-25 .....	Atlanta, GA.....	6503-GHN-02415



3 days/1.8 CEUs/18 PDUs

18 PHR/SPHR/21 CPE

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

AMA Members save \$200

Recommended CPE Credit:

21 hours/Basic—Classroom

14 hours/Basic—Live Online

Prerequisites: None

Advance Preparation: Online pre- and post-assessment

Delivery Method: Group Live/Group Internet-based

Field of Study: Management Advisory Services

**LIVE ONLINE • 1.2 CEUs/12 PDUs /14 CPE  
12 PHR/SPHR • \$2,195/AMA Members \$1,995**

Monday-Thursday 2-5 pm ET • 4 Lessons

Nov. 3-6 ..... 6503-GHN-02419

Dec. 15-18 ..... 6503-GHN-02449

Jan. 26-29 ..... 6503-GHN-02458

Feb. 2-5 ..... 6503-GHN-02416

March 9-12 ..... 6503-GHN-02450

April 6-9 ..... 6503-GHN-02517

May 4-7 ..... 6503-GHN-02513

June 15-18 ..... 6503-GHN-02539

**NEW! Mon.-Thurs. 9 am-12 noon ET • 4 Lessons**

Nov. 17-20 ..... 6503-GHN-02495

# Technical Project Management

SEMINAR #4251

An AMA Blended Learning Seminar  
A Blend of Dynamic Live Training & Online Tools

**A bestselling seminar for managers and team members of 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 technical 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 professionals, engineers, scientists and principal investigators, project engineers, facility engineers, plant managers, project managers, project team leaders and anyone else who administers technical projects.

**Note:** IT professionals are asked to attend *Information Technology Project Management* (seminar #6515, at right).

**AMA Blended Learning**—a blend of dynamic live training, seminar materials, plus powerful online tools including pre- and post-assessments, tune-up courses, GANTT and PERT charts, critical path worksheets and other relevant PM articles and tips. AMA Blended Learning lets you measure and build on what you have learned. Refresh, reinforce and apply your learning long after your seminar ends.



This course qualifies for 18 Professional Development Points towards renewal of ISA's Certified Automation Professional (CAP®) program. The course must be completed during the three year certification period for the points to be accepted. For more information on CAP visit [www.isa.org/cap](http://www.isa.org/cap)

## Classroom Schedule

[www.amaseminars.org/4251](http://www.amaseminars.org/4251)

Dec. 10-12.....	New York, NY .....	4251-GHN-00574
Jan. 12-14.....	Arlington, VA.....	4251-GHN-00584
Jan. 12-14.....	Chicago, IL.....	4251-GHN-00570
Feb. 18-20.....	New York, NY .....	4251-GHN-00571
March 2-4.....	Atlanta, GA.....	4251-GHN-00575
March 18-20 .....	Las Vegas, NV.....	4251-GHN-00585
April 6-8.....	Chicago, IL.....	4251-GHN-00581
April 8-10.....	New York, NY .....	4251-GHN-00582
May 11-14 .....	Arlington, VA.....	4251-GHN-00576
June 1-3.....	New York, NY .....	4251-GHN-00578

**3 days/1.8 CEUs/18 PDUs/18 PDPs**

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

# Information Technology Project Management

SEMINAR #6515

An AMA Blended Learning Seminar  
A Blend of Dynamic Live Training & Online Tools

**Master the skills that can help make you a top-notch IT project manager.**

From defining, planning and executing IS/IT projects to managing critical interfaces with users and vendors, you'll find your solutions here. Discover how to optimize IT projects to bring business/software systems online more quickly and effectively—whether you work in a traditional waterfall environment or an agile/iterative one. You will also have the opportunity to analyze and discuss the real-world challenges you're facing on complex HW/SW projects. Return to work with an action plan you can immediately apply to these 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 and complete plan and executing the plan
- Project closure

## WHO SHOULD ATTEND

IT managers, project managers and team leaders, developers, business analysts, systems analysts, DBAs and project office staff. Technical or nontechnical individuals who are new to IT/ software project management and/or experienced individuals wanting a refresher on the latest processes, concepts and thinking.

## Classroom Schedule

[www.amaseminars.org/6515](http://www.amaseminars.org/6515)

Nov. 17-19 .....	San Francisco, CA .....	6515-GHN-01241
Dec. 8-10.....	New York, NY .....	6515-GHN-01237
Jan. 14-16.....	Chicago, IL.....	6515-GHN-01240
Jan. 26-28.....	Boston, MA .....	6515-GHN-01238
Feb. 23-25.....	New York, NY .....	6515-GHN-01243
March 25-27 .....	San Francisco, CA .....	6515-GHN-01244
April 22-24.....	Chicago, IL.....	6515-GHN-01239
May 13-15 .....	New York, NY .....	6515-GHN-01259
May 27-29 .....	Atlanta, GA .....	6515-GHN-01258
June 15-17 .....	Los Angeles, CA .....	6515-GHN-01262
June 22-24 .....	Boston, MA .....	6515-GHN-01252

**3 days/1.8 CEUs/18 PDUs**

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

## NEW! Strategic Project Management

SEMINAR #6116

**Develop and successfully lead a project strategy that supports business goals.** Tired of constantly changing project priorities, scope creep and projects that aren't prioritized? Are your resources stretched too thin, in too many directions? Having trouble getting consistent executive support for your projects? This seminar can change all that, and more. Get proven tools and techniques to help you ensure active and future projects are in alignment with strategic goals and business priorities. Learn how to create and lead projects that support organizational strategy—even if you're in charge of multiple projects. Explore effective ways of proactively auditing external factors that can influence the direction of your projects. Get tools and techniques to support strategic alignment and communicating strategy to the team. Learn how to review key performance indicators and other success factors. The course will also help you to influence the viability of potential new projects.

### HOW YOU WILL BENEFIT

- Persuasively define the organizational value of projects
- Prioritize projects and stabilize their scope over time
- Align projects to achieve organizational objectives
- Apply techniques for optimizing project resources
- Understand how to use key financial metrics to define project priority

### WHAT YOU WILL COVER

- Exploring the types of projects organizations undertake, and establishing their relationship with the strategic plan
- Selecting and prioritizing projects
- Evaluating methods for diversifying risk across the portfolio or program
- Project scheduling and pipelining projects to balance resources
- Employing Earned Value Management (EVM) to accurately track the progress of projects, programs and the portfolio
- Using the Balanced Scorecard framework to track project results

### WHO SHOULD ATTEND

Mid- to senior-level project managers with 5+ years of PM experience; program managers; portfolio managers; Project Management Office (PMO) staff.

## NEW! Project Management Simulation Workshop

SEMINAR #6106

*Powered by industry-leading project management simulation software.*

**Turn theory into practice with a team-based, time-sensitive project simulation.** Managing a project is like piloting a plane: anything can happen. Like the pilot, the project manager must learn to react quickly to any change or upset, and swiftly take appropriate action. In this seminar, you'll have the unique opportunity to time-travel through a three-month project in a matter of hours. Working in groups of four, you and your peers will start with an unfinished project plan and see it through, from planning to closing. With the clock ticking, you'll make all the necessary decisions to solve problems, manage conflicts and motivate team members. Attend this fast-paced, decision-making project simulation to help ensure your projects succeed first time, every time.

### HOW YOU WILL BENEFIT

- Identify the project team with agreed-upon roles and responsibilities
- Acquire hands-on experience monitoring project status
- Apply lessons learned in the simulation to effectively manage change
- Better understand the practical principles of leading the project team
- Know how to motivate team members and solve problems
- Confidently and accurately report project status

### WHAT YOU WILL COVER

- Exploring the project management simulation software
- Getting hands-on experience assigning resources to activities
- Allocating team members to tasks; planning for risks
- Organizing quality reviews; modifying plans to meet budget limitations
- Making decisions that affect project execution and team motivation
- Evaluating project performance and closing the project

### WHO SHOULD ATTEND

Project managers, senior managers, project team leaders and team members who want to help ensure the success of their projects by experiencing a hands-on project simulation.

### Classroom Schedule

[www.amaseminars.org/6116](http://www.amaseminars.org/6116)

March 30-31 .....	New York, NY .....	6116-GHN-00001
April 27-28 .....	Arlington, VA .....	6116-GHN-00002
June 1-2 .....	Chicago, IL.....	6116-GHN-00003

**2 days/1.2 CEUs**

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

### Classroom Schedule

[www.amaseminars.org/6106](http://www.amaseminars.org/6106)

Dec. 8-9.....	Arlington, VA.....	6106-GHN-00002
Feb. 2-3 .....	San Francisco, CA .....	6106-GHN-00003
May 7-8 .....	New York, NY .....	6106-GHN-00006

**2 days/1.2 CEUs**

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

# 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



#### Faculty Spotlight\*

**Susan Junda, PMP** specializes in developing and delivering solutions that achieve business goals by using project planning methodologies and the creativity and talents of employees. Her clients include Sandia National Laboratories, the Oklahoma Department of Transportation, Ingersoll-Rand, Comcast Communications and Unilever Research Divisions in the United Kingdom, the Netherlands and the United States.

\*This seminar is also taught by other project management experts.

#### Closing the Project

- Obtaining final acceptance for the project
- Financial, legal and administrative closure
- Releasing project resources
- Identifying lessons learned
- Creating and distributing a final project report
- Archiving and retaining project records
- Measuring customer satisfaction

#### WHO SHOULD ATTEND

Project managers, program managers and project team leaders who have several years' experience initiating, planning and managing projects 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 143.

#### 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*, Seminar #6503, or its equivalent before enrolling in this seminar (see page 136).



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

#### Classroom Schedule

[www.amaseminars.org/6595](http://www.amaseminars.org/6595)

Nov. 10-14 .....	Los Angeles, CA .....	6595-GHN-00187	Feb. 9-13 .....	Scottsdale, AZ .....	6595-GHN-00185	June 8-12 .....	Arlington, VA .....	6595-GHN-00203
Nov. 10-14 .....	New York, NY .....	6595-GHN-00188	March 2-6 .....	Arlington, VA .....	6595-GHN-00181	June 15-19 .....	New York, NY .....	6595-GHN-00206
Nov. 17-21 .....	Philadelphia, PA .....	6595-GHN-00196	March 16-20 .....	New York, NY .....	6595-GHN-00193	June 22-26 .....	Houston, TX .....	6595-GHN-00209
Dec. 8-12 .....	Arlington, VA .....	6595-GHN-00184	April 6-10 .....	San Francisco, CA .....	6595-GHN-00200			
Jan. 5-9 .....	San Francisco, CA .....	6595-GHN-00183	April 20-24 .....	Chicago, IL .....	6595-GHN-00208			
Jan. 12-16 .....	New York, NY .....	6595-GHN-00190	May 4-8 .....	Los Angeles, CA .....	6595-GHN-00199			
Jan. 26-30 .....	Chicago, IL .....	6595-GHN-00186	May 4-8 .....	Nashville, TN .....	6595-GHN-00211			
Feb. 2-6 .....	Boston, MA .....	6595-GHN-00195	May 11-15 .....	New York, NY .....	6595-GHN-00204			

**5 days/3.0 CEUs/35 PDUs**

\$3,095/AMA Members \$2,795

AMA Members save \$300



## Did you know?

**70+** AMA seminars  
offer PDUs!

### Advance your career as you build new skills!

PMI®-accredited training is essential to getting and keeping your **PMP® Certification**. AMA seminars are a great way to accumulate PDUs while you enhance your project management skills—and acquire new skills in such crucial areas as **Analytical Skills, Business Analysis, Communication, Finance, ITIL®, Leadership, Management, Strategic Planning** and more.

[www.amaseminars.org/PDUs](http://www.amaseminars.org/PDUs)

#### Some of our most popular courses offering PDUs include:

- **Critical Thinking** Pages 12, 49 
- **Developing Executive Leadership** Pages 19, 111 
- **Fundamentals of Finance and Accounting for Non-Financial Managers** Pages 16, 90 
- **How to Communicate with Diplomacy, Tact and Credibility**  Pages 14, 70
- **Leading Virtual and Remote Teams** Pages 17, 105 
- **Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure** Pages 12, 58 
- **Project Team Leadership: Building Commitment Through Superior Communication** Page 142 
- **Strategic Planning** Page 155 
- **The 7 Habits of Highly Effective People® Signature Edition 4.0** Pages 13, 56 
- **The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results** Pages 19, 110 
- **Time Management** Pages 12, 55 

 Classroom  Live Online

Call **1-800-262-9699** to register today!

For more information and a complete list of all  
AMA seminars offering PDUs, visit  
[www.amaseminars.org/PDUs](http://www.amaseminars.org/PDUs)

## 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.



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

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### Classroom Schedule

[www.amaseminars.org/6585](http://www.amaseminars.org/6585)

Dec. 10-12.....	Chicago, IL.....	6585-GHN-00191
Jan. 28-30.....	New York, NY.....	6585-GHN-00194
Feb. 23-25.....	San Francisco, CA.....	6585-GHN-00192
April 20-22.....	New York, NY.....	6585-GHN-00201
June 3-5.....	Chicago, IL.....	6585-GHN-00198

**3 days/1.8 CEUs/18 PDUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250



## 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 *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

### HOW YOU WILL BENEFIT

- Cover the PMP certification exam from every angle
- Study under PMP-certified instructors
- Learn to tackle tough questions and avoid common mistakes
- 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. See our website for exam requirement details.

### EXTRA

Access AMA's pre- and post-seminar website for more than 100 sample questions and additional tools.

### 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 136).

### FREE Books—Required Reading

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Kim Heldman's <i>PMP® Project Management Professional Exam Study Guide</i> (a \$59.99 value) | <input checked="" type="checkbox"/> <i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 5th Edition by PMI®</i> (a \$65.95 value) |
|--|---|

### Classroom Schedule

[www.amaseminars.org/6590](http://www.amaseminars.org/6590)

Nov. 5-7 .....	New York, NY .....	6590-GHN-00194
Nov. 5-7 .....	San Francisco, CA .....	6590-GHN-00199
Dec. 8-10.....	Arlington, VA .....	6590-GHN-00195
Dec. 15-17.....	Boston, MA .....	6590-GHN-00211
Jan. 28-30 .....	New York, NY .....	6590-GHN-00201
Feb. 11-13 .....	Arlington, VA .....	6590-GHN-00196
Feb. 18-20 .....	Chicago, IL .....	6590-GHN-00197
March 25-27 .....	New York, NY .....	6590-GHN-00200
April 22-24.....	Arlington, VA .....	6590-GHN-00208
May 6-8 .....	San Francisco, CA .....	6590-GHN-00205
June 17-19 .....	Chicago, IL .....	6590-GHN-00206
June 17-19 .....	New York, NY .....	6590-GHN-00210

**3 days/1.8 CEUs/18 PDUs**

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

## NEW! Project Stakeholder Management SEMINAR #6105

**It is commonly said that up to 90% of a project manager's time is spent communicating.** In this 3-day course you will acquire new tools and techniques and upgrade your communication skills so you can successfully resolve thorny issues that often derail projects. Discover how to review and monitor tools and resources to control stakeholder engagement. Plus, manage stakeholder expectations, deal with difficult personalities and conflicts of interest.

### HOW YOU WILL BENEFIT

- Establish continuous communication with stakeholders
- Rectify stakeholder issues when they arise
- Plan work, execute against the plan and manage team members and outside stakeholders
- Communicate effectively with stakeholders despite tight deadlines, limited resources, changing project requirements
- Negotiate with stakeholders around scope creep and achieve win-win solutions

### WHAT YOU WILL COVER

- Understanding stakeholder interests
- Flexing your communication style using the 5-spoke model
- Grasping the difference between influence, persuasion and negotiation
- Developing a management plan for stakeholder engagement; evaluate engagement using an assessment matrix
- Implementing a project charter
- Executing a change control plan
- Establishing a communication plan
- Building trust with stakeholders
- Containing scope creep using negotiation and persuasion
- Building trust with remote stakeholders
- Running more effective virtual meetings
- Adjusting the management plan, scope and baselines, change control plan, communications plan
- Applying lessons learned and obtaining stakeholder feedback

### WHO SHOULD ATTEND

Project managers who want to improve their ability to communicate, engage and collaborate with external stakeholders such as sponsors, customers and users as well as project team leads who are assuming more project management responsibility.

### Classroom Schedule

[www.amaseminars.org/6105](http://www.amaseminars.org/6105)

Nov. 3-5 .....	Atlanta, GA .....	6105-GHN-00007
Dec. 3-5.....	Chicago, IL .....	6105-GHN-00008
Feb. 9-11 .....	New York, NY .....	6105-GHN-00006
March 30-April 1 .....	Arlington, VA .....	6105-GHN-00011
May 4-6 .....	Chicago, IL .....	6105-GHN-00012

**3 days/1.8 CEUs/18 PDUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250.

## 6 Questions to Determine If PMP® Certification is Right for You



### 1. Do you meet the minimum requirements to qualify to take the Project Management Professional (PMP®) exam?

The Project Management Institute (PMI®) has very specific minimum requirements you must meet in order to qualify to take the exam. The application is available on their website at pmi.org, and the qualifications include the number of hours of project management experience and Professional Development Units, or PDU-accredited education taken.

### 2. How established are your current project management methodologies and are they working?

If you find your current resources to be lacking or insufficient for your purposes, *PMBOK® (A Guide to the Project Management Body of Knowledge)* study toward PMP® certification can help you gain the knowledge and credibility to be a change agent and establish or refine such resources.

### 3. How complex are your projects, and do they need more planning attention and documentation than just a timeline?

There are many beneficial tools and process guidelines within the *PMBOK® Guide* that will help you get your projects done.

### 4. Is PMP® certification revered within your organization, by outside stakeholders, or within your industry?

Determine how valued the PMP® is among your stakeholders, particularly your customers and sponsors. If you provide competitive bids to win contracts, PMP® certification may very well help you gain an edge on your proposals. You might find that your organization will fund or even mandate PMP® certification.

### 5. Would you benefit from networking with others in the “club?”

PMI® has local chapters as well as conferences and learning events, where there are opportunities to network, hear case studies and share best practices.

### 6. Is advancing in the project management career field a priority, and do you look to remain “marketable” for future job opportunities in the discipline?

PMI® indicates enduring job growth opportunities for project managers in its industry-growth forecast. Earning and maintaining your PMP® credential will be a minimal requirement for many available project management positions and offers you an edge in general over those who do not have it.

Interested in learning more? Consider these seminars:

**AMA's Comprehensive Project Management Workshop, pg 140**—[www.amaseminars.org/6595](http://www.amaseminars.org/6595)

**AMA's PMP® Exam Prep Express, pg 142**—[www.amaseminars.org/6590](http://www.amaseminars.org/6590)

## 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 communications
- Measuring project metrics
- Effectively managing stakeholders
- Achieving best practices in multi-project management

### 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.



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

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### Classroom Schedule

[www.amaseminars.org/6523](http://www.amaseminars.org/6523)

Nov. 6-7 .....	Arlington, VA.....	6523-GHN-00368
Nov. 17-18 .....	Chicago, IL.....	6523-GHN-00370
Dec. 1-2.....	San Francisco, CA.....	6523-GHN-00366
Dec. 18-19.....	New York, NY.....	6523-GHN-00372
Jan. 29-30 .....	Las Vegas, NV.....	6523-GHN-00373
Feb. 5-6 .....	New York, NY.....	6523-GHN-00367
March 26-27 .....	Arlington, VA.....	6523-GHN-00371
April 9-10 .....	Boston, MA .....	6523-GHN-00380
April 9-10 .....	Chicago, IL.....	6523-GHN-00379
May 28-29 .....	New York, NY .....	6523-GHN-00378
June 4-5 .....	San Francisco, CA.....	6523-GHN-00374

**2 days/1.2 CEUs/12 PDUs**

**\$2,095/AMA Members \$1,895/AMA Members save \$200**

# PMI Agile Certified Practitioner (PMI-ACP)® Boot Camp

SEMINAR #76001

Also available as a Virtual Classroom

**Become one of the first to earn this valuable industry certification.** Today, more companies are adopting this approach over a traditional waterfall methodology, and more are about to make the transition. To stay relevant in the competitive, changing world of project management, it's important that project management professionals demonstrate true leadership ability on today's software projects.

The Project Management Institute's Agile Certified Practitioner (PMI-ACP)® certification clearly illustrates to colleagues, organizations and potential employers that you're a leader. This class not only prepares you to lead your next Agile project effort, but ensures that you're prepared to **pass the PMI-ACP certification exam.**

## HOW YOU WILL BENEFIT

- Learn Agile principles and practices that transform team performance, enhance the quality of the product and accelerate time to market
- Lead your Agile projects through planning, discovery, development and delivery
- Coach high-performance teams who are more productive and deliver results
- Manage rapidly changing priorities and ensure delivery of the best products possible
- Learn the most powerful metrics to ensure continuous improvement, on-time delivery and budget control
- 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

### Understanding Agile Project Management

- Why Agile...what is Agile?
- Principles that drive effective software development

### The Project Schedule

- Managing ever-changing scope against a well-defined timeline
- Identifying a team's velocity and productivity
- Five levels of Agile planning

### The Project Scope

- Conquering the battle over scope creep
- Exceeding customer expectations and ceding control

### The Project Budget

- Maximizing ROI and reducing overall project costs
- Communicating earned value delivery to customers

### The Product Quality

- Employing product demonstrations to ensure customer buy-in
- Creating high-quality refactored code using Agile testing techniques

### The Project Team

- Managing personalities
- Coaching style improvement

### Project Metrics

- Agile metrics review
- Communicating project status and delivery dates

### Continuous Improvement

- Role of team commitment
- Using retrospectives effectively

### Project Leadership

- Project leadership over simple project management
- Shielding the team from disruption and distraction

## Successfully Transitioning to Agile Project Management

- Correlating current challenges to possible solutions
- Overcoming resistance to Agile early

## A Full Day of Preparation for the Agile Certified Practitioner (PMI-ACP) Certification Exam

- Application tips and tricks
- Sample test questions

## WHO SHOULD ATTEND

This course is designed for project managers, analysts, developers, programmers, testers, IT managers/directors, software engineers, software architects and end-users considering Agile methodology.

**IBA**® Endorsed Education Provider

Delivered by



ASPE  
SDLC TRAINING

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



The International Consortium for Agile has worked with experts around the world to develop an education

roadmap of training and certification for all specialties involved in Agile development. This course has been approved and earns all students the Certified ICAgile Professional designation upon completion of the course.

## Classroom Schedule

[www.amaseminars.org/76001](http://www.amaseminars.org/76001)

Nov. 3-5 .....	Tempe, AZ .....	76001-GHN-00225	Dec. 8-10.....	Jacksonville, FL .....	76001-GHN-00232
Nov. 3-5 .....	Wyoming, MI.....	76001-GHN-00226	Dec. 10-12.....	Madison, WI .....	76001-GHN-00247
Nov. 5-7 .....	Columbia, MD .....	76001-GHN-00228	Dec. 10-12.....	Minneapolis, MN .....	76001-GHN-00246
Nov. 10-12 .....	Burlington, MA .....	76001-GHN-00254	Dec. 15-17.....	Albuquerque, NM .....	76001-GHN-00248
Nov. 12-14 .....	Kirkland, WA.....	76001-GHN-00255	Dec. 17-19.....	King Of Prussia, PA.....	76001-GHN-00249
Nov. 12-14 .....	Saint Louis, MO .....	76001-GHN-00256			
Nov. 17-19 .....	Austin, TX .....	76001-GHN-00258			
Nov. 17-19 .....	Washington, DC .....	76001-GHN-00257			
Nov. 19-21 .....	Chicago, IL.....	76001-GHN-00229			
Dec. 3-5.....	Herndon, VA .....	76001-GHN-00231			

3 days/21 PDUs/21 CDUs/18.5 CPE

\$1,595

## VIRTUAL SCHEDULE

Four 4.5-hour sessions \$1,595

Tuesday-Friday 12-4:30 pm ET • 4 Lessons

- |                |                 |
|----------------|-----------------|
| Nov. 4-7 ..... | 76001-GHN-00227 |
| Dec. 1-4 ..... | 76001-GHN-00230 |

# ITIL® Foundation

SEMINAR #72975

Also available as a Virtual Classroom

**Learn about process improvements, benefits, and challenges of ITIL, and get your ITIL Foundation certification.** In this seminar, you will get an introduction to the lifecycle of managing IT services to deliver to business expectations. Upon completing this seminar, you'll be well positioned to successfully complete the ITIL Foundation exam.

## 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.

## 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.

## 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

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](http://www.amaseminars.org/ITIL) for more information.



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

Delivered by



Global Knowledge.

## Classroom Schedule

[www.amaseminars.org/72975](http://www.amaseminars.org/72975)

Nov. 3-5 .....	Atlanta, GA.....	72975-GHN-00426	Dec. 8-10.....	Arlington, VA .....	72975-GHN-00443
Nov. 3-5 .....	Columbia, MD .....	72975-GHN-00429	Dec. 8-10.....	Irving, TX .....	72975-GHN-00441
Nov. 3-5 .....	Columbus, OH.....	72975-GHN-00430	Dec. 8-10.....	King Of Prussia, PA .....	72975-GHN-00442
Nov. 10-12 .....	Arlington, VA .....	72975-GHN-00433	Dec. 15-17.....	Kirkland, WA.....	72975-GHN-00446
Nov. 10-12 .....	Edison, NJ .....	72975-GHN-00431	Dec. 15-17.....	Portland, OR .....	72975-GHN-00445
Nov. 10-12 .....	El Segundo, CA .....	72975-GHN-00432	Dec. 15-17.....	Schaumburg, IL.....	72975-GHN-00444
Nov. 17-19 .....	Morristown, NJ.....	72975-GHN-00434			
Nov. 17-19 .....	Phoenix, AZ .....	72975-GHN-00435			
Nov. 24-26 .....	Herndon, VA .....	72975-GHN-00437			
Nov. 24-26 .....	Santa Clara, CA .....	72975-GHN-00436			
Dec. 1-3.....	Burlington, MA .....	72975-GHN-00438			
Dec. 1-3.....	Cary, NC.....	72975-GHN-00440			
Dec. 1-3.....	New York, NY .....	72975-GHN-00439			

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

**3 days/18 PDUs • \$2,395**

**VIRTUAL SCHEDULE** • Three 8.5-hour sessions  
\$2,395 • 18 PDUs

Nov. 3-5 .....	72975-GHN-00451
Nov. 12-14 .....	72975-GHN-00452
Nov. 17-19 .....	72975-GHN-00453
Nov. 24-26 .....	72975-GHN-00454
Dec. 1-3.....	72975-GHN-00455
Dec. 8-10.....	72975-GHN-00456
Dec. 15-17 .....	72975-GHN-00457



**Put Your Career  
in Overdrive!**

# AMA's *Annual* **Pass**

**One year. One price. Unlimited training!**

CHOOSE THE OFFER THAT'S BEST FOR YOU

## PREMIUM

### **Annual Pass\***

**One full year of unlimited access to most  
AMA Classroom Seminars and all 1-Day  
Workshops, and 3 Live Online Seminars**

**\$ 3,995**

Call 1-800-262-9699 for more information.

Mention offer code LH7P.

Some restrictions apply, see below for details.

### **Annual Pass\*\***

**One full year of unlimited access to  
ALL AMA Classroom Seminars and 1-Day  
Workshops, and 3 Live Online Seminars**

**\$ 4,995**

Call 1-800-262-9699 for more information.

Mention offer code LH7P.

Some restrictions apply, see below for details.

#### DID YOU KNOW ?

*You can upgrade to an Annual Pass if you've taken an AMA Seminar in the last 6 months? Just deduct  
the cost of the seminar you've taken from the Annual Pass price. **Don't wait—upgrade NOW!***

**TERMS AND CONDITIONS:** \*Annual Pass purchasers may choose from all AMA U.S. Classroom and Live Online Seminars and 1-Day Workshops with a member price of \$2,395 or less, or nonmember price of \$2,645 or less. \*\*Premium Annual Pass purchasers may choose from all AMA U.S. Classroom and Live Online Seminars and 1-Day Workshops. Annual Pass and Premium Annual Pass fees are nonrefundable, regardless of attendance. You may attend a maximum of 3 programs offered in our Live Online format. Express Skills Series, AMA Webinars, and third party-delivered programs available through AMA are excluded from both Annual Pass and Premium Annual Pass redemption. Past purchases and other promotional offers are excluded.

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**www.amaseminars.org/annualpass**

# Fundamentals of Purchasing for the New Buyer

SEMINAR #4265

**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
- Discover the criteria for successful supplier selection
- Benefit from e-procurement strategies and other purchasing tools
- Learn negotiation techniques for a global purchasing environment
- Understand legal and ethical requirements and issues
- Manage your suppliers to reduce costs and improve quality

## WHAT YOU WILL COVER

- The buyer's role in today's organization
- How purchasing adds value to the firm
- Managing the supplier base and relationships
- Supplier relations and evaluations
- Making effective procurement decisions: applying price, cost and value
- Price, cost and the total cost of ownership
- Tools for enhancing material and product flow
- Specialized purchasing tools; Pareto Principle
- Specialized purchase instruments, contracting methods and e-purchasing
- Purchase agreements and contracting methods; EDI, ASN, ERS, OBI
- Professional practices
- The legal/ethical aspects of buying and selling
- Negotiating skills for the buyer
- Win-win skills especially appropriate for the new 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.

## Classroom Schedule

[www.amaseminars.org/4265](http://www.amaseminars.org/4265)

Nov. 17-19 .....	Arlington, VA .....	4265-GHN-00868
Dec. 1-3.....	Chicago, IL.....	4265-GHN-00866
Dec. 3-5.....	New York, NY .....	4265-GHN-00864
Jan. 28-30 .....	Atlanta, GA .....	4265-GHN-00869
Feb. 4-6.....	Houston, TX.....	4265-GHN-00877
March 9-11 .....	Chicago, IL.....	4265-GHN-00865
April 8-10.....	New York, NY .....	4265-GHN-00871
May 13-15 .....	Las Vegas, NV .....	4265-GHN-00875
June 10-12 .....	Arlington, VA .....	4265-GHN-00872
June 15-17 .....	Chicago, IL.....	4265-GHN-00876

**3 days/1.8 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# 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

- Reduce your cost of inventory obsolescence
- Become responsive to customers' needs
- Make scheduling and shop loading efficient
- Narrow the sales and stock replacement gap
- Fine-tune your recordkeeping
- Determine your exact material status and inventory dollar burden

## WHAT YOU WILL COVER

- The strategic role of inventory management
- Establishing the optimal inventory level
- Inventory planning and replenishment
- Distribution center and warehousing
- Inventory accuracy and audits
- Managing, measuring and reporting inventory
- Forecasting and demand management
- Lead-time analysis and reduction

## 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.



APICS—accepts professional development points from *Inventory Management Techniques: Planning, Replenishment and Activities Control* to maintain the CPIM and CFPIM designations.

## Classroom Schedule

[www.amaseminars.org/4206](http://www.amaseminars.org/4206)

Dec. 10-12.....	New York, NY .....	4206-GHN-00338
Feb. 2-4.....	Chicago, IL.....	4206-GHN-00335
March 16-18 .....	Atlanta, GA .....	4206-GHN-00341
May 4-6 .....	New York, NY .....	4206-GHN-00342

**3 days/1.8 CEUs/18 PDPs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# NEW! 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 midlevel 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.

### Classroom Schedule

[www.amaseminars.org/4109](http://www.amaseminars.org/4109)

March 23-24 ..... New York, NY ..... 4109-GHN-00001  
 May 4-5 ..... Chicago, IL ..... 4109-GHN-00002  
 June 29-30 ..... San Francisco, CA ..... 4109-GHN-00003

### 2 days/1.2 CEUs

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

## FEDERAL GOVERNMENT EMPLOYEES

# NEW! Contracting Officer's Representative Level I

SEMINAR #9801

## Learn the Level I COR responsibilities in the acquisition process.

The Contracting Officer's Representative (COR) is the eyes and the ears of the contracting officer, ensuring that the work the contracting officer has authorized gets properly done. In order to understand the roles and responsibilities, CORs must know the acquisition process and the various steps, as well as the associated terminology. They must also be aware of ethical considerations when performing their duties. In addition, each COR functions as a part of one of numerous agencies and must recognize certain process distinctions. This hands-on course provides the training necessary for FAC-COR Level I certification. You'll leave the workshop with a strong understanding of the Level I COR's job within the entire acquisition process—and pave the way for your next level of involvement

### Classroom Schedule

[www.amaseminars.org/9801](http://www.amaseminars.org/9801)

Feb. 9 .....	San Francisco, CA .....	9801-GHN-00002
June 15 .....	Arlington, VA .....	9801-GHN-00003

### 1 days/.6 CEUs

\$750/AMA Members \$650/AMA Members save \$100

# NEW! Contracting Officer's Representative Level II

SEMINAR #9405

## Gain an in-depth understanding of the COR's roles and responsibilities in the acquisition process.

Dig into the fine points of acquisition and take your knowledge to the next level. This hands-on, interactive 5-day course picks up where COR Level I Training left off, building on your experience and deepening your understanding of the acquisition process. You'll examine each award step in detail, learn advanced concepts and fill in knowledge gaps. Tackle complex issues with case studies on topics such as choosing the right buying process, dealing with contract modifications and resolving problems with deliverables. Discuss ethical issues and ways to avoid misconduct. And return to work ready to increase your involvement in more complicated acquisitions.

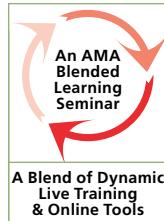
### Classroom Schedule

[www.amaseminars.org/9405](http://www.amaseminars.org/9405)

Nov. 17-21 .....	New York, NY .....	9405-GHN-00001
Dec. 8-12 .....	Arlington, VA .....	9405-GHN-00002
Jan. 12-16 .....	San Francisco, CA .....	9405-GHN-00003
Feb. 9-13 .....	Las Vegas, NV .....	9405-GHN-00004
Feb. 23-27 .....	Philadelphia, PA .....	9405-GHN-00005
March 16-20 .....	Chicago, IL .....	9405-GHN-00006
April 13-17 .....	Atlanta, GA .....	9405-GHN-00007
April 27-May 1 .....	Los Angeles, CA .....	9405-GHN-00008
May 11-15 .....	New York, NY .....	9405-GHN-00009
June 1-5 .....	Arlington, VA .....	9405-GHN-00010
June 22-26 .....	Dallas, TX .....	9405-GHN-00011

### 5 days/3.0 CEUs

\$1,350/AMA Members \$1,250/AMA Members save \$100



# Fundamental Selling Techniques for the New or Prospective Salesperson

SEMINAR #5510

Also available Live Online • see page 22

**Because sales plays such a dominant role in today's economy, this growing profession is becoming much more competitive.** But many prospective sales professionals don't have a solid foundation and understanding of the fundamentals of selling. 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

- Sales and its organizational role
- The customer's buying cycle process
- Unique aspects of sales functions compared with the rest of an organization
- How the sales function creates market opportunities

### Behaviors, Characteristics and Skills of a Successful Sales Professional

- Identifying successful selling skills
- Defining a sales success model
- Characteristics of a successful salesperson

### The Various Selling Models and the Sales Framework

- Characteristics of different selling models
- Defining the sales framework

### Planning for the Business

- Analyzing the territory
- Conducting account research
- Planning your calendar to achieve sales goals and build a sales pipeline
- Identifying resources and methods of generating leads

### Finding and Qualifying New Business

- The "Find and Qualify New Business" process
- Defining categories of customers
- Strategies to respond to common new business objections

### Earning the Business

- The "Earn the Business" process
- Ways of opening a call
- Questioning techniques to discover and confirm needs
- Strategies to present options/solutions and gain incremental agreement
- Strategies to resolve customer objections

You may also be interested in the Live Online Seminar, **Unlimited Sales Success**, Seminar #5205, page 23.



## Faculty Spotlight\*

**Kathie Durante** has developed and delivered training curricula for corporations based upon specific corporate culture and current trends, developed marketing initiatives which produced new sales opportunities and worked with organizations to identify business prospects in sales and marketing. Clients have included Marcal Manufacturing, Pfizer, Verizon, Johnson & Johnson, Pentax Corporation, William Patterson University and the Government of Hudson County, NJ.

\*This seminar is also taught by other sales experts.

## Delivering the Business

- The "Deliver the Business" process
- The 3Cs: Coordinate, Communicate and Confirm with your customer

## Managing the Relationship

- The "Manage the Relationship" process
- Technologies or methods for maintaining customer information
- Strategies to maintain communication with a customer

## WHO SHOULD ATTEND

Salespeople, sales support, as well as 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.cpsmn.org](http://www.cpsmn.org)

## Classroom Schedule

[www.amaseminars.org/5510](http://www.amaseminars.org/5510)

Nov. 3-4 .....	Houston, TX .....	5510-GHN-01254	April 13-14 .....	Arlington, VA .....	5510-GHN-01280
Nov. 13-14 .....	New York, NY .....	5510-GHN-01262	April 27-28 .....	San Francisco, CA .....	5510-GHN-01288
Dec. 1-2 .....	Boston, MA .....	5510-GHN-01252	May 4-5 .....	Indianapolis, IN .....	5510-GHN-01292
Dec. 4-5 .....	Chicago, IL .....	5510-GHN-01267	May 14-15 .....	Atlanta, GA .....	5510-GHN-01284
Jan. 12-13 .....	Atlanta, GA .....	5510-GHN-01261	May 28-29 .....	New York, NY .....	5510-GHN-01289
Jan. 29-30 .....	New York, NY .....	5510-GHN-01266	June 1-2 .....	Chicago, IL .....	5510-GHN-01275
Feb. 9-10 .....	Chicago, IL .....	5510-GHN-01258	June 29-30 .....	New York, NY .....	5510-GHN-01290
Feb. 19-20 .....	Los Angeles, CA .....	5510-GHN-01272			
Feb. 26-27 .....	Philadelphia, PA .....	5510-GHN-01291			
March 12-13 .....	Chicago, IL .....	5510-GHN-01274			
March 16-17 .....	New York, NY .....	5510-GHN-01256			
April 9-10 .....	Chicago, IL .....	5510-GHN-01278			

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### Monday-Thursday 2-5 pm ET • 4 Lessons

Dec. 1-4 .....	5510-GHN-01260
June 15-18 .....	5510-GHN-01283



# Principles of Professional Selling

SEMINAR #5520

A Blend of Dynamic  
Live Training & Online Tools

**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 149.

## Classroom Schedule

[www.amaseminars.org/5520](http://www.amaseminars.org/5520)

Nov. 10-12 .....	Atlanta, GA .....	5520-GHN-01079
Dec. 17-19.....	Arlington, VA.....	5520-GHN-01085
Jan. 7-9.....	Chicago, IL.....	5520-GHN-01083
Jan. 21-23 .....	New York, NY .....	5520-GHN-01080
Feb. 9-11 .....	Atlanta, GA .....	5520-GHN-01077
March 9-11 .....	San Francisco, CA .....	5520-GHN-01082
March 30-April 1 .....	Atlanta, GA .....	5520-GHN-01090
April 15-17 .....	Chicago, IL.....	5520-GHN-01089
June 24-26 .....	Atlanta, GA .....	5520-GHN-01091

**3 days/1.8 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

# 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.

## Classroom Schedule

[www.amaseminars.org/5289](http://www.amaseminars.org/5289)

Nov. 3-4 .....	Chicago, IL.....	5289-GHN-00192
Dec. 4-5.....	New York, NY .....	5289-GHN-00193
Feb. 5-6 .....	Arlington, VA.....	5289-GHN-00194
March 26-27 .....	Chicago, IL.....	5289-GHN-00195
May 7-8 .....	New York, NY .....	5289-GHN-00198

**2 days/1.2 CEUs**

\$2,095/AMA Members \$1,895/AMA Members save \$200

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**UTAH**

Salt Lake City

**VIRGINIA**

Arlington

(Washington DC area)

Richmond

Virginia Beach

**WASHINGTON**

Seattle

## 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.

### Classroom Schedule

[www.amaseminars.org/5535](http://www.amaseminars.org/5535)

Dec. 1-2.....	Atlanta, GA .....	5535-GHN-00213
Feb. 5-6 .....	San Francisco, CA .....	5535-GHN-00216
March 19-20 .....	New York, NY .....	5535-GHN-00208
April 23-24 .....	Chicago, IL .....	5535-GHN-00218
June 29-30 .....	Atlanta, GA .....	5535-GHN-00219

### 2 days/1.2 CEUs

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Learn more about AMA seminars in your area  
by calling **1-800-262-9699** or visit  
[www.amaseminars.org/locations](http://www.amaseminars.org/locations)

## 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.

### HOW YOU WILL BENEFIT

- Enhance sales performance while spending less energy
- Gain customers' loyalty by understanding their needs
- Increase business from existing accounts
- Shorten the sales cycle by identifying and removing internal and external bottlenecks
- Home in on prospects predisposed to buy from you
- Become more efficient at account maintenance
- Create a clear sales plan that keeps you organized
- Learn ways to get referrals from existing customers

### WHAT YOU WILL COVER

- The changing environment: the salesperson as strategist
- Developing the strategic plan: thinking "big picture"
- Establishing goals, objectives and indicators to enhance major account performance
- Skills needed for selling to major accounts
- Qualifying your best opportunities: your likeliest sources for ROITEM (Return on Investment of Time, Effort and Money)
- Managing and tracking pipeline performance

### 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.

### Classroom Schedule

[www.amaseminars.org/5235](http://www.amaseminars.org/5235)

Dec. 10-12.....	Chicago, IL.....	5235-GHN-00168
Jan. 26-28.....	San Francisco, CA.....	5235-GHN-00171
March 9-11.....	Chicago, IL.....	5235-GHN-00170
April 27-29.....	Atlanta, GA.....	5235-GHN-00180
May 18-20.....	New York, NY.....	5235-GHN-00177
June 22-24.....	Chicago, IL.....	5235-GHN-00179

**3 days/1.8 CEUs**

\$2,345/AMA Members \$2,095/AMA Members save \$250

## 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, see right).

### Classroom Schedule

[www.amaseminars.org/5227](http://www.amaseminars.org/5227)

Nov. 3-5 .....	New York, NY .....	5227-GHN-01113
Nov. 19-21 .....	Chicago, IL.....	5227-GHN-01110
Dec. 8-10.....	Indianapolis, IN.....	5227-GHN-01119
Jan. 26-28 .....	Chicago, IL.....	5227-GHN-01120
Jan. 26-28 .....	New York, NY.....	5227-GHN-01116
Feb. 25-27 .....	San Francisco, CA .....	5227-GHN-01129
March 9-11 .....	New York, NY.....	5227-GHN-01131
March 18-20 .....	Chicago, IL.....	5227-GHN-01115
April 22-24.....	Boston, MA.....	5227-GHN-01128
May 4-6 .....	New York, NY .....	5227-GHN-01121
May 11-13 .....	Chicago, IL.....	5227-GHN-01124

**3 days/1.8 CEUs**

\$2,445/AMA Members \$2,195/AMA Members save \$250

# 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, see left) is recommended as a prerequisite to this seminar.

## Classroom Schedule

[www.amaseminars.org/5598](http://www.amaseminars.org/5598)

Nov. 17-19 .....	New York, NY .....	5598-GHN-00697
Dec. 1-3.....	Chicago, IL.....	5598-GHN-00699
Dec. 15-17.....	Atlanta, GA .....	5598-GHN-00700
Jan. 28-30.....	San Francisco, CA .....	5598-GHN-00703
Feb. 4-6.....	New York, NY .....	5598-GHN-00702
Feb. 25-27.....	Chicago, IL.....	5598-GHN-00704
March 23-25 .....	Arlington, VA .....	5598-GHN-00711
April 20-22.....	Chicago, IL.....	5598-GHN-00709
May 11-13 .....	San Francisco, CA .....	5598-GHN-00706
May 27-29.....	New York, NY .....	5598-GHN-00712
June 1-3 .....	Atlanta, GA .....	5598-GHN-00705

### 3 days/1.8 CEUs

\$2,545/AMA Members \$2,295/AMA Members save \$250

# 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](http://www.amaseminars.org/5165) for details about CPE credits.

## Classroom Schedule

[www.amaseminars.org/5165](http://www.amaseminars.org/5165)

Nov. 24-25 .....	Chicago, IL.....	5165-GHN-00307
Dec. 4-5 .....	New York, NY .....	5165-GHN-00306
Feb. 17-18.....	New York, NY .....	5165-GHN-00308
March 16-17.....	Atlanta, GA .....	5165-GHN-00309
April 9-10.....	New York, NY .....	5165-GHN-00330
May 11-12 .....	Chicago, IL.....	5165-GHN-00320
June 15-16.....	New York, NY .....	5165-GHN-00322

### 2 days/1.2 CEUs

\$1,895/AMA Members \$1,695/AMA Members save \$200

# NEW! Administration Essentials for New Admins

SEMINAR #79201

Also available as a Virtual Classroom

**Develop skills for applying Salesforce capabilities to your business processes.** This comprehensive, hands-on course offers the core training you need to ensure your success in implementing Salesforce in your organization. Administrators should take this course before starting a Salesforce deployment, or when taking over an existing deployment. Available in both in-person and virtual formats, you'll experience demonstrations, hands-on exercises, and receive personal attention from your instructor, as well as peer interaction.

## HOW YOU WILL BENEFIT

- Customize your Salesforce application, including page layouts, fields, tabs, and business processes
- Create a secure Salesforce environment
- Maintain and import clean data
- Create high-value reports and dashboards
- Set up workflow automation

## WHAT YOU WILL COVER

### Getting Around the App

- Understanding the data model and navigation

### Getting Your Organization Ready for Users

- Configuring the user interface
- Setting up activities and calendars
- Configuring search settings
- Setting up Chatter

### Setting Up and Managing Users

- Managing user profiles
- Creating and managing users
- Troubleshooting user log-in issues
- Setting up Chatter Free and Chatter external users

### Security and Data Access

- Restricting log-ins
- Determining object access

- Managing record access with the role hierarchy
- Dealing with record access exceptions
- Managing field-level security

### Customization: Fields

- Administering standard fields
- Creating selection fields: picklists and lookups
- Creating formula fields
- Working with page layouts
- Working with record types and business processes
- Maintaining data quality

### Managing Data

- Importing new records using import wizards
- Updating existing records with the data loader
- Keeping records up to date with Data.com and social accounts and contacts
- Massing transfer records between users

### Reports and Dashboards

- Running and modifying reports
- Creating new reports with the report builder
- Filtering reports
- Summarizing report data with formulas and visual summaries

## Automation

- Managing email administration
- Setting up workflow rules
- Automating leads and cases

## Managing the Support Process

- Automating the support process
- Enabling collaboration in the Service Cloud
- Analyzing support data with reports and dashboard

## WHO SHOULD ATTEND

New system administrators responsible for the setup, configuration and maintenance of their organization's Salesforce applications, as well as power users, sales operations and IT managers.

**5 days • \$4,250**

For more information and schedules, visit [www.amaseminars.org/79201](http://www.amaseminars.org/79201)

## VIRTUAL CLASSROOM

Five sessions • \$4,250

# NEW! Implementing an Analytics Strategy for the Sales Cloud

SEMINAR #79301

## Utilize powerful Salesforce analysis tools to enhance business success.

This course is a must for anyone responsible for using analytics to drive business results in a sales organization. It will provide you with the skills and knowledge you need to gather analytics requirements, and to design and build custom reports and dashboards, as well as deploy them to your users.

## HOW YOU WILL BENEFIT

- Establish a process for developing and deploying analytics solutions for your sales organization
- Set up an efficient analytics infrastructure to ensure users can find the reports and dashboards they need
- Create effective sales reports and dashboards to address the needs of users at all levels
- Maximize users' consumption of sales reports and dashboards

## WHO SHOULD ATTEND

Sales professionals who want to utilize analytics via Salesforce in order to drive business results.

**3 days • \$2,550**

For more information and schedules, visit [www.amaseminars.org/79301](http://www.amaseminars.org/79301)

**SPECIAL NOTE:** Attendees should have a solid prior understanding of basic Salesforce concepts and sales functionality.



AUTHORIZED  
TRAINING CENTER  
PARTNER

# 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

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

## WHAT YOU WILL COVER

### Strategic Planning Principles

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

### An Overview of the Planning Process

- Basic elements of strategic planning
- Developing and managing the strategy formation process

### Understanding Your Organization's Mission

- Your organization's core values
- Creating a mission statement for your organization



Watch Classroom Video

## Assessing the External Environment

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

## Understanding Your Internal Environment

- How to become a high-performing organization
- Financial elements of developing strategy

## Formulating a Strategy

- Data synthesis
- SWOT analysis

## Competitive Strategy

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

## Ensuring Strategic Alignment

- Creating organizational accountability
- How to translate the grand design into strategy execution

## Strategy Execution

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

## A Planning Process

- Determining the best processes for your business



## Faculty Spotlight\*

Jennifer L. Yount is the founder/proprietor of an executive and leadership coaching, training and consulting business. Her many accomplishments include a successful background in strategic planning and achieving results with over 20 years of service in the U.S. Coast Guard, culminating in her assignment as a ship's commanding officer. .

\*This seminar is also taught by other strategy experts.

## WHO SHOULD ATTEND

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



This course qualifies for 18 CPUs toward your recertification as a CAP® (Certified Analytics Professional).



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

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## Classroom Schedule

[www.amaseminars.org/2526](http://www.amaseminars.org/2526)

Nov. 5-7 .....	Chicago, IL.....	2526-GHN-01129	March 18-20 .....	New York, NY .....	2526-GHN-01133
Nov. 10-12 .....	New York, NY .....	2526-GHN-01140	March 23-25 .....	Chicago, IL.....	2526-GHN-01159
Nov. 19-21 .....	Arlington, VA.....	2526-GHN-01134	Mar 30-Apr. 1 .....	San Francisco, CA .....	2526-GHN-01157
Dec. 3-5.....	New York, NY .....	2526-GHN-01127	April 8-10.....	Arlington, VA.....	2526-GHN-01160
Dec. 17-19.....	Arlington, VA.....	2526-GHN-01141	April 15-17.....	New York, NY .....	2526-GHN-01149
Jan. 5-7 .....	Arlington, VA.....	2526-GHN-01128	April 27-29.....	Nashville, TN.....	2526-GHN-01161
Jan. 21-23 .....	New York, NY .....	2526-GHN-01132	May 4-6 .....	Chicago, IL.....	2526-GHN-01145
Jan. 21-23 .....	San Francisco, CA .....	2526-GHN-01130	May 18-20 .....	New York, NY .....	2526-GHN-01162
Jan. 28-30 .....	Chicago, IL.....	2526-GHN-01135	May 27-29 .....	Arlington, VA.....	2526-GHN-01156
Feb. 18-20 .....	Dallas, TX.....	2526-GHN-01143	June 8-10 .....	Seattle, WA.....	2526-GHN-01163
Feb. 23-25 .....	Charlotte, NC.....	2526-GHN-01142	June 15-17 .....	New York, NY .....	2526-GHN-01150
March 11-13 .....	Arlington, VA.....	2526-GHN-01131			

## 3 days/1.8 CEUs/18 PDUs

## 18 CPUs/21 CPE

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

AMA Members save \$250

Recommended CPE Credit: 21 hours/Intermediate  
Prerequisites: None

Advance Preparation: Online pre- and post-assessment

Delivery Method: Group Live

Field of Study: Management Advisory Services



# 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
- Recognize techniques companies use to assess their 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](http://www.amaseminars.org/2565) for details about CPE credits.



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



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



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

## Classroom Schedule

[www.amaseminars.org/2565](http://www.amaseminars.org/2565)

Nov. 10-11 .....	Chicago, IL.....	2565-GHN-00178
Dec. 1-2.....	San Francisco, CA .....	2565-GHN-00177
Dec. 15-16.....	New York, NY .....	2565-GHN-00179
Feb. 26-27 .....	Arlington, VA.....	2565-GHN-00182
March 12-13 .....	New York, NY .....	2565-GHN-00180
April 13-14.....	Chicago, IL.....	2565-GHN-00193
May 14-15 .....	San Francisco, CA .....	2565-GHN-00194
June 1-2 .....	New York, NY .....	2565-GHN-00192
June 18-19 .....	Atlanta, GA.....	2565-GHN-00195

**2 days/1.2 CEUs/12 PDUs/12 PHR/SPHR/12 CPUs**

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

# Facilitating an Effective Strategic Planning Session

SEMINAR #2009

**Efficiently prepare and run strategic planning sessions that produce real results.** The pressure is especially great for executives who must plan and conduct this process for their department, division or organization. However, such sessions frequently miss the mark or fail to produce the desired results. 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 towards 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 towards 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.



This course qualifies for 18 CPUs toward your recertification as a CAP® (Certified Analytics Professional).

## Classroom Schedule

[www.amaseminars.org/2009](http://www.amaseminars.org/2009)

Dec. 10-12.....	San Francisco, CA .....	2009-GHN-00018
March 18-20 .....	Arlington, VA .....	2009-GHN-00026
June 24-26 .....	San Francisco, CA .....	2009-GHN-00024

**3 days/1.8 CEUs/18 CPUs**

\$2,545/AMA Members \$2,295/AMA Members save \$250

# Strategy Execution

## Getting It Done SEMINAR #2209

**Get the skills and knowledge to accomplish what so many others don't—the successful implementation of strategic goals.** Whether it's entering new markets, repositioning, outsourcing or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

### HOW YOU WILL BENEFIT

- Apply basic elements of strategy execution to your own 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
- Utilize skills that can gain and sustain support across organizational boundaries
- Identify ways to better 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.

### EXTRA

Two weeks before your seminar, you will receive a pre-work assignment. You will need to identify a strategic initiative you have responsibility for executing, meet with your manager to clarify the project specifications and complete the Strategic Initiative Summary Worksheet.

Visit [www.amaseminars.org/2209](http://www.amaseminars.org/2209) for details about CPE credits.



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



This course qualifies for 18 CPUs toward your recertification as a CAP® (Certified Analytics Professional).

### Classroom Schedule

[www.amaseminars.org/2209](http://www.amaseminars.org/2209)

Dec. 3-5.....	Chicago, IL.....	2209-GHN-00084
Jan. 26-28 .....	Arlington, VA.....	2209-GHN-00091
March 25-27 .....	New York, NY.....	2209-GHN-00086
April 22-24.....	Chicago, IL.....	2209-GHN-00092
May 27-29 .....	Atlanta, GA.....	2209-GHN-00090
June 17-19 .....	Arlington, VA.....	2209-GHN-00088

**3 days/1.8 CEUs/18 PDUs/18 CPUs**

**\$2,545/AMA Members \$2,295/AMA Members save \$250**

# Strategic Agility and Resilience: Embracing Change to Drive Growth SEMINAR #2546

**Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership.** Leadership success depends on your ability to be future-oriented, seize external opportunities and bounce back from unforeseen changes. You must capitalize on market trends and anticipate and respond to change more rapidly. You'll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

### HOW YOU WILL BENEFIT

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

### WHAT YOU WILL COVER

- Identifying the competencies needed to lead with agility and resilience
- Utilizing the Leadership Agility Profile™ self-assessment to determine your agility score
- Aligning people, processes and technology with the AGILE Model™ and learn to put it into action
- Developing the right team with skills to communicate and implement strategy as it evolves
- Creating a culture that promotes action and resourcefulness
- Engaging in a constant "outside the box" search for ideas
- Initiating and maintaining a performance scorecard with balanced key metrics, including company, team and customer measures

### WHO SHOULD ATTEND

Vice presidents, directors, division managers and others with strategic leadership roles.

### EXTRA

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



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

Visit [www.amaseminars.org/2546](http://www.amaseminars.org/2546) for details about CPE credits.

### Classroom Schedule

[www.amaseminars.org/2546](http://www.amaseminars.org/2546)

Nov. 24-25 .....	Chicago, IL.....	2546-GHN-00073
Dec. 11-12 .....	New York, NY.....	2546-GHN-00071
March 9-10 .....	San Francisco, CA.....	2546-GHN-00072
May 11-12 .....	Chicago, IL.....	2546-GHN-00076

**2 days/1.2 CEUs/12 CPUs**

**\$2,445/AMA Members \$2,195/AMA Members save \$250**

# Check out our additional CAREER-BUILDING SEMINARS!



## COMMUNICATION

### ■ Polishing Your Professional Image

[www.amaseminars.org/2274](http://www.amaseminars.org/2274)

**Advance your career and differentiate yourself with a distinctive presence.** 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

### ■ PowerPoint® Unplugged [www.amaseminars.org/2170](http://www.amaseminars.org/2170)

**Bring more professionalism and self-assurance to your presentations.** Giving a truly polished and memorable presentation with PowerPoint starts with "pulling the plug" on PowerPoint: setting the laptop aside and focusing first on what you want to say and how you'll say it—and then on the tools you're going to use. This new course encourages you to rethink and sharpen your presentation skills to achieve an optimal experience for your audience, and greater polish, poise and self-confidence for you.

### ■ Writing for the Web [www.amaseminars.org/2182](http://www.amaseminars.org/2182)

**Create online content that connects with readers to achieve better results.** Many e-venues such as intranets, blogs, eNewsletters and even company websites are being written incorrectly or with minimal and often adverse effectiveness. This hands-on, 2-day writing program offers skills, tools and professional instructor feedback to help anyone who creates, revises or maintains online content connect with their target audience—and achieve improved results.

## MANAGEMENT

### ■ The Psychology of Management:

**Why People Do What They Do** [www.amaseminars.org/2159](http://www.amaseminars.org/2159)

### **Understand and harness the intrinsic power of human nature.**

Do you know how perceptions impact behavior? Why are actions and intentions sometimes misconstrued? And why do rational people sometimes do things that seem so irrational? Using key dimensions of psychological science, this seminar will help you develop more keen self-awareness, and also extend your understanding of attitudes, behaviors, motivation, and accountability. You will learn practical techniques to facilitate change and get the voluntary effort you want from people in order to achieve better results.

## PROJECT MANAGEMENT

### ■ Process Management: Applying Process Mapping to Analyze and Improve Your Operation

[www.amaseminars.org/6531](http://www.amaseminars.org/6531)

**You can develop the best business strategy and hire the best talent but without the right process management you could still fail!** This process management seminar provides you with proven tools to successfully implement business improvements including process mapping techniques...documentation of standard operating procedures...and value-added vs. nonvalue-added activity analysis to successfully implement process management improvements.

For detailed course descriptions and schedules, visit **[www.amachange.org](http://www.amachange.org)** or call **1-800-262-9699**

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