

Project Management Training Courses

The Mathis Group mission is to provide quality, customized training and consulting services that inspire, educate, and equip companies to be better tomorrow than they are today.



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Project Management Institute - Registered Global Education Provider



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MEET DR. KEITH MATHIS



*Speaker, Trainer, and Seminar Leader
Specialist In Organizational Behavior
and Development*

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Over the last several years, Dr. Keith Mathis has emerged as one of the most effective business trainers in the field traveling throughout the United States, Canada, Mexico and South America. His provocative, informative, humorous presentations on a variety of organizational development topics are demanded by progressive companies. An animated and often electrifying platform speaker, Keith never merely talks to an audience, but he also seeks to involve them in his presentations through high content and numerous illustrations. Intellectually demanding of himself, Keith demands no less of his audiences!

As a consultant who specializes in organizational behavior and development, he comes with thousands of presentations to every kind of organization. He is flexible by teaching in full day formats, multi-day conferences or one hour keynotes for conventions.

He is founder of The Mathis Group, based in St. Louis, Missouri. His work includes teaching corporate America skills on topics such as: teambuilding, leadership, motivation, conflict resolution, project management, supervision, performance appraisals, goal setting and numerous other organizational proficiencies. His problem solving expertise provides him with the ability to help companies in the solving of the most complex difficulties.

Keith continues to broaden his knowledge base and practical advice by teaching. He serves as an adjunct professor of business/management at Nova Southeastern University in Ft. Lauderdale, teaching Consulting, Public Speaking, Total Quality, Project Management, Management, Communication, Customer Value, Leadership, Marketing, Organizational Behavior, Strategic Planning, and Group Dynamics.

Keith has authored numerous training programs as well as magazine and newspaper articles. His book *Dinosaur Tracks: Modern Leadership Strategies for Changing Employee Performance and Behavior* was published by Equipppers Press International.

Keith holds a B.A. in Behavioral Science, a M.S. in Management, and a Ph.D. in Administration Management.

The Mathis Group Is A PMI Registered Global Educational Provider

The Mathis Group is a Project Management Institute (PMI®) Registered Global Educational Provider (R.E.P.). We are committed to enhancing the ongoing professional development of PMI Members, PMI-certified Project Management Professionals (PMP®), and other project management stakeholders through appropriate project management learning activities and products. We have agreed to abide by PMI® established operational and educational criteria, and are subject to random audits for quality assurance purposes.

We have twenty-nine courses to offer as a R.E.P. Each course is listed below.

Pre-Class for Certification Exam Class is a 2-day course offering 13 PDUs. This course is designed to assist participants in preparing to take and pass the Missouri Project Management Certification Exam. The goal of this course is to provide participants with 14 hours of class time, which include discussions and review of all course content, cases, and the nine knowledge areas of *PMBOK® Guide*. This course will conclude by giving the test. Scoring of the test will take place quickly, and scores will be reported as required.

PMP® Prep Boot Camp is an intensive 4-day course offering 35 Contact Hours/PDUs (Professional Development Units). This fast paced boot camp prepares each participant with all the core competencies to pass the PMP® the first time. We teach you the terms, processes and skills to pass the course with minimal post course study. Also, learn methodologies for taking national tests.

Project Management Fundamentals is a 1-day course offering 6.5 PDUs. This basic course provides core project management skills. Participants will explore ideas and actions to be more effective throughout the entire project management process. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Comprehensive Project Management is a 2-day course offering 13 PDUs. This intermediate course provides competencies to monitor and lead a single or multiple projects' scope, critical path, scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Mastering Project Management is our 3-day course offering 19.5 PDUs. This intensive course includes applicable hands-on activities and team exercises which will reinforce project management core competencies. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Creating a Successful Project Business Case: This intensive 1- or 2-day course offering 6.5 or 13 PDUs, respectively, will focus on the business case. Learn what a business case is, what it includes, why it is necessary for successful project management and how to develop a business case for every project. Learn how to conduct a business case review to ensure your project's success. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Proactive Communication and Interview Skills for Gathering Business Requirements is a 1-day course offering 6.5 PDUs and focuses on ways to use communication as a way to gather detailed information from the customer, analyze the information, and expedite the outcomes desired by the customer. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will recommend ways of building stronger communication skills and will provide insight to different communication styles. Participants will learn new power by using certain words to impact the message and by asking questions that get noticed. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Change Management is a 2-day seminar offering 13 PDUs. This course will show you how to implement, track and control changes to your project. This seminar focuses on ways to reduce the uncertainty of project changes. Learn how to analyze each change while developing processes, tools and techniques which can be used immediately. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Communication Management is a 2-day course offering 13 PDUs. This course will focus on ways to use project communication and communication theories as a way to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner as well as proper usage of words and language for influencing project stakeholders. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Cost Management is a 1-day course offering 6.5 PDUs. This course focuses on basic cost management theories and techniques. Learn how to give value to the customer beyond cost. Discuss ways to get the project back on track and how to adjust budgeting issues during over expenditures. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Human Resources Management is a 2-day course offering 13 PDUs. This course will focus on planning for human resource needs. It is filled with behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This course will also include issues such as conflict. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Integration Management is a 3-day offering 19.5 PDUs. This intensive 3-day course focuses on ways employees can run projects faster and more effectively. This course recommends a six-phase process, as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. Lastly, this course will examine the entire process of project planning and how to create successful practices in the future. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Monitoring, Evaluation and Oversight: This 2-day course offering 13 PDUs examines how to establish processes and evaluation techniques for auditing project solutions. You will learn data collection techniques and how to convert soft data to monetary values which can be measured and evaluated. Discover various audits and how to measure project components such as performance, resources, planning, customer relationships, and vendor-contractor relationships. This course also focuses on establishing process improvements in the maintaining of oversight procedures. You are able to apply widely accepted standards and preferred evaluation and oversight principles, as well as provide means to compile, analyze and optimize project performance. Explore ways to deliver feedback and make recommendations to the appropriate individuals in the organization. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Performance Management is a 2-day course offering 13 PDUs. This course focuses on developing strategies for tracking performance in project teams. This course examines issues such as benchmarking, performance, and establishing a gap between desired project performance and preferred performance. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Procurement Management is a 1-day course offering 6.5 PDUs. This is structured to lay the proper foundation for procurement principles and processes. The emphasis of this program is to help teams or individuals learn how to function in the procurement world in day to day operations. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Quality Assurance, Monitoring and Auditing is a 2-day course offering 13 PDUs. Participants will focus on issues such as how to maintain quality by using audits and evaluations for monitoring purposes. Quality theories taught by Drs. Deming and Juran are included as foundations for implementing new quality initiatives. In addition, several types of project audits will be explored as a means of controlling the project with more efficiency. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Quality Management is a 2-day course offering 13 PDUs. Participants focus on additional planning of the project while examining issues such as how to keep continuous improvement, symptoms of quality concerns, and how to maintain quality throughout the project. In addition, study techniques and theories taught by Dr. Deming and Juran as foundations for implementing new quality plans. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Risk Management is a 2-day course offering 13 PDUs. This course teaches participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course examines risk identification, risk communication, and risk planning. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Scope Management is a 2-day course offering 13 PDUs. Participants focus on successful ways to control project scope. Organizations struggle with projects due to ineffective scope development and tracking. This course insures the ability to detail the scope, and deliverables, as well as how to handle changes to the scope. This course also includes project life cycle, project definition, project baselines, and using the work breakdown structure. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Time Management is a 2-day course offering 13 PDUs. This course will take into account ways to plan and schedule time as well as individual issues that affect productivity. Learn how to wisely confront procrastination and explore ways to better manage time issues and constraints. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Successful Negotiation in a Project Management Environment is a 2-day course offering 13 PDUs. This course examines the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Project Management 90 Hour Intensive - This intensive course focuses on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 90-hour intensive is broken down into the following four courses. Each course is designed to be taught in four and 1/2 days. Complete course objectives can be sent upon request to demonstrate what will be taught.

Project Management I – Initiating, Planning, Integration and Staffing is a 4.5 day course offering 30 PDUs. Participants will begin their journey into project management concepts, theories, and foundational processes. The focus in this course is on scheduling, creating a work breakdown structure and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This is the foundational course specifically designed to align with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the Best Practice Manual.

Project Management II - Budgeting, Quality, Change, Risk and Start-Up is a 4.5 day course offering 30 PDUs. Participants will focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase II, when planning the budget, quality and risk are aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content, as well as best practices which will be taught from the Best Practice Manual.

Project Management III - Execution, Monitoring and Close-Down is a 4.5 day course offering 30 PDUs. Participants will focus on monitoring and executing the project while moving into the close down phase of the project. Additional focus will be on delivering quality customer service and value, regardless if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase III is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content, as well as best practices which will be taught from the Best Practice Manual.

Project Management 120 Hour Intensive - This intensive course focuses on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 120-hour intensive is broken down into the following four courses. Each course is designed to be taught in four and 1/2 days. Complete course objectives can be sent upon request to demonstrate what will be taught.

Project Management I – Initiating and Planning is a 4.5 day course offering 30 PDUs. Participants will begin their journey into project management concepts, theories, and foundational processes. This is the first of four courses specifically designed to align with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Project Management II – Planning, Staffing and Project Start Up is a 4.5 day course offering 30 PDUs. Participants focus on how to conduct the initiating and planning phase of the project. This week will focus on scheduling, creating a work breakdown structure, and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This section is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Project Management III – Budgeting, Quality, and Risk is a 4.5 day course offering 30 PDUs. Participants focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase III, when planning the budget, quality and risk are aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Project Management IV – Project Execution, Monitoring, and Close Down is a 4.5 day course offering 30 PDUs. Participants will focus on monitoring and executing the project while moving into the close down phase of the project. Additional focus will be on problem solving and delivering quality customer service and value, regardless if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase IV is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

PMI, PMP, and PMBOK are registered marks of the Project Management Institute, Inc.

Pre-Class For Certification Exam Class

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course is designed to assist participants in preparing to take and pass the Missouri Project Management Certification Exam. The goal of this course is to provide participants with 14 hours of class time, which include discussions and review of all course content, cases, and the nine knowledge areas of *PMBOK® Guide*. This course will conclude by giving the test. Scoring of the test will take place quickly, and scores will be reported as required by this contract.

Method: *This course will involve class interaction, lecture, and practice questions for discussion.*

Special Notice: During the 120 hours of training, each participant has already been given a copy of the text, *Preparing for the Project Management Professional Certification Exam* by Michael W. Newell. The text will be handed out to each participant. They will be encouraged to read this text in preparing for the future exam and Pre-class Certification Exam. This text and its price are already included in the fixed price of this proposal. This text is recommended by Project Management Institute as a resource in preparing individuals for the “Project Management Professional Certification.”

Short Courses Overview

Courses

Pre-Class for Certification Exam Class
PMP® Exam Boot Camp
Project Management Fundamentals
Comprehensive Project Management
Mastering Project Management
Creating a Successful Project Business Case
Proactive Communication and Interview Skills for Gathering Business Requirements
Project Change Management
Project Communications Management
Project Cost Management
Project Human Resource Management
Project Integration Management
Project Monitoring, Evaluation and Oversight
Project Performance Management
Project Procurement Management
Project Quality Assurance, Monitoring and Auditing
Project Quality Management
Project Risk Management
Project Scope Management
Project Time Management
Successful Negotiation in a Project Management Environment

Course Descriptions

PMP® Exam Prep Boot Camp

Course Length - 4 Days

Contact Hours - 35

Course Description: This fast paced boot camp prepares each participant with all the core competencies to pass the PMP® the first time. We teach you the terms, processes and skills to pass the course with minimal post course study. Also, learn methodologies for taking national tests. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

The Mathis Group PMP® Exam Guarantee: In the unlikely event you do not pass the PMP® exam the first time, The Mathis Group will pay for your second attempt within 30 days. If you do not pass the PMP® exam the second time, we will pay for the third attempt within 30 days. If you do not pass the PMP® exam after three attempts, we will refund the full seminar price to you!!

PMP® Exam Prep Course Content: The course content focuses on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition*.

5 process groups:

Initiating
Planning
Executing
Monitoring and Controlling
Closing

9 knowledge areas:

Project Integration Management
Project Scope Management
Project Time Management
Project Cost Management
Project Quality Management
Project Human Resource Management
Project Communications Management
Project Risk Management
Project Procurement Management

- Professional and Social Responsibility
- Test-taking strategies and techniques
- Project Management definitions, process charts and formulas
- Practice exams, scenarios and activities

What You Receive

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition*
- *Preparing for the PMP® Certification Exam* by Michael Newell
- Course notebook
- Flash cards

Project Management Fundamentals

Course Length - 1 Day

PDU's - 6.5

Course Description: This one-day course focuses on ways employees can run projects faster and more effectively. This course recommends a six-phase process as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define the six step project management process
- Understand the project's life cycle
- Determine five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control and monitor project scope
- Summarize major areas to brainstorm
- Classify who to place on your project team
- Label role descriptions and project responsibilities when you have no position power
- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a Work Breakdown Structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan
- Identify seven things which must be communicated in every project
- Assess how to crash a project
- Implement close down checklists and handoff procedures

Comprehensive Project Management

Course Length - 2 Days

PDU's - 13

Course Description: This intensive two-day course focuses on ways employees can run projects faster and more effectively. This course recommends a six-phase process as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define the six step project management process
- Understand the project's life cycle
- Determine five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Classify who to place on your project team
- Label role descriptions and project responsibilities when you have no position power
- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a Work Breakdown Structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan
- Identify seven things which must be communicated in every project
- Review who should be communicated to
- Evaluate the results of poor communication

- Identify a checklist for team meetings
- Analyze signs of poor updates
- Describe ways to communicate bad news
- Classify how to manage the project through influence rather than power
- Summarize danger signals to watch
- Assess how to crash a project
- Implement close down checklists and handoff procedures
- Identify phase out of the project
- Conduct a postmortem

Mastering Project Management

Course Length - 3 Days

PDU's - 19.5

Course Description: This intensive three-day course provides an overview of the project management process. It includes applicable hands-on activities and team exercises which will reinforce project management core competencies. Participants will learn tools and techniques which will help them run their projects faster and more effectively. This course will follow the Project Management Institute's 5 process groups and nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Understand the 5 process groups and 9 knowledge areas of project management
- Identify the benefits of project management
- Understand the project manager's role in project management
- Define project charter
- Identify and detail the scope of a project including scope statement and scope definition
- Discuss scope verification and scope control
- Identify and detail the work breakdown structure of a project including decomposition, milestones, critical path
- Define activity sequencing and various tools: precedence diagramming method, arrow diagramming method, conditional diagramming methods
- Examine various estimating tools: analogous estimating, parametric estimating, PERT estimating, etc.
- Examine tools for schedule development including critical path method, duration compression, simulation, and critical chain method
- Discuss schedule control
- Discuss cost estimating and cost budgeting
- Discuss cost control
- Discuss quality planning and examine tools such as benefit cost analysis, benchmarking, and flow charting
- Examine communication planning
- Examine risk management planning and detail a risk management plan
- Detail tools for risk identification: brainstorming, interviewing, SWOT analysis, Delphi technique, etc.
- Discuss risk monitoring and control
- Define and detail procurement planning
- Examine contract types: fixed price, cost reimbursable, time and materials, unit price, and target price
- Discuss the solicitation process
- Examine bidder conferences
- Define and detail project team: characteristics of effective and ineffective teams, destructive and supportive roles of team members, team motivation, team development
- Define and detail performance reporting
- Define and detail earned value analysis including schedule variance, cost variance, cost performance index, schedule performance index, etc.
- Examine the process of closing a project including contract closure

Creating a Successful Project Business Case

Course Length – 1 Day

PDU's – 6.5

Course Description: This intensive one-day course will focus on the business case. Learn what a business case is, what it includes, why it is necessary for successful project management and how to develop a business case for every project. Learn how to conduct a business case review to ensure your project's success. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define business case
- Identify purpose of a business case
- Define and detail project charter
- Define content areas of a business case
- Detail areas of document objectives, reasons, benefits and benefits realization
- Detail areas of timescale, costs and investment appraisal
- Define and detail sensitivity analysis
- Examine the building/creation of a business case
- Examine methods of developing a business case
- Examine different formats for a business case
- Examine business case templates
- Define business case review
- Examine questions to ask during a business case review
- Define inputs and outputs from a business case review
- Examine options after a business case review
- Identify levels of responsibility with a business case
- Analyze a business case example

Creating a Successful Project Business Case

Course Length – 2 Day

PDU's – 13

Course Description: This intensive two-day course will focus on the business case. Learn what a business case is, what it includes, why it is necessary for successful project management and how to develop a business case for every project. Learn how to conduct a business case review to ensure your project's success. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define business case
- Identify purpose of a business case
- Examine the relationship between organizational strategy and the business case
- Define and detail project charter
- Define content areas of a business case
- Detail areas of document objectives, reasons, benefits and benefits realization
- Detail areas of timescale, costs and investment appraisal
- Define and detail sensitivity analysis
- Define estimating concepts and detail four models of estimating
- Define and detail project data collection
- Examine hard and soft data
- Examine strategies for converting data to monetary values
- Detail five steps to converting data to monetary values
- Define and detail return on investment (ROI)
- Define and detail benefit/cost ratio, payback period, net present value, internal rate of return
- Examine the building/creation of a business case
- Examine methods of developing a business case
- Examine different formats for a business case
- Examine business case templates
- Define business case review
- Examine questions to ask during a business case review
- Define inputs and outputs from a business case review
- Examine options after a business case review
- Identify levels of responsibility with a business case
- Analyze a business case example

Proactive Communication and Interview Skills for Gathering Business Requirements

Course Length - 1 Day

PDU's - 6.5

Course Description: This one-day course will focus on ways to use communication as a way to gather detailed information from the customer, analyze the information, and expedite the outcomes desired by the customer. Participants will understand how to focus a message and incorporate means to gain information using effective communication skills. This course will recommend ways of building stronger communication skills and will provide insight to different communication styles. Participants will learn new power by using certain words to impact the message and by asking questions that get noticed. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Evaluate how to approach people
- Identify perception
- Examine what impacts perception
- Compare reducing perception differences
- Discuss how to gain understanding
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of communication
- Break down what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Discuss how to match your body language and the message
- Detail characteristics of a poor listener
- Predict obstacles of listening
- Understand techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Create questions which explore the customer's desires and requirements
- Identify ways of asking questions which open up communication
- Explore feedback techniques for clarifying the real message being given from the customer
- Determine which follow up questions will detail the expressed wishes of the customer
- Analyze the interview data and determine true requirements of the customer
- Develop a sequence of questions which encourages customers to give information freely
- Evaluate the best feedback technique to use in mirroring the requirements back to the customer for approval
- Analyze interview skills that will give insight into any project
- Discuss which areas to brainstorm when doing a client project
- Brainstorm how to set project objectives that are measurable and realistic
- Discuss collecting data and information
- Evaluate how to analyze a problem
- Analyze the best skills and personnel needed to successfully fulfill this project
- Evaluate ways to create a project plan, set expectations, and monitor progress

Project Change Management: How To Implement, Track, and Control Project Changes

Course Length - 2 Days

PDU's - 13

Course Description: This two-day seminar will show you how to implement, track and control changes to your project. This seminar focuses on ways to reduce the uncertainty of project changes. Learn how to analyze each change while developing processes, tools and techniques which can be used immediately. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Discuss the definition of change
- Identify proactive and reactive characteristics
- Analyze why people resist change
- Examine four types of change
- Examine five roles of change agents
- Examine the drivers of change
- Classify the roadblocks to change
- Identify three areas that impact change in people
- Assess five new focuses from change
- Examine six ways fear hinders change
- Examine seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Discuss when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks
- Create a strategy for change
- Conduct a force field analysis
- Create an action plan
- Compare change control to change management
- Discuss what is included in integrated change control
- Explain tools for integrated change control
- Discuss the benefits for written change requests
- Examine schedule changes
- Examine procurement changes
- Examine contract change control
- Examine scope change control
- Examine cost change control
- Create change management processes
- Discuss sources of change

- Create change due to corrective actions
- Create change due to preventative actions
- Discuss how to monitor and verify changes have been completed
- Discuss change authorization policies
- Create a strategy for examining risk after change approval
- Analyze the roles and responsibilities of change control board
- Brainstorm the benefits of documentation in various situations
- Analyze the impact of change
- Define change control board
- Compare positive and negative change control boards
- Discuss who should be on the change control board
- Create an internal process to work with change control board
- Discuss best practices for change control board

Project Communication Management

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course will focus on ways to use project communication and communication theories as a way to influence others within and outside of the project team. Participants will learn how to focus on framing the data and information in a correct manner as well as proper usage of words and language for influencing project stakeholders. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Analyze the value of project interviews
- Evaluate how to approach people
- Identify perception
- Examine what impacts project perception
- Compare reducing perception differences
- Discuss how to gain understanding
- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Break down what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Evaluate verbal softeners
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects
- Define project management's role in project meetings
- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback
- Understand techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Formulate seven stages of intergroup conflict in project teams
- Describe ways to reduce intergroup conflict in project meetings
- Define project communication management
- Define the four major processes in project communication management
- Detail the process of project communication planning
- Detail the process of project information distribution
- Detail the process of project performance reporting
- Detail the process of administrative closure

Project Cost Management

Course Length – 1 Day

PDU's - 6.5

Course Description – This one-day course focuses on basic cost management theories and techniques. Learn how to give value to the customer beyond cost. Discuss ways to get the project back on track and how to adjust budgeting issues during over expenditures. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Budgeting basics
- Estimating techniques
 - Past history
 - Effort
 - Hours
 - Resources
 - Contingency
 - Rework
 - Labor
 - Technology
 - Pilot program
 - Training
 - Roll out
 - Building/facility
 - Maintenance
 - Follow-up
- Pre-estimating process
- Constraint estimating
- Team design
- Expert estimating
- Cost projections
- Creative steps to estimating
- Detailing the problem
- Estimating the initial cost
- Constraints which impact cost
- Cost control systems
- Cost estimate basics
- Types of estimates
- Figuring ROI on your project
- Allocating costs
- Handling emergencies
- Unplanned work

- Scope creep
- Scope change
- Estimate is too high
- Getting it back on budget
- Define the processes of project cost management
- Detail the process of resource planning
- Detail the process of cost estimating
- Detail the process of cost budgeting
- Detail the process of cost control

Project Human Resources Management

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course will focus on planning for human resource needs. It is filled with behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This course will also include issues such as conflict. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define the three major processes of project human resources
- Detail the process of organizational planning
- Detail the process of staff acquisition
- Detail the process of team development

Managing Team Module

- Analyze job responsibilities
- Discuss priority checklist
- Assess modern day accountability myths
- Evaluate how to coach project team toward success
- Equip workers with new skills
- Develop a Mission Statement and Vision
- Identify vision through leadership
- Understand why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Contrast different change strategies
- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values
- Explore strategies for creating trust
- Define ways to equip and empower
- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Conflict Module

- Discuss the positive side of conflict
- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers
- Utilize rules for handling anger
- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Review active listening skills
- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues
- Understand seven stages of group conflict
- Create a code of conduct for controlling a resolution meeting
- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project Integration Management

Course Length – 3 Days

PDU's – 19.5

Course Description: This intensive three-day course focuses on ways employees can run projects faster and more effectively. This course recommends a six-phase process as well as numerous preventative actions to efficiently speed up a project. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts. Lastly, this course will examine the entire process of project planning and how to create successful practices in the future. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define the six step project management process
- Understand the project's life cycle
- Determine five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Classify who to place on your project team
- Label role descriptions and project responsibilities when you have no position power
- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a WBS, work breakdown structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan
- Identify seven things which must be communicated in every project
- Review who should be communicated to

- Evaluate the results of poor communication
- Identify a checklist for team meetings
- Analyze signs of poor updates
- Describe ways to communicate bad news
- Classify how to manage the project through influence rather than power
- Summarize danger signals to watch
- Assess how to crash a project
- Implement close down checklists and handoff procedures
- Identify phase out of the project
- Conduct a postmortem
- Examine the integration process in project management
- Examine integration skills needed by the project manager
- Define the three major processes in project integration
- Detail the integration process of project plan development
- Detail the integration process of project plan execution
- Detail the integration process of project change control

Project Monitoring, Evaluation and Oversight

Course Length - 2 Days

PDU's – 13

Course Description: This two-day course examines how to establish processes and evaluation techniques for auditing project solutions. You will learn data collection techniques and how to convert soft data to monetary values which can be measured and evaluated. Discover various audits and how to measure project components such as performance, resources, planning, customer relationships, and vendor-contractor relationships. This course also focuses on establishing process improvements in the maintaining of oversight procedures. You are able to apply widely accepted standards and preferred evaluation and oversight principles, as well as provide means to compile, analyze and optimize project performance. Explore ways to deliver feedback and make recommendations to the appropriate individuals in the organization. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define what is project oversight and why it is needed in organizations
- Establish evaluation processes and procedures
- Compare the difference between research and evaluation
- Evaluate current hindrances facing organizations when conducting oversight
- Analyze various ways of setting standards and measurements for projects
- Determine project metrics and requirements
- Define internal stakeholders for oversight and evaluation
- Explore benchmarking techniques
- Define the what, why and how of evaluation
- Develop methods to evaluate projects you did not create or conduct work
- Discuss models of successful evaluation
- Explore key success factors
- Examine data collection methods, formats and data analysis
- Explore ways to measure skills and knowledge
- Analyze how to calculate and interpret ROI
- Identify application and implementation costs
- Discuss forecasting methods
- Design evaluation templates and tools to conduct audits
- Examine project planning audit
- Examine project performance audit
- Examine project resource audit
- Compare technology audits
- Examine customer acceptance audit
- Discuss vendor-contractor audits
- Create evaluation reports that impact the organization in a positive way
- Discuss methods for making recommendations which encourage rather than disrespect
- Explore recording techniques for making recommendations
- Discuss recovery assessment processes
- Examine recovery indicators
- Examine a project recovery plan

Project Performance Management

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course focuses on developing strategies for tracking performance in project teams. This course examines issues such as benchmarking, performance, and establishing a gap between desired project performance and preferred performance. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Performance Module

- Discuss advantages of performance management
- Identify performance needs
- Match performance to project directives
- Analyze ways to communicate performance expectations in every project
- Define ways in discovering the performance gap
- Classify benchmarking techniques of present performance
- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Explore how to break down project performance into understandable steps
- Define how to map the performance map
- Review monitoring of project performance indicators
- Show how to link operational goals to project performance
- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Establish a project performance development plan to transition team members toward peak performance

Project Procurement Management

Course Length – 1 Day

PDU's – 6.5

Course Description: This one-day course is structured to lay the proper foundation for procurement principles and processes. The emphasis of this program is to help teams or individuals learn how to function in the procurement world in day to day operations. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Procurement Module

- Contracting process
- Understanding the different buying decisions
- Understanding the different buying roles
- Methods of contracting
- Benefits of competition
- Failure with competition
- Noncompetitive contracting
- Sealed bids
- Simplified agreements
- Contracting types
- Time, material, hours
- Value based pricing
- Purchase orders
- Fixed based pricing
- Evaluating and awarding contracts
- Creation of SOW
- Creating specifics for a proposal
- Managing proposals
- Conducting a search for contract source
- Creating a selection matrix
- Documenting selection ratings
- Selecting scoring criteria
- Rating risk analysis of the proposal
- Negotiation
- Principles of negotiation
- Systems for successful negotiation
- Price and budgeting requirements
- Interpreting changes
- Termination of contracts
- Handling appeals, disagreements in contract
- Contract closeout planning

- Define project procurement management
- Define the six major processes of procurement management
- Detail the process of procurement planning
- Detail the process of solicitation planning
- Detail the process of solicitation
- Detail the process of source selection
- Detail the process of contract administration
- Detail the process of contract closeout

Project Quality Assurance, Monitoring and Auditing

Course Length – 2 Days

PDU's - 13

Course Description: In this two-day course participants will focus on issues such as how to maintain quality by using audits and evaluations for monitoring purposes. Quality theories taught by Drs. Deming and Juran are included as foundations for implementing new quality initiatives. In addition, several types of project audits will be explored as a means of controlling the project with more efficiency. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Methods: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Examine continuous process improvement for project processes
- Discuss five key checkpoints for quality management
- Analyze the mainline quality and monitoring processes
- Analyze the specific actions to improve quality
- Explore quantitative measurements
- Examine the six general types of cost
- Evaluate Deming's 14 points to maintaining quality
- Identify Juran's 10 symptoms to quality problems
- Analyze the tools for quality control
- Define the three major processes of project quality management
- Explore the process of quality assurance
- Detail the nine C's of quality
- Evaluate the four steps to Force Field Analysis
- Discuss seven keys to problem solving implementation
- Examine benefits of project auditing
- Analyze project performance audit
- Examine customer acceptance audit
- Discuss methods for making recommendations
- Explore recording techniques for making recommendations
- Establish project audit performance points
- Discuss recovery assessment process and model
- Examine recovery indicators
- Examine a project recovery plan
- Discuss recovery lessons learned

Project Quality Management

Course Length – 2 Days

PDU's - 13

Course Description: In this two-day course, participants focus on additional planning of the project while examining issues such as how to keep continuous improvement, symptoms of quality concerns, and how to maintain quality throughout the project. In addition, study techniques and theories taught by Drs. Deming and Juran as foundations for implementing new quality plans. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Compare old and new philosophies in project management
- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed
- Set guidelines for executing continuous quality through the project
- Examine continuous process improvement for project processes
- Break down rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement for the project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative
- Predict characteristics to the cost of quality in projects
- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Blend Juran's six-step approach to quality
- Record steps for creating a quality action plan in projects
- Explore implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Identify the strengths and weaknesses of Gantt charting
- Discuss the strengths and weaknesses of CPM charting
- Define project quality management
- Define the three major processes of project quality management
- Detail the process of quality planning
- Detail the process of quality assurance
- Detail the process of quality control

Problem Solving Module

- Classify who should be on the problem solving team
- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem solving analysis in projects
- Review what influences the problem solving experience in projects
- Define the problem solving processes for successful projects
- Assess the resources needed to fulfill the problem-solving plan
- Examine creative solutions in solving project plans
- Compare what to do if you inherit a goofy solution
- Conduct a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis
- Define contingency planning and examine the crisis correctly
- Evaluate how to implement the solution
- Discuss seven keys to problem solving implementation
- Identify the seven reasons for implementation failure

Project Risk Management

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course teaches participants how to examine and measure objectives within cost, schedule, and cultural issues. Risk for this program is examined as defining the probability of the project. This course examines risk identification, risk communication, and risk planning. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Risk Module

- Definition of risk
- Sources of risk
- Risk management
- Conducting risk analysis
- Confronting the attitudes on risk
- Signals of risk
- Techniques to confronting risk
- Ranking
- Scenario
- Statistical process control
- Risk turmoil
- Performance risk
- System risk
- Process risk
- Data gathering
- Evaluating plans
- Interviewing
- Facilitation of brainstorming sessions
- Managing risk plans
- Transferring risk
- Monitoring risk
- Risk teams
- Special response team
- Risk trade off
- Define risk management
- Define the six major processes of risk management
- Detail the process of risk management planning
- Detail the process of risk identification
- Detail the process of qualitative risk analysis
- Detail the process of quantitative risk analysis
- Detail the process of risk response planning
- Detail the process of risk monitoring and control

Project Scope Management

Course Length – 2 Day

PDU's- 13

Course Description: In this two-day course, participants focus on successful ways to control project scope. Organizations struggle with projects due to ineffective scope development and tracking. This course insures the ability to detail the scope, and deliverables, as well as how to handle changes to the scope. This course also includes project life cycle, project definition, project baselines, and using the work breakdown structure. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Create scope requirement for project
- Interview the client
- Defining the work
- Create a Work Breakdown Structure
- Schedule issues
- Schedule for multiple projects
- Schedule for individual projects
- Set and create a critical path
- Schedule changes and adjustments
- Control the schedule
- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a Work Breakdown Structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan

Project Time Management

Course Length – 2 Days

PDU's - 13

Course Description: This two-day course will take into account ways to plan and schedule time as well as individual issues that affect productivity. Learn how to wisely confront procrastination and explore ways to better manage time issues and constraints. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Discuss myths and realities of time management
- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life
- Review qualities of time management
- Define guidelines of time management
- Evaluate causes of procrastination
- Compare ways to stop procrastination
- Describe ways of dealing with deadlines
- Organize to set proper deadlines
- Write goals to help budget your time
- Evaluate the four D's in managing time more effectively
- Select ways to say "No"
- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan
- Create ways to handle the paper work
- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings,
- Formulate time tips on personal habits
- Evaluate how to organize yourself
- Define time management processes
- Detail the time management process of activity definition
- Detail the time management process of activity sequencing
- Detail the time management process of activity duration estimating
- Detail the time management process of schedule development
- Detail the time management process of schedule control

Successful Negotiation in a Project Management Environment

Course Length - 2 Days

PDU's - 13

Course Description: This highly interactive 2-day course examines the strategies of successful negotiation throughout the project's life cycle. Participants will learn the value of successful negotiation, the negotiation process, and different negotiation models. This course will include examples in negotiation over scope, deadlines, change, and getting the best price from your vendor. This course will follow the Project Management Institute's nine knowledge areas of *PMBOK® Guide*.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Course Objectives:

- Define negotiation
- Identify the benefits of negotiations
- Define and detail negotiating skills for project managers
- Define and detail negotiations in projects including interpersonal negotiations and contract negotiations
- Detail the negotiation process
- List and examine negotiation strategies
- Learn preparation techniques for negotiation
- Learn how to lead the negotiation process
- Learn how to deal with the other party's negative tactics
- Learn how to align the support of others before, during and after the negotiation
- Identify communication skills needed for successful negotiation
- Analyze win-win negotiations
- Create strategies for controlling conflict in negotiation
- Learn negotiating to resolve conflict
- Learn how to negotiate with your project team
- Learn negotiation skills for purchasing
- Examine how to use BAFO to your advantage

Project Management 90 Hour Intensive Overview

Overview

Course Description: This intensive 90-hour course focuses on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 90-hour intensive is broken down into the following three courses. Each course is designed to be taught in four and 1/2 days. Below, I will break down each of the three courses and show an overview, description of each course, and detailed objectives to demonstrate what will be taught.

Project Management I

Initiating, Planning, Integration and Staffing

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants will begin their journey into project management concepts, theories, and foundational processes. The focus in this course is on scheduling, creating a work breakdown structure and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This is the foundational course specifically designed to align with the Project Management Institute's nine knowledge areas of PMBOK® Guide. Each course will utilize both new content as well as best practices which will be taught from the Best Practice Manual.

Methods: *Students will use discussion, cases, and group activities to facilitate the course.*

Initiating and Planning

- Define the six step project management process
- Understand the project's life cycle
- Determine five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Classify who to place on your project team
- Label role descriptions and project responsibilities when you have no position power
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a WBS, work breakdown structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan

Communication Module

- Analyze the value of project interviews
- Identify perception
- Examine what impacts project perception
- Discuss how to gain understanding
- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Break down what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Predict obstacles of listening during projects
- Define project management's role in project meetings
- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback
- Understand techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Describe ways to reduce intergroup conflict in project meetings
- Examine communication requirements
- Identify communication processes
- Create communication plan for standard project

Project Integration Management

- Examine the integration process in project management
- Examine integration skills needed by the project manager
- Define the three major processes in project integration
- Detail the integration process of project plan development
- Detail the integration process of project plan execution
- Detail the integration process of project change control

Project Facilitation Module

- Discuss the definition of project facilitation
- Brainstorm benefits of facilitation and how it will help your organization
- Discuss facilitation mess-ups during projects
- Examine the creation and usage of a code of conduct for the session
- Select core duties which facilitators must do before, during and after a facilitation session
- Discuss best practices for setting meeting objectives and goals
- Analyze body language and tone of voice which individuals use to communicate
- Brainstorm ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devils advocate in project teams
- Examine professional ways to handle the negative participant

- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting facilitation
- Brainstorm the role and functions of a recorder in project teams
- Discuss best practices for the recorder and creating minutes for determined actions
- Design rules for when using a buddy system during a facilitation session
- Analyze tactics for handling resistance in project meetings
- Evaluate the impact of conflict to the participants
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

Project Time Management Module

- Discuss myths and realities of time management
- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life
- Review qualities of time management
- Define guidelines of time management
- Describe ways of dealing with deadlines
- Organize to set proper deadlines
- Write goals to help budget your time
- Evaluate the four D's in managing time more effectively
- Select ways to say "No"
- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan
- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings

Managing Team Module

- Analyze job responsibilities
- Discuss a priority checklist
- Assess modern day accountability myths
- Evaluate how to coach the project team toward success
- Equip workers with new skills
- Identify vision through leadership
- Contrast different change strategies
- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values
- Explore strategies for creating trust
- Define ways to equip and empower
- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Project I Best Practices

- PROJECT MANAGEMENT OVERVIEW INTRODUCTION
 - Project Management Methodology Concept
 - What is a Project?
 - Roles and Responsibilities
 - Planning Process

- PROJECT INITIATING AND CONCEPT DEVELOPMENT
 - What is Project Management Methodology?
 - Project Management is an Iterative Process
 - Applicability of the Methodology
 - Tailoring of the Methodology to Specific Project and Specific Organizations
 - Continual Improvements

- WHAT IS A PROJECT?
 - What is a Project?
 - Temporary Process
 - Well-Defined Goals
 - Project Constraints
 - What is Project Management?

- ROLES AND RESPONSIBILITIES
 - Roles and Responsibilities
 - Who is Part of the Project Team?
 - Importance of Stakeholders
 - Project Manager
 - Project Sponsor
 - Steering Committee
 - Development Team
 - Change Management
 - Quality Assurance
 - Customer
 - Project Review Team Management
 - Division of Purchases

- PLANNING PROCESS
 - The Evolving Plan
 - The Planning Process
 - Planning in the Initiating Phase
 - Planning in the Planning Stage
 - Planning in the Project Start-up Stage
 - Planning in the Project Execution Stage
 - Planning in the Project Close-Out Stage

- PROJECT INITIATING AND DEFINITION INTRODUCTION
 - The Initiating Phase
 - Elements of the Initiating Phase
 - Project Management Phases
 - Business Case/Project Statement
 - Enterprise Projects or Programs
 - Business Analysis
 - Concept Review
 - The Concept Atmosphere
 - Problems during the Initiating Phase

- BUSINESS CASE
 - Elements of the Business Case/Project Statement
 - Who Does What
 - How Should the Business Case/Project Statement be Developed
 - A Plan for Planning
 - Timeframe for Completion
 - Business Case Form
 - Alternate Approaches to the Preparation of a Business Case
 - Level of Detail
 - Recommended Formats for Three Levels of Business Case
 - A. Business Case for a Mini Project
 - B. Business Case for a Medium Sized Project
 - C. Business Case for a Very Large Project

Project Management II

Budgeting, Quality, Change, Risk and Start-up

Course Length – 4 1/2 Days

PDU's- 30

Course Description: Participants will focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase II, when planning the budget, quality and risk are aligned with the Project Management Institute's nine knowledge areas of PMBOK® Guide. Each course will utilize both new content, as well as best practices which will be taught from the Best Practice Manual.

Methods: *Students will use discussion, cases, and group activities.*

Budgeting, Quality, Change, Risk and Start-up

- Identify quality processes which maintain high quality
- Review the Deming ideas on quality
- Evaluate ways to calculate cost
- Create a risk identification matrix
- Describe ways reduce risk
- Analyze ideas on maintaining high quality
- Identify change processes and procedures
- Examine change control systems

Quality Module

- Compare old and new philosophies in project management
- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed
- Set guidelines for executing continuous quality through the project
- Examine continuous process improvement for project processes
- Break down rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative
- Predict characteristics to the cost of quality in projects
- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Blend Juran's six-step approach to quality
- Record steps for creating a quality action plan in projects
- Explore implementation of the quality action plan
- Examine ways of monitoring the quality action plan

- Identify the strengths and weaknesses of Gantt charting
- Discuss the strengths and weaknesses of CPM charting

Project Cost Management

- Budgeting basics
- Estimating techniques
- Pre-estimating process
- Constraint estimating
- Expert estimating
- Cost projections
- Detailing the problem
- Estimating the initial cost
- Figuring ROI on your project
- Define the processes of project cost management
- Detail the process of resource planning
- Detail the process of cost estimating
- Detail the process of cost budgeting
- Detail the process of cost control

Project Risk Management

- Definition of risk
- Sources of risk
- Risk management
- Conducting risk analysis
- Techniques to confronting risk
- Ranking
- Performance risk
- System risk
- Process risk
- Transferring risk
- Define risk management
- Define the six major processes of risk management
- Detail the process of risk management planning
- Detail the process of risk identification
- Detail the process of qualitative risk analysis
- Detail the process of quantitative risk analysis
- Detail the process of risk response planning
- Detail the process of risk monitoring and control

Problem Solving Module

- Classify who should be on the problem solving team
- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem solving analysis in projects
- Review what influences the problem solving experience in projects
- Define the problem solving processes for successful projects
- Assess the resources needed to fulfill the problem solving plan
- Examine creative solutions in solving project plans

- Compare what to do if you inherit a goofy solution
- Conduct a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis
- Define contingency planning and examine the crisis correctly
- Evaluate how to implement the solution
- Discuss 7 keys to problem solving implementation
- Identify the 7 reasons for implementation failure

Change Module

- Discuss the definition of change
- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Assess five new focuses from change
- Understand six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks
- Create a strategy for change
- Conduct a force field analysis
- Create an action plan
- Compare change control to change management
- Discuss what is included in integrated change control
- Explain tools for integrated change control
- Discuss the benefits for written change requests
- Examine schedule changes
- Examine scope change control
- Examine cost change control
- Create change management processes
- Create change due to corrective actions
- Create change due to preventative actions
- Discuss how to monitor and verify changes have been completed
- Discuss change authorization policies
- Analyze the impact of change
- Define change control board
- Discuss best practices for change control board

Project II Best Practices

- PROJECT MANAGEMENT PLANNING
 - Responsibilities
 - Terminology

- **PLANNING PROCESS AND PROJECT PLAN**
 - What is Project Planning
 - The Planning Process
 - Importance of the Project Plan
 - Steps in the Planning Process
 - Overview of Project Scheduling

- **ACTIVITY DEFINITION AND SEQUENCING**
 - Develop Project Tasks
 - Define Task Relationships
 - Defining Deliverables
 - Development of a Project Schedule
 - Define Precise and Measurable Milestones
 - Steps to Creating a Project Schedule
 - Estimate Task Duration
 - Define Priorities
 - Define Critical Path
 - Document Task Relationship
 - Document Assumptions
 - Review the Results

- **BUDGETING**
 - Overview of Project Budgeting
 - Identify Cost Factors
 - Project Estimate Summary Worksheet
 - Instructions for the Project Estimate Summary Worksheet
 - Document Assumptions
 - Review the Cost Estimates
 - Estimated Cost at Completion Report

- **CHANGE MANAGEMENT**
 - Change Management
 - Change Management Organization
 - Change Management Plan
 - Tasks During the Planning Phase
 - Relationship to Quality Management
 - Authority and Responsibility
 - Control Items
 - Change Management Procedures
 - Storage of Control Items

- **QUALITY PLANNING**
 - Quality Process
 - Creating the Quality Plan
 - Responsibility for Quality
 - Independence of the Quality Assurance Team
 - Checklist
 - References

- **REQUIREMENTS DEFINITION**
 - Importance of Project Requirements
 - When are Requirements Defined?
 - Requirements Specifications
 - Who Defines Requirements?
 - Approvals
 - Managing Requirements Changes

- **RESOURCE PLANNING**
 - Overview of Resource Planning
 - Determining the Size of the Team
 - Determining Required Skills
 - Identifying Required Non-Labor Assets
 - Define Resource Profiles
 - Forming the Team
 - Support Functions
 - Define Assumptions

- **RISK MANAGEMENT PLAN**
 - Identify Risks
 - Risk Management Process
 - Responsibility for Risk Identification
 - Risk Management Worksheet Instructions
 - Contingency Planning
 - Risk Management Worksheet Sample
 - Suggested Preventive and Contingency Measures
 - Risk Identification Summary (Top Five Risk)

- **PROJECT PLAN FORMAT**
 - The Project Plan Template
 - Plan Approval
 - Project Summary
 - Project Charter
 - Project Trade Off Matrix and Status Summary
 - Project Organization
 - Activity List / Work Breakdown Structure
 - Work Product Identification
 - Project Schedule
 - Estimated Cost at Completion
 - Resource Loading Profiles
 - Requirements
 - Risk Management Plan
 - Change Management Plan
 - Quality Plan
 - Top Five Issues
 - Issue Item Status
 - Action Item Status

Project Management III

Execution, Monitoring, and Close Down

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants will focus on monitoring and executing the project while moving into the close down phase of the project. Additional focus will be on delivering quality customer service and value, regardless if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase III is aligned with the Project Management Institute's nine knowledge areas of PMBOK® Guide. Each course will utilize both new content, as well as best practices which will be taught from the Best Practice Manual.

Methods: *Students will use discussion, cases, and group activities.*

Course Objectives:

- Describe ways to execute and monitor the project process
- Classify how to manage the project and negotiate various agreements
- Summarize execution dangers to consider
- Design performance methods for tracking and monitoring
- Examine high conflict considerations
- Assess how to procure vendors for a project
- Implement close down checklists and handoff procedures
- Conduct a postmortem and lessons learned

Execution Module

- Discuss the benefits of execution
- Analyze a project execution methodology
- Identify the seven executing processes
- Assess the influences of managing in execution
- Review the hindrances to project execution
- Analyze escalation processes and policies

Negotiation Module

- Analyze the benefits of negotiations
- Examine killer mistakes in negotiations
- Evaluate three ways of bargaining
- Discuss the three views of preparation
- Identify techniques for personal preparation
- Assess preparation techniques to counter your opponent
- Design and arrange the first session
- Review how and why to set parameters in project negotiations
- Classify techniques for handling emotionally charged issues
- Identify standard negotiation funneling practices

- Design questions that benefit your position while working on projects
- Discuss words to use in the questions for greater impact
- Analyze barriers to overcome during negotiations
- Identify guidelines for examining the opponent's position
- Evaluate research techniques for checking out the opponent
- Examine ways to overcome price objections in project resources
- Discuss the benefits of reinforcing price before negotiations
- Analyze standard negotiation strategies
- Identify techniques to use to follow up after the deal is made

Customer Service Module

- Compare customer expectations to customer deliverables
- Define customer service for both internal and external customers in projects
- Evaluate customer expectations for projects
- Break down top customer complaints
- Identify how to build credibility with customers
- Assess how to bond with customers
- Choose distinct connections every customer must receive
- Understand unspoken signals which distort communication
- Understand how to put active listening to work
- Select ways for handling problem customers
- Review methods for calming down irate customers
- Discuss feedback systems that work in projects
- Measure warning signals that customer service is dying
- Identify five ways to improve your customer service in every project

Performance Module

- Discuss advantages of performance management
- Identify performance needs
- Match performance to project directives
- Classify benchmarking techniques of present performance
- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Explore how to break down project performance into understandable steps
- Review monitoring of project performance indicators
- Show how to link operational goals to project performance
- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Establish a project performance development plan to transition team members toward peak performance

Conflict Module

- Discuss the positive side of conflict
- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers

- Utilize rules for handling anger
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues
- Create a code of conduct for controlling a resolution meeting
- Compare ways to confront others while helping them save face
- Examine confrontation techniques

Procurement Module

- Contracting process
- Methods of contracting
- Contracting types
- Evaluating and awarding contracts
- Conducting a search for contract source
- Price and budgeting requirements
- Interpreting changes
- Termination of contracts
- Handling appeals, disagreements in contract
- Contract closeout planning

Project III Best Practices

- INTRODUCTION TO EXECUTION
 - What Happens During Project Execution?
 - Project Control Process
 - Preventing Problems is Better than Fixing Them
- APPROVAL PROCESS
 - What is the Approval Process?
 - Contractor Payments
- CONFIGURATION MANAGEMENT:
- CHANGE, VERSION AND ISSUE MANAGEMENT
 - What Happens During Project Execution?
 - You Can't Manage What You Don't Control
 - The Change Control Form
 - Phase 1 - Requester Information
 - Phase 2 - Initial Review of the Change Request
 - Phase 3 - Initial Impact Analysis
 - Phase 4 - Final Review Results and Change Priority
 - What is Issue Management
 - The Issue Resolution Form
 - Phase 1 - Requester Information

Phase 2 - Initial Review of the Issues
Phase 3: Tracking
Phase 4: Final Review Results and Change Priority

- **CORRECTIVE ACTIONS**
 - The Best of Plans Can Go Wrong
 - Where Problems Come From
 - Fix the Problem with a Recovery Plan

- **PROJECT REVIEWING**
 - Review Process
 - Informal Review Process
 - The Status Review
 - Team Meetings
 - Executive Meeting
 - Link to Change, Issue and Quality Management

- **RISK MONITORING AND MITIGATION**
 - Preventing Problems
 - What is After Risk Assessment?
 - The Evolution of Risk Control
 - Risk Monitoring is an Iterative Process
 - Risk Manager
 - Risk Meetings
 - Ongoing Risk Identification
 - Focus on Key Risk
 - Risk Resolution
 - Historical Record

- **TRACKING AND MONITORING PROJECT PERFORMANCE**
 - Introduction to Project Tracking and Monitoring
 - The Project Plan as the Road Map
 - The Project Plan as the Baseline
 - Why Tracking and Monitoring?
 - How and What is to be Tracked
 - When Should Tracking be Done?
 - Activity and Schedule Tracking
 - Monitoring
 - Planned Versus Actual Costs
 - Cost
 - Update the Cost Model
 - Document Assumptions
 - Tracking and Monitoring Costs
 - Estimate at Completion (EAC) Summary Report
 - Financial Metrics
 - Resource Loading Updates
 - Steering Committee

Independent Reviews
Periodic Updates
Managing External Project Managers

- **PROJECT CLOSE-OUT INTRODUCTION**
 - Overview

- **POST-IMPLEMENTATION EVALUATION REPORT AND ARCHIVING**
 - What is a Post Implementation Evaluation Report?
 - Identifying and Addressing Success
 - Who Prepares the Report?
 - Collecting Project Data
 - Where is the Archive Maintained
 - How is the Archived Material Used?

- **RECOGNITION AND CELEBRATION OF SUCCESS**
 - Recognition of Success
 - What is Success?
 - Conduct a Lessons Learned Session
 - Document Lessons Learned

Project Management 120 Hour Intensive Overview

Overview

Course Description: This intensive 120-hour course focuses on ways employees can run projects faster and more effectively. Participants will learn how to successfully create, monitor, and guide the project's scope and critical path as well as how to manage multiple projects. Participants will diagnose and prevent problems such as scope creep, time slippage, and team conflicts.

The 120-hour intensive is broken down into the following four courses. Each course is designed to be taught in four and 1/2 days. Below, I will break down each of the four courses and show an overview, description of each course, and detailed objectives to demonstrate what will be taught.

Project Management I

Initiating and Planning

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants will begin their journey into project management concepts, theories, and foundational processes. This is the first of four courses specifically designed to align with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices which will be taught from the best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Initiating and Planning

- Define the six step project management process
- Understand the project's life cycle
- Determine five ways to give proper leadership within culture
- Design an agenda for the first project team meeting
- Identify the triple constraints of every project
- Define the project drivers
- Demonstrate interviewing techniques that will assist in determining project specifics
- Review constraint red flags to watch
- Show how to set, control, and monitor project scope
- Summarize major areas to brainstorm
- Classify who to place on your project team
- Label role descriptions and project responsibilities when you have no position power

Communication Module

- Analyze the value of project interviews
- Evaluate how to approach people
- Identify perception
- Examine what impacts project perception
- Compare reducing perception differences
- Discuss how to gain understanding
- Demonstrate what to do when you mess up
- Analyze communication styles
- Develop ways to increase understanding
- Compare kinds of project communication
- Break down what communication should be communicated upline
- Examine reasons why communicating upline is extremely difficult
- Identify questions to ask if miscommunication is common
- Evaluate verbal softeners
- Detail characteristics of a poor listener
- Predict obstacles of listening during projects

- Define project management's role in project meetings
- Describe ingredients of effective project meetings
- Evaluate receiving feedback on performance
- Design responses to negative project feedback
- Understand techniques for disagreeing
- Discuss caution signs that a disagreement is turning into a conflict
- Formulate seven stages of intergroup conflict in project teams
- Describe ways to reduce intergroup conflict in project meetings

Project Facilitation Module

- Discuss the definition of project facilitation
- Brainstorm benefits of facilitation and how it will help your organization
- Discuss facilitation mess-ups during projects
- Examine the creation and usage of a code of conduct for the session
- Select core duties which facilitators must do before, during and after a facilitation session
- Discuss best practices for setting meeting objectives and goals
- Analyze body language and tone of voice which individuals use to communicate
- Brainstorm ways to clarify body language of others
- Discuss five useful ways for brainstorming during projects
- Analyze the proper usage of questions to engage the audience
- Formulate paraphrasing techniques for clarifying the meaning and message of others
- Compare different ways to use probing, bridging and redirecting skills
- Discuss the positives of having a devils advocate in project teams
- Examine professional ways to handle the negative participant
- Analyze assertiveness techniques to be used by facilitators
- Formulate a standard preparation plan for starting a facilitation
- Brainstorm the role and functions of a recorder in project teams
- Discuss best practices for the recorder and creating minutes for determined actions
- Design rules for when using a buddy system during a facilitation session
- Analyze tactics for handling resistance in project meetings
- Evaluate the impact of conflict to the participants
- Examine best ways to be prepared for facilitation sessions
- Discuss best practices for ending a facilitation session

Project Team Time Management Module

- Discuss myths and realities of time management
- Examine excuses for not managing your individual time
- Define roles and responsibilities which demand time
- Examine how to balance your time to create total human wellness in your life
- Review qualities of time management
- Define guidelines of time management
- Evaluate causes of procrastination
- Compare ways to stop procrastination
- Describe ways of dealing with deadlines
- Organize to set proper deadlines
- Write goals to help budget your time
- Evaluate the four D's in managing time more effectively

- Select ways to say “No”
- Explain how to set and establish priorities
- Identify ways to plan your work and learn how to plan
- Create ways to handle the paper work
- Discuss time tips on interruptions and decisiveness
- Discuss time tips on the telephone and in meetings.
- Formulate time tips on personal habits
- Evaluate how to organize yourself

Project I Best Practices

- **PROJECT MANAGEMENT OVERVIEW INTRODUCTION**
 - Project Management Methodology Concept
 - What is a Project?
 - Roles and Responsibilities
 - Planning Process
- **PROJECT INITIATING AND CONCEPT DEVELOPMENT**
 - What is Project Management Methodology?
 - Project Management is an Iterative Process
 - The Relationship of Project Management to the System Development Life Cycle (SDLC)
 - Applicability of the Methodology
 - Tailoring of the Methodology to Specific Project and Specific Organizations
 - Continual Improvements
- **WHAT IS A PROJECT?**
 - What is a Project?
 - Temporary Process
 - Well-Defined Goals
 - Project Constraints
 - What is Project Management?
- **ROLES AND RESPONSIBILITIES**
 - Roles and Responsibilities
 - Who is Part of the Project Team?
 - Importance of Stakeholders
 - Project Manager
 - Project Sponsor
 - Steering Committee
 - Development Team
 - Configuration Management
 - Quality Assurance
 - End User

Project Review Team Management
Division of Purchases

- **PLANNING PROCESS**
 - The Evolving Plan
 - The Planning Process
 - Planning in the Initiating Phase
 - Planning in the Planning Stage
 - Planning in the Project Start-up Stage
 - Planning in the Project Execution Stage
 - Planning in the Project Close-Out Stage

Project Management II

Planning, Staffing, and Project Start Up

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants focus on how to conduct the initiating and planning phase of the project. This week will focus on scheduling, creating a work breakdown structure, and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This section is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Planning, Staffing, Project Start Up

- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a Work Breakdown Structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan

Managing Team Module

- Analyze job responsibilities
- Discuss a priority checklist
- Assess modern day accountability myths
- Evaluate how to coach the project team toward success
- Equip workers with new skills
- Develop a Mission Statement and Vision
- Identify vision through leadership
- Understand why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Contrast different change strategies
- Classify why project teams block change

- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values
- Explore strategies for creating trust
- Define ways to equip and empower
- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Change Module

- Discuss the definition of change
- Identify proactive and reactive characteristics
- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Classify the roadblocks to change
- Predict three areas that impact change on people
- Assess five new focuses from change
- Understand six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks
- Create a strategy for change
- Conduct a force field analysis
- Create an action plan

Conflict Module

- Discuss the positive side of conflict
- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers
- Utilize rules for handling anger
- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Review active listening skills
- Discuss hedge words people use to distort communication

- Analyze techniques people use to avoid issues
- Understand seven stages of group conflict
- Create a code of conduct for controlling a resolution meeting
- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project II Best Practices

- **PROJECT INITIATING AND DEFINITION INTRODUCTION**

The Initiating Phase

Elements of the Initiating Phase

Project Management Phases

Business Case/Project Statement

Enterprise Projects or Programs

Business Analysis

Concept Review

The Concept Atmosphere

Problems during the Initiating Phase

- **BUSINESS CASE**

Elements of the Business Case/Project Statement

Who Does What

How Should the Business Case/Project Statement be Developed

A Plan for Planning

Timeframe for Completion

Business Case Form

Alternate Approaches to the Preparation of a Business Case

Level of Detail

Recommended Formats for Three Levels of Business Case

A. Business Case for a Mini Project

B. Business Case for a Medium Sized Project

C. Business Case for a Very Large Project

Project Management III

Budgeting, Quality, and Risk

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants focus on additional planning of the project while examining issues such as risk, budgeting, and how to maintain quality throughout the project. Specifically, this course will focus on conducting risk analysis, problem solving, handling conflict, and maintaining quality throughout the entire project. In Phase III, when planning the budget, quality and risk are aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

Budgeting, Quality, and Risk

- Identify seven things which must be communicated in every project
- Review who should be communicated to
- Evaluate the results of poor communication
- Identify a checklist for team meetings
- Analyze signs of poor updates
- Describe ways to communicate bad news

Quality Module

- Compare old and new philosophies in project management
- Define quality for today's projects
- Identify a prevention mentality rather than a reactive one
- Evaluate data that must be analyzed
- Set guidelines for executing continuous quality through the project
- Examine continuous process improvement for project processes
- Break down rules for continuous improvement
- Analyze where continuous improvement can help
- Discuss symptoms of quality concerns in past and future projects
- Design a continuous improvement project team's concern
- Judge ways to reduce resistance from organizational culture
- Compare roadblocks to continuous improvement and quality initiative
- Predict characteristics to the cost of quality in projects
- Choose techniques for involving co-workers
- Evaluate Deming's seven deadly diseases
- Blend Juran's six-step approach to quality
- Record steps for creating a quality action plan in projects
- Explore implementation of the quality action plan
- Examine ways of monitoring the quality action plan
- Identify the strengths and weaknesses of Gantt charting
- Discuss the strengths and weaknesses of CPM charting

Problem Solving Module

- Classify who should be on the problem solving team
- Evaluate why participation helps solve the problem faster
- Discuss benefits of problem solving analysis in projects
- Review what influences the problem solving experience in projects
- Define the problem solving processes for successful projects
- Assess the resources needed to fulfill the problem solving plan
- Examine creative solutions in solving project plans
- Compare what to do if you inherit a goofy solution
- Conduct a SWOT Analysis
- Evaluate the four steps to Force Field Analysis
- Discuss the benefits of Force Field Analysis
- Define contingency planning and examine the crisis correctly
- Evaluate how to implement the solution
- Discuss seven keys to problem solving implementation
- Identify the seven reasons for implementation failure

Negotiation Module

- Analyze the benefits of negotiations
- Examine killer mistakes in negotiations
- Evaluate three ways of bargaining
- Discuss the three views of preparation
- Identify techniques for personal preparation
- Assess preparation techniques to counter your opponent
- Design and arrange the first session
- Review how and why to set parameters in project negotiations
- Classify techniques for handling emotionally charged issues
- Identify standard negotiation funneling practices
- Design questions that benefit your position while working on projects
- Discuss words to use in the questions for greater impact
- Analyze barriers to overcome during negotiations
- Identify guidelines for examining the opponent's position
- Evaluate research techniques for checking out the opponent
- Examine ways to overcome price objections in project resources
- Discuss the benefits of reinforcing price before negotiations
- Analyze standard negotiation strategies
- Identify techniques to use to follow up after the deal is made

Project III Best Practices

- **PROJECT MANAGEMENT PLANNING**
 - Planning is the Seed for Success
 - Responsibilities
 - Terminology

- **PLANNING PROCESS AND PROJECT PLAN**
 - What is Project Planning
 - The Planning Process
 - Importance of the Project Plan
 - Steps in the Planning Process
 - Overview of Project Scheduling

- **ACTIVITY DEFINITION AND SEQUENCING**
 - Develop Project Tasks
 - Define Task Relationships
 - Defining Deliverables
 - Development of a Project Schedule
 - Define Precise and Measurable Milestones
 - Steps to Creating a Project Schedule
 - Estimate Task Duration
 - Define Priorities
 - Define Critical Path
 - Document Task Relationship
 - Document Assumptions
 - Review the Results

- **BUDGETING**
 - Overview of Project Budgeting
 - Identify Cost Factors
 - Project Estimate Summary Worksheet
 - Instructions for the Project Estimate Summary Worksheet
 - Document Assumptions
 - Review the Cost Estimates
 - Estimated Cost at Completion Report

- **CONFIGURATION MANAGEMENT**
 - Configuration Management
 - Configuration Management Organization
 - Configuration Management Plan
 - Tasks During the Planning Phase
 - Relationship to Quality Management
 - Authority and Responsibility
 - Control Items

Configuration Management Procedures
Storage of Control Items
Configuration Management Goes Beyond Development

- **QUALITY PLANNING**
 - Quality Process
 - Creating the Quality Plan
 - Responsibility for Quality
 - Independence of the Quality Assurance Team
 - Checklist
 - References

- **REQUIREMENTS DEFINITION**
 - Importance of Project Requirements
 - When are Requirements Defined?
 - Requirements Specifications
 - Who Defines Requirements?
 - Requirements Traceability
 - Approvals
 - Managing Requirements Changes
 - References

- **RESOURCE PLANNING**
 - Overview of Resource Planning
 - Determining the Size of the Team
 - Determining Required Skills
 - Identifying Required Non-Labor Assets
 - Define Resource Profiles
 - Forming the Team
 - Support Functions
 - Define Assumptions

- **RISK MANAGEMENT PLAN**
 - Identify Risks
 - Risk Management Process
 - Responsibility for Risk Identification
 - Risk Management Worksheet Instructions
 - Contingency Planning
 - Risk Management Worksheet Sample
 - Suggested Preventive and Contingency Measures
 - Risk Identification Summary (Top Five Risk)

- PROJECT PLAN FORMAT
 - The Project Plan Template
 - Plan Approval
 - Project Summary
 - Project Charter
 - Project Trade Off Matrix and Status Summary
 - Project Organization
 - Activity List / Work Breakdown Structure
 - Work Product Identification
 - Project Schedule
 - Estimated Cost at Completion
 - Resource Loading Profiles
 - Requirements
 - Risk Management Plan
 - Configuration Management Plan
 - Quality Plan
 - Top Five Issues
 - Issue Item Status
 - Action Item Status

Project Management IV

Project Execution, Monitoring, and Close Down

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants will focus on monitoring and executing the project while moving into the close down phase of the project. Additional focus will be on problem solving and delivering quality customer service and value, regardless if the customer is internal or external. Participants will discuss and participate in analysis of measuring the individual performance of team members. This section also focuses on how to properly hand the project off to the customer for effective transition. Phase IV is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: *Students will use discussion, cases, and group activities to facilitate the course.*

PHASE IV

- Describe ways to communicate bad news
- Classify how to manage the project through influence rather than power
- Summarize danger signals to watch
- Assess how to crash a project
- Implement close down checklists and handoff procedures
- Identify phase out of the project
- Conduct a postmortem
- Review current hindrances facing organizations

Customer Service Module

- Analyze why every project should be concerned about customer service
- Compare customer expectations to customer deliverables
- Define customer service for both internal and external customers in projects
- Evaluate customer expectations for projects
- Break down top customer complaints
- Identify how to build credibility with customers
- Assess how to bond with customers
- Identify ways of persuading customers to provide more information
- Choose distinct connections every customer must receive
- Rate human factors which mislead communication
- Understand unspoken signals which distort communication
- Understand how to put active listening to work
- Select ways for handling problem customers
- Review methods for calming down irate customers
- Identify special care to the elderly or chronically ill
- Discuss feedback systems that work in projects
- Measure warning signals that customer service is dying
- Identify five ways to improve your customer service in every project

Performance Module

- Discuss advantages of performance management
- Identify performance needs
- Match performance to project directives
- Analyze ways to communicate performance expectations in every project
- Define ways in discovering the performance gap
- Classify benchmarking techniques of present performance
- Discuss training and the performance gap
- Examine questions to ask in determining project performance
- Explore how to break down project performance into understandable steps
- Define how to map the performance map
- Review monitoring of project performance indicators
- Show how to link operational goals to project performance
- Analyze mentoring roles in advancing project performance
- Examine the impact of incorporating best practices in project performance
- Evaluate how to create a project performance results matrix
- Establish a project performance development plan to transition team members toward peak performance

Procurement Module

- Contracting process
- Methods of contracting
- Contracting types
- Evaluating and awarding contracts
- Conducting a search for contract source
- Price and budgeting requirements
- Interpreting changes
- Termination of contracts
- Handling appeals, disagreements in contract
- Contract closeout planning

Project IV Best Practices

- INTRODUCTION TO EXECUTION
What Happens During Project Execution?
Project Control Process
Preventing Problems is Better than Fixing Them
- APPROVAL PROCESS
What is the Approval Process?
Contractor Payments
- CONFIGURATION MANAGEMENT

- CHANGE, VERSION AND ISSUE MANAGEMENT
 - What Happens During Project Execution?
 - You Can't Manage What You Don't Control
 - The Change Control Form
 - Phase 1 - Requester Information
 - Phase 2 - Initial Review of the Change Request
 - Phase 3: Initial Impact Analysis
 - Phase 4: Final Review Results and Change Priority
 - What is Issue Management
 - The Issue Resolution Form
 - Phase 1 - Requester Information
 - Phase 2 - Initial Review of the Issues
 - Phase 3: Tracking
 - Phase 4: Final Review Results and Change Priority

- CORRECTIVE ACTIONS
 - The Best of Plans can go Wrong
 - Where Problems Come From
 - Fix the Problem with a Recovery Plan

- PROJECT REVIEWING
 - Review Process
 - Informal Review Process
 - The Status Review
 - Team Meetings
 - Executive Meeting
 - Link to Change, Issue and Quality Management

- RISK MONITORING AND MITIGATION
 - Preventing Problems
 - What is After Risk Assessment?
 - The Evolution of Risk Control
 - Risk Monitoring is an Iterative Process
 - Risk Manager
 - Risk Meetings
 - Ongoing Risk Identification
 - Focus on Key Risk
 - Risk Resolution
 - Historical Record

- TRACKING AND MONITORING PROJECT PERFORMANCE
 - Introduction to Project Tracking and Monitoring
 - The Project Plan as the Road Map
 - The Project Plan as the Baseline
 - Why Tracking and Monitoring?
 - How and What is to be Tracked

When Should Tracking be Done?
Activity and Schedule Tracking
Monitoring
Planned Versus Actual Costs
Cost Determination
Update the Cost Model
Document Assumptions
Tracking and Monitoring Costs
Estimate at Completion (EAC) Summary Report
Financial Metrics
Resource Loading Updates
Steering Committee
Independent Reviews
Periodic Updates
Managing External Project Managers

- **PROJECT CLOSE-OUT INTRODUCTION**
 - Overview

- **POST IMPLEMENTATION EVALUATION REPORT AND ARCHIVING**
 - What is a Post Implementation Evaluation Report?
 - Identifying and Addressing Success
 - Who Prepares the Report?
 - Collecting Project Data
 - Where is the Archive Maintained
 - How is the Archived Material Used?

- **RECOGNITION AND CELEBRATION OF SUCCESS**
 - Recognition of Success
 - What is Success?
 - Conduct a Lessons Learned Session
 - Document Lessons Learned

CD CONSULTANT ON PROJECT MANAGEMENT

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Frustrated with projects being late and over budget? Tired of dealing with inexperienced team members? Are you constantly watching projects struggle due to a lack of planning and coordination? If the answer is “yes” to any of these questions, you need the new *CD Consultant on Project Management*. This multi-media course teaches core project management skills in 8 easy lessons. No other product gives you this amount of training for such a low investment.

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WHAT DOES THIS COURSE DO FOR THOSE WHO TAKE IT?

CD Consultant on Project Management presents a broad view of all project phases: start-up, planning, initiation, execution, control and close-out. In addition, there is special emphasis on challenging areas such as risk, communication, contingency and lessons learned.

The focus of this course is to equip your project management teams with core skills in a short period of time. Each CD places emphasis on making the content useable so participants can apply it instantly. It is designed so that individual skills can be refreshed alone without going back through the entire program. One can also reinforce learning through short video discussions which examine project inefficiencies.

HOW CAN WE KNOW THESE TECHNIQUES WORK?

Dr. Keith Mathis has been running projects for over 23 years and has been teaching these project management skills professionally for 14 years. He is a GSA contractor for the federal government and has trained people from FCC, Consumer Products, Department of Defense and NGA. He also has conducted project management training for PPL Corporation, Knoll, and Centex Homes. Dr. Mathis has a multiple year contract with the State of Missouri for conducting project management training and assisting them in updating their Best Practice Manual. In addition, he has conducted training in specialty areas such as electrical power plants, technology and construction. This same program assists each group in running projects more effectively.

CAN PARTICIPANTS RECEIVE PDUs FOR THIS COURSE?

For those who desire PDUs, this program is perfect. It has been registered with Project Management Institute. Included in the price of this course is the ability for 5 individuals to pick up 13 PDUs at no extra cost. You can now learn the same skills that other organizations pay thousands to learn for only a small investment. Desktop training puts you in control of equipping your team with successful techniques anytime you desire.

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Management A-Z
Successfully Managing People In A Technical Setting
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12 Steps To Better Decision Making
How To Build Trust And Respect
Mastering Project Management
Project Management Intensive
Empowering Employees For Success
How To Discipline Employees
Empower Or Perish
Coaching And Counseling Employees
Managing Multiple Projects And Tasks

Leadership

Developing And Mentoring Your Workforce
How To Delegate And Hold Them Accountable
Values Based Leadership: Our Only Hope
Executive Coaching
Strategic Planning
Motivating And Empowering Your Workforce
The Lost Art Of Leadership
Tough Minded Leadership
Vision Driven Leadership
Foundations Of 21st Century Planning
Becoming A Confident Decision Maker
Creating Strategic Change
Successfully Handling Turbulent Change
Handling Personal And Professional Change

Attitude/Negativity

Creating An Optimistic Workplace
Mountain Moving Motivation
Battling Burnout
Becoming An Overcomer
The Impact Of Humor In The Workplace
Turning Turkeys Into Eagles

Communication

Proactive Communication
Communicating For Results
You Said, We Said, They Said
Facilitation Fundamentals
Communication: What You Heard Is Not What I Said
Secrets Of Presenting Like A Pro
Increase Communication And Get Your Point Across

Consulting

Consulting Skills For A New Day
How To Build Your Consulting Business
Solving Problems As A Consultant
Consulting Fundamentals

Human Resource

Successfully Recruiting Tomorrow's Worker
Market Yourself For Your Next Employer
Performance Appraisals That Work

Conflict

Dealing With Difficult And Obnoxious People
How To Talk About The Tough Issues
Handling Conflict And Confrontation

Customer Service

Customer Relationship Management (CRM)
Customership: Building Unbelievable Service
21st Century Customer Service
Customer Retention - Our Future Success

Sales/Marketing

Controlling The Seven Mile Border
Marketingology: The Art Of Attracting New Customers
Secrets Of Closing More Sales
Selling 101 Fundamentals
Advanced Sales Skills For A New Millennium
Creating Customer Driven Value
Selling With Values And Integrity
Marketing Your Company For Results
Foundations Of Organizational Marketing
Fundamentals Of Sales In The 21st Century
Sales Management Intensive
Negotiate Like A Pro
Sales Force Management
Consultive Selling Made Simple

Teams

Organizing Highly Effective Teams
Building Cross Functional Teams
Building Team That Work
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Creating Self Directed Teams

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Presentations That Motivate, Educate, and Inspire

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