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NEW!

► **What Got You Here Won't Get You There** *page 73*

► **How to Develop the Project Management Plan** *page 111*



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Fundamentals of Finance and Accounting for Non-Financial Managers

Page 48

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You want to position yourself to get ahead:

- Critical Thinking  Page 14
- How to Communicate with Diplomacy, Tact and Credibility Page 24
- The 7 Habits of Highly Effective People® 3-Day Signature Program Page 10
- AMA's 5 Day MBA (Premium Annual Pass) Page 22

You're a new manager and you want to propel your team forward:

- Management Skills for New Managers  Page 84
- Time Management  Page 9
- Expanding Your Influence: Understanding the Psychology of Persuasion  Page 39
- Coaching and Counseling for Outstanding Job Performance Page 86

You're on a project management fast track:

- AMA's PMP® Exam Prep Express  Page 112
- AMA's Comprehensive Project Management Workshop (Premium Annual Pass) Page 110
- Negotiating to Win  Page 38
- Project Team Leadership: Building Commitment Through Superior Communication Page 114



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BUSINESS ENHANCEMENT SKILLS

■ Time Management

Seminar #2233, Page 9

Get the tools to find balance, achieve your objectives and be more effective and productive.

■ Managing Chaos Seminar #2261, Page 12

Acquire fast, easy-to-use tools and techniques to manage unproductive confusion and disorder and transform them into controllable challenges.

■ Critical Thinking Seminar #2533, Page 14

Learn this essential 21st-century business skill and understand how to arrive at better decisions and determine what matters most in any business challenge.

■ Improve Your Analytical Skills: Making Information Work for You

Seminar #2162, Page 18

Success in this age of information overload isn't just about managing the flood of knowledge—but assimilating, assessing, organizing and analyzing it. This seminar gives you innovative tools to accomplish this, so you can use information to its best advantage.

■ Assertiveness Training for Women in Business Seminar #2528, Page 20

Learn how to handle any situation without seeming either shy or pushy.

COMMUNICATION

■ Communication and Interpersonal Skills: A Seminar for IT and Technical Professionals Seminar #2576, Page 26

Technical professionals must have strong and flexible interpersonal and communication skills. Get the tools you need to ensure mutual clarity and understanding when dealing with others.

■ Responding to Conflict: Strategies for Improved Communication Seminar #2115, Page 28

Learn new strategies of conflict management to improve your communication performance and ultimately increase your success.

■ Building Better Work Relationships: New Techniques for Results-Oriented Communication

Seminar #2235, Page 30

Discover the competencies critical to solid work relationships and become more accepting of the differences between people.

■ Getting Results Without Authority Seminar #2532, Page 36

Focus on the key elements of influencing others when there is a lack of authority—personal power, persuasion and negotiation.

■ Negotiating to Win

Seminar #2513, Page 38

Learn to develop an effective plan and strategy for any negotiation to achieve desired results.

■ Expanding Your Influence: Understanding the Psychology of Persuasion Seminar #2204, Page 39

How can one person get someone to do something with ease, while it's an uphill battle for someone else? Uncover persuasion techniques that most people don't even know exist and learn how to build your influence by applying these psychological "triggers" to improve your business interactions.

■ AMA's Business Writing Workshop Seminar #2211, Page 41

Learn quick and easy methods for composing letters, emails, reports, proposals and performance appraisals.

■ Writing for the Web Seminar #2182, Page 42

Create results-oriented online content and learn how to connect with your target audience—and achieve improved results.

■ AMA's Business Grammar Workshop Seminar #2121, Page 42

The bad impression that unclear, grammatically incorrect writing creates is hard to overcome. This seminar is the painless way to refresh your knowledge of grammar and punctuation and gain greater facility when writing all types of business correspondence.

■ Effective Technical Writing

Seminar #2216, Page 43

Present complex technical information with precision, clarity, impact and simplicity.

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Seminars



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■ How to Present Online: A Skills-Based Workshop Seminar #2175, Page 46

Live Online only. Engage online audiences with dynamic presentations they'll remember. Practice applying online presentation techniques that are based on experiential research.

FINANCE

■ Fundamentals of Finance and Accounting for Non-Financial Managers Seminar #2218, Page 48

From accruals and writeoffs to receivables and payables, get the concepts, tools and techniques that can help you make each decision pay off.

■ Fundamentals of Business Math Seminar #1811, Page 51

Live Online only. This course gives you quick, essential math skills to overcome "math anxiety." Effectively analyze data to make better business decisions.

■ AMA's Course on Financial Analysis Seminar #1552, Page 58

Learn how to confront today's major planning and performance challenges by applying the latest financial analysis techniques.

■ AMA's Advanced Financial Modeling and Forecasting Workshop Seminar #1276, Page 59

Create more powerful and accurate financial models to predict revenues, costs and risks—and steer you to improved decision making.

HUMAN RESOURCES

■ Fundamentals of Human Resources Management Seminar #8506, Page 60

Quickly learn the essentials of key HR functions and gain the confidence and know-how you need to succeed.

LEADERSHIP

■ Leadership Skills and Team Development for IT and Technical Professionals Seminar #2569, Page 66

Learn how to build and lead a team, evaluate your team's performance and develop an action plan for continued leadership success.

■ Preparing for Leadership: What It Takes to Take the Lead Seminar #2536, Page 68

Understand how to get noticed and selected for a leadership position and develop the skills every confident leader needs.

■ Leading Virtual and Remote Teams Seminar #2280, Page 69

Get the tools and methods you need to manage and lead virtual and remote teams with success and complete confidence.

■ Situational Leadership® II Workshop Seminar #2901, Page 70

Specially developed for AMA by the Ken Blanchard Companies® (and delivered by AMA's expert faculty), this live online Situational Leadership® II Workshop will help you develop your employees' competence, increase their commitment and challenge and retain talented individuals.

■ Developing Executive Leadership Seminar #2501, Page 72

Build an executive leadership style that creates trust, sets a clear vision and guides your team to greater performance and profit.

■ Coaching from a Distance: Developing Your Team When You Can't Be Face to Face Seminar #2559, Page 75

Live Online only. Coaching skills that once worked so effectively in person won't get the job done with team members who are working remotely. This seminar gives you an entirely new skill set to develop your team regardless of physical separation.

■ The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results Seminar #2130, Page 76

Gain practical techniques to shape your leadership messages, hone an authentic leadership voice and engage in powerful conversations that achieve results.

MANAGEMENT

■ Making the Transition from Staff Member to Supervisor Seminar #2243, Page 79

Establish your presence as a new boss, build credibility and understand how to adapt your style to every situation that comes your way.

■ Management Skills for New Supervisors Seminar #2248, Page 80

Learn to plan, organize, communicate and monitor with greater effectiveness and handle challenges with increased confidence, respect and power.

(Live Online Seminars continued on the next page.)

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■ Management Skills for New Managers Seminar #2238, Page 84

Gain crucial skills to help you shift from being an individual contributor to a manager who can drive bottom-line performance.

■ Successfully Managing People Seminar #2295, Page 88

Learn how you can resolve conflicts less painfully, delegate critical tasks more efficiently, energize your employees and transform resistance into support.

■ Managing Today's IT and Technical Professionals

Seminar #2285, Page 90

Examine your managerial role and practice specific skills for running meetings, coaching and providing feedback to leverage the talents of your direct reports.

■ Moving from an Operational Manager to a Strategic Thinker

Seminar #2242, Page 93

Take away key insights, ideas and planned actions so you can become an innovator, a persuasive player and a champion of strategic change.

MARKETING

■ Fundamentals of Marketing: Your Action Plan for Success

Seminar #5512, Page 95

This course will help you begin to develop the skills and techniques necessary to become a skilled marketer—and really help your company build the bottom line.

■ Leveraging Social Media to Engage Customers and Build Your Brand

Seminar #5521, Page 96

Get techniques, strategies, job aids, templates and more for applying social media strategies and tools to your overall marketing portfolio.

OFFICE AND ADMINISTRATIVE SUPPORT

■ Management Skills for Administrative Professionals

Seminar #2294, Page 100

Build your managerial skills, discuss pressing problems and brainstorm solutions by interacting with other attendees and your course leader.

■ Partnering with Your Boss: Strategic Skills for Administrative Professionals

Seminar #2268, Page 101

Keep your skills in sync with your boss's demands, set priorities more easily, effectively represent your boss and position yourself for upward mobility.

PROJECT MANAGEMENT

■ Essentials of Project Management for the Non-Project Manager

Seminar #6548, Page 105

Develop an understanding of essential project management terminology and apply basic tools and techniques—both on your team and in your own functional area.

■ Improving Your Project Management Skills

Seminar #6503, Page 106

Get a solid foundation of PM techniques and tools in this hands-on workshop that covers the entire project life cycle. Aligned with the Project Management Institute's (PMI) framework, the course specifically focuses on practical application of concepts.

■ How to Develop the PM Plan

Seminar #6596, Page 111

This 2-day seminar will show you how to assemble the list of essential contents for your PM plan, based on both The PMBOK® Guide and your own experience.

■ Managing Project Execution and Closing

Seminar #6597, Page 111

Attend this 2-day seminar to learn how to undertake an effective project kickoff, manage the project team and manage and deal with changes to the project's scope, schedule and budget.

■ AMA's PMP® Exam Prep Express

Seminar #6590, Page 112

Get on track to achieving this prestigious credential with the help of this fast, flexible, comprehensive and expert-led course that helps you prepare for today's rigorous PMP® exam.

■ Managing Projects Using Microsoft® Project 2010

Seminar #6550, Page 113

Discover how this powerful tool can help you master the relationships among work, logic, time, cost and resources.

SALES

■ Principles of Professional Selling

Seminar #5520, Page 120

With this intensive professional sales seminar, you will learn how to gain your clients' business by earning their trust. Go through the entire sales process and discover the most modern sales methods today.

■ Customer Service Excellence: How to Win and Keep Customers

Seminar #5165, Page 121

Acquire the skills you need to communicate professionalism, gain respect, enhance customer relationships and secure an overall competitive advantage through customer service excellence.

Look for this icon throughout the catalog for all Live Online Seminars.



Visit www.amaseminars.org/liveonline for specific lesson breakdowns for AMA's Live Online Seminars. For customized Live Online solutions, call **1-800-262-9699**.

Also available as a

**Live Online Seminar**See page 6 or visit www.amaseminars.org/liveonlineA Blend of Dynamic
Live Training
& Online Tools

Time Management

SEMINAR #2233

Get more of the right things done

Do you...

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

If you're doing more and enjoying it less, it's time to make real choices about how and when to spend your time. This seminar gives you the tools to find a balance, achieve your goals and be more effective and productive.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Time Management. Self-Management

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

Planning for Success

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

Concentration, Focus and Organization

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

Managing Technology

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

Creating Boundaries and Balance

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

WHO SHOULD ATTEND

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



Faculty Spotlight*

Pauline Larkin works with clients in the areas of leadership development, performance management, organizational culture and communication skills. BAE Systems Aerostructures, Miller Samuel, Office of the Public Guardian, Moredun Scientific and the University of Edinburgh have numbered among her many clients. Her coaching and other professional certifications include Alpha Leadership Coaching and NLP and MBTI® certifications.

*This seminar is also taught by other management experts.



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

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Schedule

Jan. 9-10	Chicago, IL	2233-EC8-01384	May 14-15	Atlanta, GA	2233-EC8-01425
Jan. 12-13	Arlington, VA	2233-EC8-01386	May 17-18	Arlington, VA	2233-EC8-01457
Jan. 19-20	New York, NY	2233-EC8-01385	May 21-22	Chicago, IL	2233-EC8-01427
Feb. 13-14	Atlanta, GA	2233-EC8-01395	June 7-8	New York, NY	2233-EC8-01430
Feb. 13-14	Melville, NY	2233-EC8-01402	June 11-12	Durham, NC	2233-EC8-01431
Feb. 13-14	New York, NY	2233-EC8-01388	June 18-19	Arlington, VA	2233-EC8-01429
Feb. 16-17	Arlington, VA	2233-EC8-01390	June 21-22	Morristown, NJ	2233-EC8-01432
March 1-2	Chicago, IL	2233-EC8-01392	June 25-26	Chicago, IL	2233-EC8-01433
March 5-6	New York, NY	2233-EC8-01393	June 25-26	Seattle, WA	2233-EC8-01434
March 8-9	San Francisco, CA	2233-EC8-01394	July 9-10	New York, NY	2233-EC8-01435
March 19-20	Philadelphia, PA	2233-EC8-01413	July 12-13	Arlington, VA	2233-EC8-01436
March 22-23	Indianapolis, IN	2233-EC8-01414	July 19-20	Atlanta, GA	2233-EC8-01437
March 22-23	Kansas City, KS	2233-EC8-01381	July 23-24	Cincinnati, OH	2233-EC8-01468
April 2-3	Boston, MA	2233-EC8-01415	July 30-31	San Francisco, CA	2233-EC8-01440
April 5-6	Arlington, VA	2233-EC8-01420	Aug. 2-3	Chicago, IL	2233-EC8-01441
April 9-10	Atlanta, GA	2233-EC8-01417	Aug. 9-10	New York, NY	2233-EC8-01442
April 9-10	New York, NY	2233-EC8-01418	Aug. 16-17	Arlington, VA	2233-EC8-01443
April 16-17	Chicago, IL	2233-EC8-01419	Aug. 23-24	Myrtle Beach, SC	2233-EC8-01469
April 26-27	Houston, TX	2233-EC8-01421	Aug. 27-28	Boston, MA	2233-EC8-01445
Apr. 30-May 1	New York, NY	2233-EC8-01422	Sept. 6-7	Arlington, VA	2233-EC8-01446
Apr. 30-May 1	San Francisco, CA	2233-EC8-01423	Sept. 13-14	Chicago, IL	2233-EC8-01448



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012	2233-EC8-01397
March 5-26, 2012	2233-EC8-01398
Apr. 30-May 21, 2012	2233-EC8-01452
Aug. 6-27, 2012	2233-EC8-01455

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

Sept. 13-14	Dallas, TX	2233-EC8-01449
Sept. 20-21	Atlanta, GA	2233-EC8-01450
Sept. 27-28	New York, NY	2233-EC8-01447
Sept. 27-28	San Francisco, CA	2233-EC8-01451

2 days/1.2 CEUs/12 PDUs**\$1,995/AMA Members \$1,795****AMA Members save \$200**

The 7 Habits of Highly

3-DAY SIGNATURE PROGRAM

SEMINAR #2601

Take the lead in making

By FranklinCovey—now available through AMA.

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

Develop a new outlook and create dramatic change.

Problems caused by ineffectiveness cannot be solved with the same ineffective thinking that created them. For more than 15 years, *The 7 Habits of Highly Effective People®* has provided the ultimate in productivity training for thousands of people and organizations worldwide. Learn the power of effectiveness and feel more satisfied with what you accomplish each day. Know where you're going and discover the secrets to success and fulfillment within you.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- **Habit 1: Be Proactive**—Recognizing how choices based on personal experience or beliefs can profoundly impact your effectiveness, both positively and negatively
- **Habit 2: Begin with the End in Mind**—Developing a clear definition of what is and is not important to you by creating the most important roadmap you'll ever have—your Personal Mission Statement
- **Habit 3: Put First Things First**—Increasing the balance and fulfillment of your professional and personal lives by investing a few minutes each day in the same planning process used by many of the world's most successful people
- **Habit 4: Think Win-Win**—Building a team that finds faster and better solutions through clear expectations, shared responsibilities and an understanding of priorities
- **Habit 5: Seek First to Understand, Then Be Understood**—Developing the skills of effective communication that lead to greater influence and faster problem solving
- **Habit 6: Synergize**—Valuing and celebrating differences and understanding how they contribute to more innovative and intelligent solutions
- **Habit 7: Sharpen the Saw**—Maintaining and increasing your newfound effectiveness by continually renewing yourself mentally and physically

WHO SHOULD ATTEND

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



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

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

Turn ineffectiveness to effectiveness with *The 7 Habits®*

*RESULTS OF XQ SURVEYS CONDUCTED BY HARRIS INTERACTIVE

Stephen R. Covey is a globally respected leadership authority. His international bestseller, *The 7 Habits of Highly Effective People®*, was named one of the 10 most influential management books ever by *Forbes* magazine. It is the bestselling audio book in history.

Effective People®

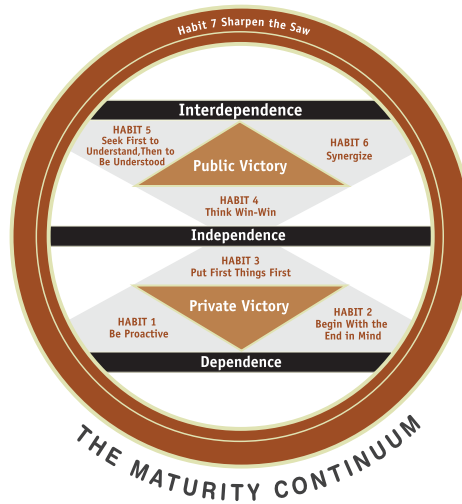
positive changes

PRE-WORK REQUIRED

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

ATTENDEES WILL RECEIVE

- **The 7 Habits of Highly Effective People®**—This bestselling book provides the basis for the concepts taught in this seminar.
- **The 7 Habits Benchmark Report**—A personalized report based on your pre-work assessment.
- **The 7 Habits FranklinCovey Planning System**
- **Participant Guidebook**—A manual filled with examples and exercises.



Faculty Spotlight*

Deb Hauck has trained over 10,000 corporate leaders around the world. She has helped many clients effect long-term change by recognizing the power of principle-based leadership in their personal and professional lives. In addition to her work with FranklinCovey, she has served as assistant director of volunteer services for the Mile High Chapter of the American Red Cross and was a program manager for the Metropolitan Social Services in Nashville.

*All faculty are trained experts in FranklinCovey's 7 Habits of Highly Effective People® curriculum.



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

Schedule

JANUARY

Jan. 9-11	Arlington, VA	2601-EC8-00309
Jan. 18-20	Chicago, IL	2601-EC8-00313
Jan. 18-20	Houston, TX	2601-EC8-00310
Jan. 18-20	Minneapolis, MN	2601-EC8-00314
Jan. 18-20	New York, NY	2601-EC8-00312
Jan. 18-20	Newport Beach, CA	2601-EC8-00406
Jan. 18-20	San Francisco, CA	2601-EC8-00315
Jan. 30-Feb. 1	Dallas, TX	2601-EC8-00317

FEBRUARY

Feb. 6-8	Anaheim, CA	2601-EC8-00319
Feb. 8-10	Arlington, VA	2601-EC8-00321
Feb. 15-17	Durham, NC	2601-EC8-00323
Feb. 15-17	Hartford, CT	2601-EC8-00316
Feb. 15-17	New York, NY	2601-EC8-00324
Feb. 22-24	Chicago, IL	2601-EC8-00325
Feb. 22-24	San Francisco, CA	2601-EC8-00326
Feb. 27-29	Morristown, NJ	2601-EC8-00342
Feb. 29-Mar. 2	Boston, MA	2601-EC8-00327
Feb. 29-Mar. 2	Denver, CO	2601-EC8-00328

MARCH

March 5-7	Arlington, VA	2601-EC8-00329
March 7-9	Atlanta, GA	2601-EC8-00322
March 12-14	New York, NY	2601-EC8-00330
March 19-21	Chicago, IL	2601-EC8-00331
March 21-23	Richmond, VA	2601-EC8-00311
March 21-23	San Francisco, CA	2601-EC8-00333
March 26-28	Houston, TX	2601-EC8-00334
March 26-28	Las Vegas, NV	2601-EC8-00339

APRIL

April 2-4	Dallas, TX	2601-EC8-00344
April 2-4	Seattle, WA	2601-EC8-00345
April 9-11	Chicago, IL	2601-EC8-00346

April 11-13	New York, NY	2601-EC8-00349
April 11-13	San Diego, CA	2601-EC8-00350
April 16-18	Fort Lauderdale, FL	2601-EC8-00407
April 18-20	Arlington, VA	2601-EC8-00351
April 23-25	San Francisco, CA	2601-EC8-00353
April 25-27	Princeton, NJ	2601-EC8-00408
Apr. 30-May 2	Arlington, VA	2601-EC8-00355
Apr. 30-May 2	New Orleans, LA	2601-EC8-00410
Apr. 30-May 2	Pittsburgh, PA	2601-EC8-00356

MAY

May 2-4	Denver, CO	2601-EC8-00357
May 7-9	San Jose, CA	2601-EC8-00409
May 14-16	New York, NY	2601-EC8-00360
May 14-16	San Francisco, CA	2601-EC8-00361
May 16-18	Houston, TX	2601-EC8-00411
May 21-23	Atlanta, GA	2601-EC8-00352
May 21-23	Chicago, IL	2601-EC8-00362
May 30-June 1	Arlington, VA	2601-EC8-00364
May 30-June 1	Las Vegas, NV	2601-EC8-00365
May 30-June 1	Memphis, TN	2601-EC8-00359

JUNE

June 6-8	Dallas, TX	2601-EC8-00412
June 11-13	Boston, MA	2601-EC8-00368
June 13-15	Chicago, IL	2601-EC8-00370
June 18-20	Durham, NC	2601-EC8-00387
June 18-20	San Francisco, CA	2601-EC8-00371
June 20-22	New York, NY	2601-EC8-00373

JULY

July 9-11	New York, NY	2601-EC8-00375
July 9-11	Salt Lake City, UT	2601-EC8-00376
July 11-13	Arlington, VA	2601-EC8-00377
July 11-13	Houston, TX	2601-EC8-00378
July 16-18	Denver, CO	2601-EC8-00392

July 23-25	Chicago, IL	2601-EC8-00380
July 23-25	San Francisco, CA	2601-EC8-00381
July 25-27	Myrtle Beach, SC	2601-EC8-00382
July 30-Aug. 1	Anaheim, CA	2601-EC8-00384
July 30-Aug. 1	Hartford, CT	2601-EC8-00379

AUGUST

Aug. 1-3	Philadelphia, PA	2601-EC8-00385
Aug. 6-8	Seattle, WA	2601-EC8-00401
Aug. 8-10	Arlington, VA	2601-EC8-00386
Aug. 13-15	New York, NY	2601-EC8-00388
Aug. 13-15	San Francisco, CA	2601-EC8-00389
Aug. 15-17	Atlanta, GA	2601-EC8-00390
Aug. 20-22	Chicago, IL	2601-EC8-00391
Aug. 20-22	Dallas, TX	2601-EC8-00400
Aug. 27-29	Richmond, VA	2601-EC8-00383

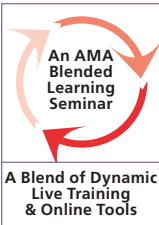
SEPTEMBER

Sept. 10-12	New York, NY	2601-EC8-00396
Sept. 10-12	St. Pete Beach, FL	2601-EC8-00398
Sept. 12-14	Chicago, IL	2601-EC8-00397
Sept. 17-19	Atlanta, GA	2601-EC8-00413
Sept. 19-21	Arlington, VA	2601-EC8-00399
Sept. 19-21	Austin, TX	2601-EC8-00369
Sept. 24-26	Morristown, NJ	2601-EC8-00393
Sept. 24-26	San Francisco, CA	2601-EC8-00403
Sept. 26-28	Boston, MA	2601-EC8-00404
Sept. 26-28	Pittsburgh, PA	2601-EC8-00414

3 days/1.8 CEUs/18 PDU

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

AMA Members save \$200



Managing Chaos

Tools to Set Priorities and Make Decisions Under Pressure

SEMINAR #2261

Learn fast, easy-to-use tools and techniques to manage unproductive confusion and disorder and transform chaos into controllable challenges. This seminar equips you with the most effective tools to plan your day and adjust to shifting priorities and demands—with less stress and greater clarity. You will practice assertive communication, giving you greater ease when handling interruptions and objections.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Define Chaos Within Your Control

- Identifying sources of workplace chaos
- Understanding organizational challenges on managers and employees
- Assessing the impact your decisions have on key stakeholders

Thinking and Decision Making

- Identifying real/root cause of a problem or issue
- Generating multiple, creative ideas quickly
- Organizing ideas in order to firmly grasp critical components of a problem
- Applying one identification tool for analysis

Tools: Fishbone, mind maps, affinity diagrams

Priority Planning

- SWOT analysis: determining priorities
- GAP analysis: assessing the current situation vs. the desired outcome
- Risk analysis: evaluating impact and related risks
- Priority matrix: using importance and urgency model to determine and validate priorities

Plan Daily Work

- Daily action plan: allocating time and energy for the most important priorities
- Time estimate: accurately estimating how long it takes to complete your critical tasks
- Interruption log: identifying “necessary” vs. “unnecessary” interruptions

Assertive Communication

- Understanding assertive vs. strategic communication under pressure
- Learning to respond assertively and strategically when managing shifting priorities, interruptions and conflict
- Employing assertive responses no matter how manipulated or provoked you feel

Action Plan: Identifying and applying one or two tools most applicable to managing your workplace chaos

WHO SHOULD ATTEND

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



Faculty Spotlight*

Denise Webster, CPM speaks across the country and facilitates seminars, workshops and corporate analyses. Her areas of expertise include team building, leadership/management skills, communication skills, project management and time management.

*This seminar is also taught by other management experts.



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Schedule

Jan. 23-24	Arlington, VA	2261-EC8-00244
Jan. 30-31	San Francisco, CA	2261-EC8-00245
Feb. 6-7	New York, NY	2261-EC8-00246
Feb. 23-24	Arlington, VA	2261-EC8-00266
Feb. 27-28	Chicago, IL	2261-EC8-00247
March 15-16	New York, NY	2261-EC8-00248
March 22-23	Atlanta, GA	2261-EC8-00258
March 26-27	Arlington, VA	2261-EC8-00249
April 2-3	New York, NY	2261-EC8-00268
April 2-3	San Francisco, CA	2261-EC8-00269
April 12-13	Arlington, VA	2261-EC8-00270
April 23-24	Chicago, IL	2261-EC8-00271
May 3-4	Arlington, VA	2261-EC8-00272
May 7-8	New York, NY	2261-EC8-00273
May 14-15	Dallas, TX	2261-EC8-00274

June 4-5	Chicago, IL	2261-EC8-00278
June 7-8	San Francisco, CA	2261-EC8-00275
June 11-12	Arlington, VA	2261-EC8-00276
June 14-15	New York, NY	2261-EC8-00277
July 9-10	San Diego, CA	2261-EC8-00279
July 16-17	Chicago, IL	2261-EC8-00300
July 16-17	New York, NY	2261-EC8-00280
July 19-20	Arlington, VA	2261-EC8-00281
Aug. 20-21	New York, NY	2261-EC8-00284
Aug. 23-24	Chicago, IL	2261-EC8-00283
Aug. 27-28	Arlington, VA	2261-EC8-00282
Sept. 10-11	San Francisco, CA	2261-EC8-00286
Sept. 20-21	New York, NY	2261-EC8-00288
Sept. 27-28	Arlington, VA	2261-EC8-00285



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

March 1-22, 2012..... 2261-EC8-00251

July 12-Aug. 2, 2012..... 2261-EC8-00289

1.2 CEUs/12 PDUs

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

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$200



NEW! Doing It All: How to Stay Focused and Engaged SEMINAR #2118

Develop self-direction skills to maximize your productivity regardless of distractions. For many of us, our “new normal” job means that we’ve inherited work from others, are multitasking 24/7 and may have responsibilities for which we have little training and interest. In addition, we’re expected to produce positive results with fewer resources. Given these circumstances, it’s not surprising that maintaining focus and staying engaged can be a major hurdle.

With so many simultaneous demands on your time, sustaining focused energy is no longer an option. It’s a “must-have” skill for doing your job well and keeping your position viable. This seminar will use your results on an executive skills survey as the starting point to help you assess your “hardwired” ability to stay focused on a situation or task in spite of distractions, fatigue or boredom. You’ll then learn and apply practical tools and techniques that can help you make the best of your innate strengths, mitigate your challenges, stay focused and spend more time and energy on what you like doing best—while still getting all your other work done.

HOW YOU WILL BENEFIT

- Learn the science behind hardwired skills and their link to job performance
- Understand why you experience attention and focus challenges
- Implement behaviors to help you stay energized and engaged
- Identify the three most important factors for getting instant clarity and focus
- Set up your environment to work for you, not against you
- Implement techniques for eliminating your worst interruptions

WHAT YOU WILL COVER

- Assessing your hardwired strengths and weaknesses
- Identifying the “resistance” in your systems that throw you out of focus
- Using anticipation tools to cut distractions
- Minimizing negative energy that saps your strength
- Utilizing “snap back” tools to immediately regain focus
- Slowing down so you can speed through your day’s work
- Utilizing the right sensory tools for you: auditory, visual or tactile

WHO SHOULD ATTEND

Anyone who is expected to deliver maximum productivity and results at work despite interruptions, an excessive workload and other obstacles.

Schedule

March 8-9	New York, NY	2118-EC8-00001
April 9-10	Chicago, IL	2118-EC8-00002
May 7-8	San Francisco, CA	2118-EC8-00003
Sept. 20-21	New York, NY	2118-EC8-00004

2 days/1.2 CEUs

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

AMA Members save \$200

Developing Your Emotional Intelligence SEMINAR #2144

Enhance your self-awareness and make emotions work for you to build more productive relationships—professionally and personally. Understanding and improving the connection between emotions and actions is crucial to business and personal success. Without such insights, even seemingly successful relationships may be courting disaster. Now you can actually develop and enhance the skills that will positively impact your work.

HOW YOU WILL BENEFIT

- Assess your own EI abilities
- Learn strategies to manage counterproductive tendencies
- Improve your sensitivity to corporate cultures and respond appropriately to workplace social cues
- Identify and apply the four key emotional skills to a broad variety of workplace situations
- Develop and use the “EI Blueprint” to manage difficult professional challenges and enhance interactions
- Create an action plan for continued EI self-development

WHAT YOU WILL COVER

- Characteristics of the emotionally intelligent person
- Four key emotional skills: identifying, understanding, leveraging and managing emotions
- Connecting emotional expressions and underlying messages to read people more accurately
- Leveraging emotions to help you think
- Emotional tasks: enhancing your skills
- Developing a complex emotional vocabulary to describe emotions
- Managing emotions effectively
- Developing your personal “emotional blueprint”

WHO SHOULD ATTEND

All business professionals who want to maximize performance by developing their interpersonal skills in order to increase self-understanding and emotion management.

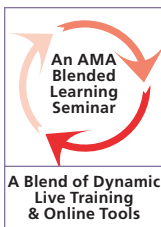
Schedule

Jan. 30-31	San Francisco, CA	2144-EC8-00090
Feb. 23-24	New York, NY	2144-EC8-00092
March 29-30	Arlington, VA	2144-EC8-00105
April 19-20	New York, NY	2144-EC8-00106
April 26-27	Chicago, IL	2144-EC8-00111
May 3-4	Atlanta, GA	2144-EC8-00108
May 17-18	Boston, MA	2144-EC8-00109
May 21-22	Arlington, VA	2144-EC8-00112
May 31-June 1	New York, NY	2144-EC8-00110
June 14-15	San Francisco, CA	2144-EC8-00107
July 23-24	Arlington, VA	2144-EC8-00118
Aug. 9-10	New York, NY	2144-EC8-00115
Aug. 23-24	Chicago, IL	2144-EC8-00117
Aug. 30-31	Philadelphia, PA	2144-EC8-00113
Sept. 27-28	Arlington, VA	2144-EC8-00116

2 days/1.2 CEUs

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

AMA Members save \$250



Critical Thinking

SEMINAR #2533

To stay competitive, you must have this skill! Critical thinking helps you step back, examine your thought processes and make them more effective. You'll ask the right questions, challenge assumptions and see others' viewpoints with clarity. Business leaders agree it's the only way to think at work—because it helps you get the best possible results.

In this course, you'll get hands-on experience with a battery of practical tools (including the Watson-Glaser® II Critical Thinking Development Report) to help you make critical thinking an indispensable part of your skill set. You'll find out things you didn't know about yourself and make discoveries that can literally change your life. Instead of concentrating on theories, you'll be working with an expert instructor to get comfortable with a concrete set of tools. You'll then be ready to benefit from your new skills immediately when you return to your job.

HOW YOU WILL BENEFIT

- Explore real-world examples of why critical thinking is so important in business
- Learn to use critical thinking skills when making business decisions
- Choose the right techniques to recognize assumptions and draw conclusions
- Know how to translate an abstract idea into something tangible
- Minimize the impact of job pressures on your thinking processes
- React with curiosity instead of emotion
- Get a roadmap for developing your critical thinking skills

WHAT YOU WILL COVER

Recognizing the Value of Using Critical Thinking in Business

- Defining critical thinking
- Characteristics of effective critical thinkers
- The role of critical thinking in meeting business challenges

Understanding the Components of Critical Thinking

- Using the Agile Critical Thinking™ (ACT) Framework to relate critical thinking to business challenges
- Describing critical thinking using the RED (Recognize assumptions, Evaluate arguments, Draw conclusions) Model
- Positioning the RED Model within the ACT framework
- Identifying practices and techniques in each part of the framework

Obtaining Feedback on Critical Thinking Skills

- Recognizing the value of gaining insight into one's critical thinking skills
- Relating critical thinking skills to other business skills
- The purpose of the Watson-Glaser II Critical Thinking Appraisal
- Identifying the contents of the Watson-Glaser II Critical Thinking Development Report
- Interpreting a sample Watson-Glaser Profile
- Your personal Watson-Glaser Development Report

Using Critical Thinking in Personal Situations

- Identifying personal situations where critical thinking has been or could be used
- Selecting techniques for using critical thinking skills in the ACT framework and RED model
- Relating insight from Watson-Glaser feedback to a personal critical thinking situation

Applying Critical Thinking in Business Situations

- Practicing using critical thinking skills and techniques in a real business situation

Also available as a
Live Online Seminar
See page 6 or visit www.amaseminars.org/liveonline



Faculty Spotlight*

Ed Caldwell is the founding partner of a training consulting group and was a senior consultant and director of training for the world famous Evelyn Wood Reading Dynamics Program. He specializes in encouraging others to excel and lead in reading, memory, comprehension and listening skills. His clients have included Ford, GM, Chrysler, Hewlett-Packard, NCR, IBM and AT&T.

*This seminar is also taught by other management experts.

- Creating an initial action plan for development of critical thinking skills

WHO SHOULD ATTEND

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

EXTRA

Before attending this session, you will receive a link to the online Watson-Glaser II Critical Thinking Appraisal. You must complete the assessment to fully participate in this seminar.



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

Schedule

Jan. 26-27	Scottsdale, AZ	2533-EC8-00883
Feb. 2-3	San Francisco, CA	2533-EC8-00917
Feb. 23-24	Arlington, VA	2533-EC8-00882
March 1-2	Chicago, IL	2533-EC8-00880
March 5-6	New York, NY	2533-EC8-00884
March 12-13	Houston, TX	2533-EC8-00919
March 22-23	Atlanta, GA	2533-EC8-00879
March 26-27	San Francisco, CA	2533-EC8-00887
April 2-3	Seattle, WA	2533-EC8-00956
April 5-6	Chicago, IL	2533-EC8-00970
April 9-10	Denver, CO	2533-EC8-00923
April 16-17	Arlington, VA	2533-EC8-00924
April 26-27	Boston, MA	2533-EC8-00971
April 30-May 1	Durham, NC	2533-EC8-00927
May 3-4	New York, NY	2533-EC8-00928
May 7-8	Chicago, IL	2533-EC8-00972
May 10-11	Arlington, VA	2533-EC8-00930
May 21-22	San Francisco, CA	2533-EC8-00931

June 4-5	Morristown, NJ	2533-EC8-00932
June 11-12	Chicago, IL	2533-EC8-00933
June 18-19	Arlington, VA	2533-EC8-00973
June 21-22	Atlanta, GA	2533-EC8-00936
June 25-26	Las Vegas, NV	2533-EC8-00937
July 9-10	Arlington, VA	2533-EC8-00938
July 16-17	San Francisco, CA	2533-EC8-00940
July 19-20	Dallas, TX	2533-EC8-00943
July 19-20	New York, NY	2533-EC8-00942
July 26-27	Myrtle Beach, SC	2533-EC8-00944
Aug. 2-3	Philadelphia, PA	2533-EC8-00946
Aug. 6-7	Newport Beach, CA	2533-EC8-00947
Aug. 9-10	Chicago, IL	2533-EC8-00948
Aug. 13-14	Arlington, VA	2533-EC8-00949
Aug. 16-17	New York, NY	2533-EC8-00950
Sept. 6-7	San Francisco, CA	2533-EC8-00974
Sept. 10-11	Chicago, IL	2533-EC8-00952
Sept. 13-14	New York, NY	2533-EC8-00975



LIVE ONLINE SCHEDULE

Wednesday 2-5 pm ET • 4 Lessons

Jan. 11-Feb. 1, 2012	2533-EC8-00889
April 4-25, 2012	2533-EC8-00957
July 11-Aug. 1, 2012	2533-EC8-00958
Sept. 5-26, 2012	2533-EC8-00976

1.2 CEUs/12 PDUs

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

Sept. 17-18	Arlington, VA	2533-EC8-00954
Sept. 20-21	Denver, CO	2533-EC8-00955
Sept. 27-28	Atlanta, GA	2533-EC8-00951

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$250



Advanced Critical Thinking Applications Workshop

SEMINAR #2228

Take your critical thinking to the next level by applying it to complex business situations. This new course will give you two full days to practice applying a critical thinking model to the situational challenges you encounter in your own organization. Working through a series of case studies, you will explore the impact that corporate culture, competing priorities, globalization, technology and diverse communication styles have on critical thinking. You'll also have the opportunity to apply the critical thinking process you've learned to a specific challenge you're facing at work and receive feedback to improve your effectiveness.

HOW YOU WILL BENEFIT

- Identify a practical model for working through the critical thinking process in complex situations at work
- Select specific techniques to improve how you recognize assumptions, evaluate arguments and draw conclusions
- Recognize "mind tricks" that can derail critical thinking—and what you can do about them
- Identify how corporate culture, time pressures and other aspects of organizational life impact critical thinking
- Apply the critical thinking process to your individual work situation to benefit yourself, your colleagues and your company

WHAT YOU WILL COVER

- Applying critical thinking in a business context and dealing with challenges to it in the work environment
- Using the interactive Critical Thinking Tool Kit: ten tools for enhanced critical thinking
- Applying the RED Model (Recognize assumptions, Evaluate arguments and Draw conclusions) and using the Critical Thinking Tool Kit in a familiar business situation
- Learning how situational factors impact critical thinking when recommending a new product or policy
- Analyzing a difficult issue requiring critical thinking in your own work situation and developing an action plan

WHO SHOULD ATTEND

Business professionals who want to take their critical thinking skills to the next level.

Note: It is recommended that you first take AMA's *Critical Thinking*, Seminar #2533, page 14.

Schedule

March 19-20	San Francisco, CA	2228-EC8-00009
April 23-24	New York, NY	2228-EC8-00010
June 11-12	Arlington, VA	2228-EC8-00011
Aug. 2-3	Atlanta, GA	2228-EC8-00012

2 days/1.2 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

NEW! Developing Your Collaborative Skills SEMINAR #2185

Increase your success and improve your professional relationships. Strong collaboration skills result in successful problem solving, idea generation and product improvement, making them essential for every team member. They are especially important in our multicultural, multigenerational workforce and for those trying to adapt to new teams and responsibilities brought about by restructurings and downsizings.

This seminar will give you hands-on practice mastering the language, techniques and processes of collaboration. You'll develop your own action plan to use at work and be better positioned to achieve recognition and success.

HOW YOU WILL BENEFIT

- Connect and work with others to achieve common goals and a shared purpose
- Stimulate creativity and innovation through collaborative thinking
- Grow an informal network of high-trust relationships and capitalize on resources and skills
- Develop behaviors to solve problems and engage in healthy conflict to get results
- Use technology and social media to enhance your efforts
- Gain buy-in to your creative thinking through a collaborative process

WHAT YOU WILL COVER

- Learning when and how to collaborate
- Assessing how you are as a collaborator
- Building a diversified network and collaborating with team members both in person and virtually
- Converting conflict into collaboration
- Enhancing discussions, acquiring information and networking through social media
- Applying collaborative communication techniques
- Building the trust you need to work collaboratively

WHO SHOULD ATTEND

Business professionals who are expected to meet critical goals, to enhance their performance, support team output and work with customers, consultants and vendors.

Supervisors and managers who are seeking to improve their collaborative skills to create a more effective team should take **Collaborative Leadership Skills for Managers**, Seminar #2186, page 73.

Schedule

Feb. 2-3	San Francisco, CA	2185-EC8-00004
March 19-20	Atlanta, GA	2185-EC8-00005
April 26-27	New York, NY	2185-EC8-00006
May 10-11	Chicago, IL	2185-EC8-00007
June 14-15	Arlington, VA	2185-EC8-00008
Sept. 10-11	San Francisco, CA	2185-EC8-00009

2 days/1.2 CEUs

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

AMA Members save \$200

Developing Your Personal Brand and Professional Image

SEMINAR #2274

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

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

HOW YOU WILL BENEFIT

- Understand professional presence and its importance in business
- Know how to apply the principles of personal branding
- Assess and critique your own professional image
- Identify and use the principles of global and cultural etiquette
- Apply the principles of professionalism in a business and personal environment

WHAT YOU WILL COVER

- Developing your personal brand with confidence and credibility
- Knowing and creating the right “look” of professional presence
- Practicing the tools for powerful in-person and electronic communication
- Exploring the social context of professional presence
- Correcting a lack of cultural awareness to avoid compromising business dealings
- Formulating strategies for maintaining your professional presence

WHO SHOULD ATTEND

Business professionals who want to project a positive image and distinctive brand.

EXTRA

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

High-Impact Decision Making: Reducing Risks, Maximizing Results

SEMINAR #2564

Learn to make the right decision every time, no matter how high the stakes. When faced with tough decisions, don’t procrastinate, rely on intuition or allow uncertainty to take control. This seminar gives you the tools to achieve clarity that balances intuition and rational thinking. You will be able to align outcomes to create buy-in and make decisions that are smart, timely and effective.

HOW YOU WILL BENEFIT

- Be more decisive, eliminating uncertainty when making risky decisions
- Learn a structured process for optimum timing and effectiveness
- Think and act with increased confidence in a contradictory, ever-changing environment
- Effectively analyze, articulate and draw conclusions with greater clarity
- Commit to your decisions and create buy-in

WHAT YOU WILL COVER

- Elements of a solid foundation: mental focus, definition, emotional, perspective and strategic clarity
- Utilizing the Decision Map to define your objectives
- “Risk vs. reward”: examining early warning signs and assessing your tolerance
- Identifying quantifiable and relevant success factors
- Learning techniques for dealing with “emotionally charged” situations
- Creating “what-if” scenarios and evaluating uncertainty
- Examining, finding and shifting your perspective to select the “best” decision
- Practicing putting together several decision maps

WHO SHOULD ATTEND

Managers whose decisions have long-term effects, significantly impacting financials, people, processes and reputation of department or company.

Note: Please bring your current high-impact business issues to class and practice making tough decisions in a safe environment.

EXTRA

Get a FREE copy of *The Right Decision Every Time* by Luda Kopeikina (a \$27.99 value) when you attend this seminar.



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

Schedule

March 12-13	New York, NY	2274-EC8-00429
April 16-17	Chicago, IL	2274-EC8-00433
May 3-4	Arlington, VA	2274-EC8-00432
July 19-20	New York, NY	2274-EC8-00434
Aug. 9-10	Atlanta, GA	2274-EC8-00435
Sept. 24-25	San Francisco, CA	2274-EC8-00436

2 days/1.2 CEUs

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

AMA Members save \$200

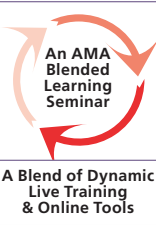
Schedule

Feb. 2-3	San Francisco, CA	2564-EC8-00049
April 5-6	New York, NY	2564-EC8-00052
April 30-May 1	Atlanta, GA	2564-EC8-00053
June 21-22	Arlington, VA	2564-EC8-00061
Aug. 9-10	San Francisco, CA	2564-EC8-00054

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$200



Managing Emotions in the Workplace®

Strategies for Success SEMINAR #2540

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

HOW YOU WILL BENEFIT

- Understand the connection between emotions and workplace stress
- Maintain your emotional composure on the job and maximize work relationships
- Effectively express your emotions through assertiveness communication skills
- Create work environments where emotional honesty and emotional energy are accepted
- Learn how to balance the physical, mental and emotional aspects of life
- Control your emotions and achieve positive interaction in teams and groups

WHAT YOU WILL COVER

Understand More About Stress

- Identifying common causes of stress from personal experiences
- Categorizing common stress symptoms
- Discerning the difference between positive stress and negative stress
- Determining your levels of personal and work-related stress
- Recognizing the ways you may be unintentionally contributing to your own stress levels
- Identifying aspects of your personal and professional lifestyles in relation to your management of emotional well-being

A Closer Look at Feelings and Emotional Well-Being

- Defining personal mastery and its impact on your work life
- Differentiating between the two groups of emotions to better understand how you are feeling and why
- Identifying different feelings in the past, present and future
- Evaluating your emotional debt and discovering ways to pay it off
- Analyzing situations so that your emotions do not sabotage the results you want
- Recognizing thoughts, feelings and behaviors associated with stressful situations
- Analyzing behavior patterns associated with stressful events

Communicating or Controlling? Balance or Ballistics?

- Using your mirror listening skills to understand how others are feeling
- Identifying feelings and the reasons why people feel the way they do
- Recognizing when to be assertive in interacting with others
- Constructing assertive messages using the XYZ technique

Rituals—Managing Emotions and Stress

- Identifying rituals that presently exist in your life and classifying rituals according to purpose

Personal Action Plans

- Creating a personal action plan to implement your learning back at work



Faculty Spotlight*

Maxine M. Fuller is a seasoned trainer and an expert in instructional design and group facilitation. Her current clients include The Coca-Cola Company, United States Department of Health and Human Services, JBS International, EJ Malek, Russell Corporation, Centers for Disease Control and Prevention and ProGroup. She is a published author and a member of the faculty at the Johns Hopkins University Institute for Policy Studies.

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

WHO SHOULD ATTEND

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



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Schedule

March 8-9 New York, NY2540-EC8-00504
 March 19-20 Chicago, IL2540-EC8-00503
 April 5-6 Arlington, VA2540-EC8-00507
 May 10-11 Atlanta, GA2540-EC8-00510
 May 31-June 1 New York, NY2540-EC8-00509

July 9-10 San Francisco, CA2540-EC8-00511
 July 16-17 Chicago, IL2540-EC8-00514
 Aug. 2-3 New York, NY2540-EC8-00513
 Sept. 6-7 Arlington, VA2540-EC8-00515

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200

Creativity and Innovation Unleash Your Potential for Greater Success

SEMINAR #2208

Do you wish you could try things at work that have never been done before? Do you doubt your own capacity for creativity and innovation? Do you have trouble getting creative solutions from your team?

Relying on yesterday's ideas, products and assumptions can spell failure to your company and be a detriment to your career. Now you can get proven techniques for generating new ideas, and a blueprint for establishing a climate of innovation in this lively, interactive and hands-on seminar. You will discover new ways to break through mental barriers, ho-hum thinking and roadblocks in order to improve performance and unleash the creative potential in yourself and your team.

HOW YOU WILL BENEFIT

- Practice creative methods to generate ideas and solutions
- Turn existing problems into opportunities for growth
- Discover new techniques for securing enthusiasm for new initiatives
- Encourage out-of-the-box thinking
- Apply innovation techniques to improve systems, products and processes
- Enhance morale, group performance and collaboration

WHAT YOU WILL COVER

- Identifying practices that help promote creativity and innovation
- Focusing on results vs. focusing on good process
- Maximizing the connection between courage and creativity
- Developing and leveraging from your own creative strengths
- Brainstorming techniques for generating ideas and solutions
- Producing, evaluating and selecting new ideas—models for analyzing options
- Practices and guidelines that create an innovative work environment
- Real-world practice in spotting opportunities and generating solutions

WHO SHOULD ATTEND

Managers and business professionals who have influence over the creation, adoption and implementation of new products, services and processes.

Schedule

Feb. 9-10	Arlington, VA	2208-EC8-00101
March 15-16	New York, NY	2208-EC8-00087
April 2-3	Houston, TX	2208-EC8-00102
May 3-4	Chicago, IL	2208-EC8-00104
June 14-15	New York, NY	2208-EC8-00105
Aug. 20-21	San Francisco, CA	2208-EC8-00109
Sept. 24-25	New York, NY	2208-EC8-00106

2 days/1.2 CEUs

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

AMA Members save \$200



Also available as a

Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline

Improve Your Analytical Skills: Making Information Work for You

SEMINAR #2162

Every day there is new information creating new demands. How do you assess the credibility of new information and feel confident you're making valid decisions?

Through a detailed and interactive case study, this seminar will give you basic analytical tools to assimilate, assess, organize and synthesize new knowledge, so you can use the information to your best advantage.

HOW YOU WILL BENEFIT

- Organize information from multiple sources and in multiple formats
- Put information into a format that can be analyzed
- Apply techniques to determine what information is relevant within a specific context
- Learn to see contradictory information in the correct perspective
- Analyze information in order to identify the "best" opportunity
- Recognize information patterns and determine what they can mean for your business
- Communicate your findings and suggestions with expediency and clarity

WHAT YOU WILL COVER

- Exploring challenges in collecting, evaluating and presenting information
- Describing the basic steps in the analytical process
- Deciding on an approach for an analysis project
- Applying specific analytic techniques to your work situation
- Using interview techniques and clarifying questions
- Describing the characteristics of valid conclusions
- Explaining how to get from conclusions to recommendations

WHO SHOULD ATTEND

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

Schedule

Feb. 13-14	New York, NY	2162-EC8-00008
Feb. 23-24	Los Angeles, CA	2162-EC8-00013
March 1-2	Chicago, IL	2162-EC8-00014
April 9-10	Boston, MA	2162-EC8-00015
April 23-24	Atlanta, GA	2162-EC8-00016
May 3-4	New York, NY	2162-EC8-00029
May 17-18	Arlington, VA	2162-EC8-00017
June 11-12	San Francisco, CA	2162-EC8-00018
July 9-10	Chicago, IL	2162-EC8-00021

For a complete list of dates and locations, visit www.amaseminars.org

2 days/1.2 CEUs

\$1,995/AMA

Members \$1,795

AMA Members

save \$200



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Mar. 20-Apr. 10, 2012 2162-EC8-00026

June 5-26, 2012 2162-EC8-00027

1.2 CEUs

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

Taking On Greater Responsibility

Step-Up Skills for Non-Managers SEMINAR #2132

Get ready to grow in your job and meet new demands. Today, you need more skills than ever before—from understanding your business, managing change, communicating strategically, leading and working in teams to juggling your new assignments with current responsibilities.

This seminar will give you the skills you need to make a difference and grow in your career and your organization.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Preparing for Greater Responsibility

- Mastering competencies for performance excellence
- Coaching and feedback strategies
- Relevant analytic thinking and problem-solving skills
- Completing the skill rating inventory
- Identifying your strengths, liabilities, transferable skills and attitude

First Key to Success: Business Smarts and Savvy

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

Second Key to Success: Managing Change

- Common reasons for resisting change, strategies for remaining resilient
- Assessing reasonable risk using a five-step process
- The value of maintaining a positive attitude toward change
- Applying creative idea generation to change management situations
- Leading others through change

Third Key to Success: Communicating Strategically

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

Fourth Key to Success: Juggling New and Current Responsibilities

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

Fifth Key to Success: Leading and Working with Teams

- The roles you should bring into each team encounter
- Encouraging participation and idea sharing



Faculty Spotlight*

Terry Britton helps individuals, groups and organizations increase their effectiveness through training, coaching and consultation. She also supports them in facilitating change, increasing productivity and improving quality. Her clients have included Corning Inc., The Smithsonian, BlueCross BlueShield Association and iThinkSmart Solutions, among many others. Ms. Britton holds a Professional Certified Coach (PCC) designation from The International Coach Federation (ICF).

*This seminar is also taught by other management experts.

- Motivating teammates through communication, cooperation and recognition
- Stepping up to leadership within the team
- Using analytic thinking, communication, and decision-making skills with teams

Planning for Greater Responsibility

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

WHO SHOULD ATTEND

Anyone interested in developing the skills to improve their performance and growth within their organization.



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

Schedule

Jan. 30-31 Arlington, VA2132-EC8-00251	May 31-June 1 Arlington, VA2132-EC8-00274	Sept. 6-7 Arlington, VA2132-EC8-00293
Feb. 27-28 San Francisco, CA2132-EC8-00252	June 7-8 San Francisco, CA2132-EC8-00275	Sept. 20-21 Chicago, IL2132-EC8-00287
March 1-2 New York, NY2132-EC8-00253	June 14-15 New York, NY2132-EC8-00276	
April 5-6 San Francisco, CA2132-EC8-00269	July 9-10 Los Angeles, CA2132-EC8-00278	
April 19-20 Chicago, IL2132-EC8-00277	July 12-13 Boston, MA2132-EC8-00279	
April 26-27 Arlington, VA2132-EC8-00270	July 16-17 New York, NY2132-EC8-00280	
April 30-May 1 New York, NY2132-EC8-00271	Aug. 6-7 Arlington, VA2132-EC8-00282	
May 14-15 Philadelphia, PA2132-EC8-00286	Aug. 23-24 San Francisco, CA2132-EC8-00284	
May 17-18 Atlanta, GA2132-EC8-00281	Aug. 27-28 New York, NY2132-EC8-00285	

2 days/1.2 CEUs/12 PDUs
\$1,795/AMA Members \$1,595
AMA Members save \$200





A Blend of Dynamic
Live Training
& Online Tools

Assertiveness Training for Women in Business

SEMINAR #2528

Also available as a
Live Online Seminar
See page 6 or visit www.amaseminars.org/liveonline



Scan with your smartphone to see a
short video from this seminar or visit
www.amaseminars.org/2528

Strengthen your leadership ability and image. Now and then you're going to overreact or underreact. You may blurt out something that you wish you hadn't or hurt someone whose opinion you value. The assertive person usually sends the right signals and gets the right responses. By knowing how to handle yourself in just about any situation that comes up—without seeming either shy or pushy—you'll get things done and get what you want. You'll command respect. Here's assertiveness at its best. As you learn, practice and refine this skill, you'll also share your concerns with other women in a comfortable, supportive and informal learning environment.

HOW YOU WILL BENEFIT

- Deal with conflicts confronting women
- Recognize your strengths and weaknesses
- Practice assertive behaviors in challenging situations
- Overcome obstacles to assertiveness
- Build and project a positive self-image
- Assess your stress and adopt assertive techniques to help manage it
- Develop an assertive action plan
- Use assertive communication techniques: verbal, nonverbal and assertive listening
- Develop an assertive delegation strategy

WHAT YOU WILL COVER

Assessing Yourself

- Identifying and owning your strengths
- Outlining conflicting roles and knowing how to reduce role conflict

Asserting Yourself

- Defining and distinguishing between the basic response styles of nonassertion, assertion and aggression
- Avoiding being manipulated by others

Practice Assertive Techniques

- Using a successful formula for assertion
- Saying no and surviving
- Understanding assertive techniques of fogging, broken record, negative assertion, negative inquiry and compromise
- Understanding the differences between verbal, nonverbal "mantalk" and "womanspeak"
- Sending harmonious messages
- Listening assertively



Succeeding at the Bargaining Table

- Identifying assumptions about negotiation and how these impact abilities
- Discussing the effect of gender on negotiation practices and experiences
- Benefiting from seven suggestions for negotiating more effectively
- Developing a personal negotiation plan

Overcoming Obstacles to Assertiveness

- Pinpointing internal obstacles to assertiveness and practicing control strategies
- Discussing self-reliance and describing special support systems
- Recognizing your specific anger buttons and how to deal with them productively
- Describing how men use anger and discussing ways to face angry men

- Demonstrating techniques for preventing and coping with stress
- Selecting new approaches to work/family puzzles

Assertive Action Planning

- Describing and demonstrating 10 steps toward continuing assertiveness

WHO SHOULD ATTEND

Female business professionals who want to build their strengths, improve their communication, conflict resolution, delegation and action-planning skills.



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

Schedule

Jan. 11-13 Chicago, IL 2528-EC8-00798
Jan. 23-25 New York, NY 2528-EC8-00788
Feb. 13-15 Hartford, CT 2528-EC8-00801
Feb. 13-15 San Francisco, CA 2528-EC8-00789
Feb. 27-29 Arlington, VA 2528-EC8-00790
March 5-7 Atlanta, GA 2528-EC8-00791
March 14-16 Dallas, TX 2528-EC8-00800
March 19-21 New York, NY 2528-EC8-00792
April 11-13 Arlington, VA 2528-EC8-00804
April 18-20 Chicago, IL 2528-EC8-00805
April 25-27 Los Angeles, CA 2528-EC8-00806
May 2-4 New York, NY 2528-EC8-00807

May 21-23 San Francisco, CA 2528-EC8-00808
May 30-June 1 Atlanta, GA 2528-EC8-00811
June 4-6 Morristown, NJ 2528-EC8-00809
June 13-15 Chicago, IL 2528-EC8-00812
June 27-29 Arlington, VA 2528-EC8-00810
July 11-13 San Francisco, CA 2528-EC8-00813
July 25-27 New York, NY 2528-EC8-00814
Aug. 1-3 Chicago, IL 2528-EC8-00826
Aug. 22-24 Arlington, VA 2528-EC8-00816
Sept. 10-12 Atlanta, GA 2528-EC8-00817
Sept. 17-19 Philadelphia, PA 2528-EC8-00818
Sept. 19-21 New York, NY 2528-EC8-00819



LIVE ONLINE SCHEDULE

Wednesday 2-5 pm ET • 4 Lessons

March 7-28, 2012 2528-EC8-00794
July 11-Aug. 1, 2012 2528-EC8-00821

1.2 CEUs

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

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250





Assertiveness Training SEMINAR #2188

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

Business professionals who want to acquire essential assertiveness skills.

Assertiveness Training for Managers SEMINAR #2527

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

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Schedule

Jan. 18-20	Arlington, VA	2188-EC8-00109
Feb. 6-8	San Francisco, CA	2188-EC8-00111
March 5-7	Los Angeles, CA	2188-EC8-00116
March 5-7	New York, NY	2188-EC8-00112
April 25-27	Arlington, VA	2188-EC8-00118
May 9-11	Chicago, IL	2188-EC8-00117
June 13-15	Atlanta, GA	2188-EC8-00120
June 18-20	San Francisco, CA	2188-EC8-00123
July 11-13	Arlington, VA	2188-EC8-00122
July 30-Aug. 1	New York, NY	2188-EC8-00125
Aug. 27-29	Chicago, IL	2188-EC8-00124
Sept. 19-21	San Francisco, CA	2188-EC8-00127

3 days/1.8 CEUs

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

AMA Members save \$200

Schedule

Feb. 22-24	San Francisco, CA	2527-EC8-00830
March 28-30	New York, NY	2527-EC8-00837
April 2-4	Chicago, IL	2527-EC8-00833
May 7-9	Atlanta, GA	2527-EC8-00838
July 16-18	New York, NY	2527-EC8-00834
Aug. 8-10	San Francisco, CA	2527-EC8-00835
Sept. 10-12	Chicago, IL	2527-EC8-00836

3 days/1.8 CEUs

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

AMA Members save \$250

AMA's 5-Day "MBA"

Get grounded in the essential elements



GAIN THE EDGE TO GET AHEAD

- Push past the boundaries of your current responsibilities
- See what really makes your organization profitable
- Form teams that truly achieve your goals

Refresh your knowledge base, make more informed decisions and develop successful strategies to achieve your best potential.

This interactive learning experience will provide you with a strong overall business foundation with a firm grasp of modern management practices. It will equip you with the ability to identify the most effective business tools and strategies to help you—and your company—keep and hone your competitive edge.

This seminar is presented by a team of expert faculty specializing in accounting, finance, strategy, marketing and management. With practical examples, case studies and practice, this is your seminar to accelerate to the next level of excellence.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Accounting Basics

- Basic accounting and its impact on financial reporting
- Financial statements: income statement, balance sheet, retained earnings statement, cash flow statements
- The accounting process and annual report
- How to evaluate financial statements: understanding nonfinancial considerations, liquidity, leverage and profitability

Case study: Sara Lee

Finance Fundamentals

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

Workshop

SEMINAR #2561

of high-level business courses in just one week

Cost Analysis and Profit Planning

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

Capital Expenditures

- Types of capital expenditure decisions
- Calculate Net Present Value (NPV), Internal Rate of Return (IRR) and Profitability Index (PI)
- Estimating project's cash inflows and outflows

Exercise: discount cash flow

Corporate Strategy

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

Marketing

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

Management

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

The course agenda may be updated regularly as required.

Note: This workshop does not award a degree.

WHO SHOULD ATTEND

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



Faculty Spotlight*

Michelle Tillis Lederman provides customized coaching and training services across industries. Her clients have included JPMorgan Chase, Deutsche Bank, HypoVereinsbank (HVB), HVB Tokyo and Investor Analytics. Ms. Lederman is a director at a firm where she demonstrates and trains users on the portfolio and risk management platform's uses and application for hedge fund managers.

*This seminar is also taught by other management experts.



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Schedule

JANUARY

Jan. 9-13 New York, NY2561-EC8-00445
Jan. 23-27 San Francisco, CA2561-EC8-00446

FEBRUARY

Feb. 6-10 Chicago, IL2561-EC8-00448
Feb. 6-10 New York, NY2561-EC8-00447
Feb. 13-17 San Diego, CA2561-EC8-00449

MARCH

March 5-9 San Francisco, CA2561-EC8-00451
March 12-16 Arlington, VA2561-EC8-00452
March 19-23 Boston, MA2561-EC8-00453

APRIL

April 9-13 Houston, TX2561-EC8-00487
April 9-13 New York, NY2561-EC8-00461
April 9-13 San Francisco, CA2561-EC8-00460
April 16-20 Anaheim, CA2561-EC8-00462
April 23-27 Chicago, IL2561-EC8-00459

Apr. 30-May 4 Arlington, VA2561-EC8-00466
Apr. 30-May 4 Las Vegas, NV2561-EC8-00470

MAY

May 7-11 San Francisco, CA2561-EC8-00465
May 14-18 New York, NY2561-EC8-00464

JUNE

June 4-8 Chicago, IL2561-EC8-00468
June 11-15 San Francisco, CA2561-EC8-00469
June 18-22 Atlanta, GA2561-EC8-00483
June 25-29 New York, NY2561-EC8-00488

JULY

July 9-13 Boston, MA2561-EC8-00475
July 16-20 New York, NY2561-EC8-00472
July 16-20 San Francisco, CA2561-EC8-00473
July 23-27 Arlington, VA2561-EC8-00474
July 30-Aug. 3 Chicago, IL2561-EC8-00476

AUGUST

Aug. 6-10 Hilton Head, SC2561-EC8-00477
Aug. 13-17 New York, NY2561-EC8-00478
Aug. 20-24 Denver, CO2561-EC8-00479
Aug. 27-31 San Diego, CA2561-EC8-00480

SEPTEMBER

Sept. 10-14 Arlington, VA2561-EC8-00481
Sept. 10-14 Chicago, IL2561-EC8-00489
Sept. 10-14 New York, NY2561-EC8-00482
Sept. 24-28 Morristown, NJ2561-EC8-00484
Sept. 24-28 San Francisco, CA2561-EC8-00485

5 days/3.0 CEUs/30 PDUs
\$3,545/AMA Members \$3,195
AMA Members save \$350



How to Communicate Tact and

Get your point across

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

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

How Diplomacy, Tact and Credibility Influence How Others Perceive You

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

Communication Style Differences: The Insight Inventory®

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

Effective and Powerful Communication Skills

- How to positively impact the visual, verbal and vocal components of communication
- The "Know-Feel-Do" model of communicating



THE WORDS AND TONE YOU USE CAN MAKE OR BREAK YOUR CAREER

You're overwhelmed by pressure and stress. Do you blow up at your co-workers—or react with poise and professionalism?

You're criticized by a colleague. Do you hurl the accusations back—or respond confidently and with grace?

You're frustrated with an underperformer. Do you tell him or her exactly what you think—or use listening skills to get to the root of the problem?

You're facing resistance from your team. Do you tell them who the boss is—or seek to establish rapport and cooperation?

with Diplomacy, Credibility

with a positive professional image

SEMINAR #2206



Faculty Spotlight*

Scott Bush is president of an international sales and sales management training company and has provided training to thousands of professionals worldwide. He has held management positions with Global Crossing, Sprint and Cable & Wireless. As general manager of Enterprise Sales, he was responsible for more than \$100 million in revenues, while managing his team to become the top region in the country for three consecutive years.

*This seminar is also taught by other management experts.

Listening for Effective Communication

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

Using Diplomacy, Tact and Credibility

- Understanding when and how to use diplomacy
- How and when to be tactful

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

Your Communication Action Plan

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

WHO SHOULD ATTEND

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



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Schedule

JANUARY

Jan. 12-13 New York, NY2206-EC8-00760
Jan. 19-20 Arlington, VA2206-EC8-00759
Jan. 19-20 Atlanta, GA2206-EC8-00762
Jan. 19-20 Chicago, IL2206-EC8-00763
Jan. 23-24 Newport Beach, CA2206-EC8-00736
Jan. 26-27 Houston, TX2206-EC8-00766
Jan. 26-27 Princeton, NJ2206-EC8-00767
Jan. 26-27 San Francisco, CA2206-EC8-00761

FEBRUARY

Feb. 2-3 Cincinnati, OH2206-EC8-00768
Feb. 6-7 Boston, MA2206-EC8-00769
Feb. 9-10 Dallas, TX2206-EC8-00771
Feb. 9-10 New York, NY2206-EC8-00772
Feb. 13-14 Chicago, IL2206-EC8-00773
Feb. 16-17 Parsippany, NJ2206-EC8-00779
Feb. 16-17 San Francisco, CA2206-EC8-00776
Feb. 16-17 San Jose, CA2206-EC8-00880
Feb. 23-24 Arlington, VA2206-EC8-00777
Feb. 23-24 Minneapolis, MN2206-EC8-00778

MARCH

March 1-2 Atlanta, GA2206-EC8-00781
March 5-6 Chicago, IL2206-EC8-00785
March 5-6 New York, NY2206-EC8-00783
March 8-9 Denver, CO2206-EC8-00775
March 8-9 Fort Lauderdale, FL2206-EC8-00784
March 12-13 Arlington, VA2206-EC8-00780
March 12-13 Seattle, WA2206-EC8-00786
March 19-20 San Diego, CA2206-EC8-00789
March 19-20 San Francisco, CA2206-EC8-00788
March 26-27 Pittsburgh, PA2206-EC8-00790

APRIL

April 2-3 Houston, TX2206-EC8-00811
April 2-3 New York, NY2206-EC8-00812

April 9-10 San Francisco, CA2206-EC8-00813
April 12-13 Arlington, VA2206-EC8-00814
April 12-13 Chicago, IL2206-EC8-00815
April 16-17 Princeton, NJ2206-EC8-00816
April 26-27 Durham, NC2206-EC8-00818
April 26-27 Newport Beach, CA2206-EC8-00826
Apr. 30-May 1 Boston, MA2206-EC8-00830

MAY

May 7-8 Arlington, VA2206-EC8-00821
May 10-11 Cincinnati, OH2206-EC8-00820
May 10-11 Dallas, TX2206-EC8-00822
May 10-11 New York, NY2206-EC8-00823
May 10-11 San Francisco, CA2206-EC8-00824
May 14-15 Atlanta, GA2206-EC8-00825
May 17-18 Minneapolis, MN2206-EC8-00827
May 21-22 Chicago, IL2206-EC8-00828
May 21-22 Parsippany, NJ2206-EC8-00829
May 31-June 1 Houston, TX2206-EC8-00831

JUNE

June 4-5 Las Vegas, NV2206-EC8-00832
June 4-5 New York, NY2206-EC8-00834
June 7-8 Atlanta, GA2206-EC8-00833
June 11-12 Arlington, VA2206-EC8-00835
June 11-12 Pittsburgh, PA2206-EC8-00837
June 14-15 San Francisco, CA2206-EC8-00838
June 18-19 Seattle, WA2206-EC8-00849
June 21-22 Overland Park, KS2206-EC8-00839
June 25-26 Denver, CO2206-EC8-00840
June 28-29 Arlington, VA2206-EC8-00843
June 28-29 Richmond, VA2206-EC8-00841

JULY

July 9-10 Chicago, IL2206-EC8-00842
July 9-10 Philadelphia, PA2206-EC8-00844
July 12-13 Atlanta, GA2206-EC8-00845

July 12-13 New York, NY2206-EC8-00846
July 16-17 Dallas, TX2206-EC8-00847
July 16-17 San Francisco, CA2206-EC8-00848
July 26-27 Durham, NC2206-EC8-00851
July 26-27 Los Angeles, CA2206-EC8-00851

AUGUST

Aug. 2-3 Boston, MA2206-EC8-00852
Aug. 2-3 Phoenix, AZ2206-EC8-00853
Aug. 6-7 Atlanta, GA2206-EC8-00854
Aug. 6-7 Chicago, IL2206-EC8-00855
Aug. 9-10 New York, NY2206-EC8-00856
Aug. 9-10 San Francisco, CA2206-EC8-00857
Aug. 16-17 Arlington, VA2206-EC8-00859
Aug. 16-17 San Diego, CA2206-EC8-00861
Aug. 20-21 Minneapolis, MN2206-EC8-00862
Aug. 27-28 Parsippany, NJ2206-EC8-00863

SEPTEMBER

Sept. 10-11 Dallas, TX2206-EC8-00865
Sept. 10-11 Newport Beach, CA2206-EC8-00868
Sept. 10-11 Princeton, NJ2206-EC8-00869
Sept. 13-14 Chicago, IL2206-EC8-00870
Sept. 13-14 New York, NY2206-EC8-00867
Sept. 13-14 San Francisco, CA2206-EC8-00871
Sept. 17-18 Denver, CO2206-EC8-00858
Sept. 17-18 Seattle, WA2206-EC8-00885
Sept. 20-21 Arlington, VA2206-EC8-00874
Sept. 27-28 Lake Buena Vista, FL2206-EC8-00875

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200





Communication and Interpersonal Skills

A Seminar for IT and Technical Professionals SEMINAR #2576

To achieve success, technical professionals must have strong and flexible interpersonal and communication skills in addition to their technical abilities. Whether you're an IT professional, engineer, scientist or researcher, communicating with others—both technical and nontechnical professionals—is an essential part of the job. This seminar will give you the interpersonal and communication tools you need to ensure mutual clarity and understanding when dealing with others, so you can maximize all your business interactions and achieve your critical goals.

HOW YOU WILL BENEFIT

- Recognize and manage differences between you and nontechnical professionals
- Deliver clear messages to nontechnical professionals
- Apply verbal and nonverbal techniques to build shared understanding
- Strategically apply a communication system to enhance relationships and achieve performance goals
- Develop active listening skills that promote better work relationships
- Get your points across in diverse communication contexts
- Use influencing skills to complete projects faster and grow your reputation
- Be able to productively manage conflict

WHAT YOU WILL COVER

Identifying Differences Between Technical and Nontechnical Professionals

- Recognizing the differences in communication needs/expectations of technical vs. nontechnical professionals
- Understanding the impact of generational characteristics on communication within and outside of technical areas
- Analyzing your own work situation based on communication needs and expectations

Interpersonal Strategies to Help You Get Your Points Across in Diverse Circumstances

- Distinguishing communication style preferences to better understand and influence others
- Determining your personal communication styles with the DiSC® profile

- Identifying the strengths and limitations of your DiSC profile
- Using behavioral clues to determine others' personal styles
- Describing how to more effectively work with other styles

Strategically Applying a Communication System to Enhance Relationships

- Differentiating between verbal and nonverbal communications
- Assessing your own nonverbal traits and developing an improvement plan
- Identifying criteria for establishing trust and building credibility
- Using a communication model to conduct more effective conversations

Developing Active Listening Skills to Promote Better Work Relationships

- Recognizing the role of listening in effective communications
- Knowing when and how to acknowledge emotions and ideas
- Applying effective listening techniques

Communication Strategies to Help You Achieve Your Goals

- Constructing open and closed questions
- Demonstrating and applying the effective use of informing, directing and criticizing

Productively Managing Conflict

- Using and applying the AEIOU model to assertively build shared expectations
- Determining your own conflict style using the Thomas-Killman conflict mode instrument
- Developing an action plan to apply these techniques to your own work situations



Shirley A. Kraft developed the innovative Verbal Communication System and has incorporated this concept into training programs and products that have been used in major companies including Honeywell, Chubb & Sons, Horizon Blue Cross & Blue Shield, American Automobile Association and Bristol-Myers Squibb Company. She is a member, past officer and founder of the Mid-Jersey Chapter of the American Society for Training and Development.

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

WHO SHOULD ATTEND

All technical and IT professionals who need to develop the interpersonal and communication skills necessary to effectively convey their knowledge to those around them.



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Schedule

Feb. 16-17	San Francisco, CA	2576-EC8-00712	Aug. 23-24	San Francisco, CA	2576-EC8-00722
March 5-6	Arlington, VA	2576-EC8-00709	Sept. 24-25	Arlington, VA	2576-EC8-00724
March 22-23	Chicago, IL	2576-EC8-00717	Sept. 24-25	Chicago, IL	2576-EC8-00723
April 9-10	New York, NY	2576-EC8-00718			
May 21-22	Dallas, TX	2576-EC8-00719			
June 4-5	Chicago, IL	2576-EC8-00720			
June 21-22	New York, NY	2576-EC8-00721			
July 30-31	New York, NY	2576-EC8-00731			

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200



LIVE ONLINE SCHEDULE
 Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012 2576-EC8-00713
 April 2-23, 2012 2576-EC8-00725
 July 9-30, 2012 2576-EC8-00726

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

Moving Ahead

Breaking Behavior Patterns That Hold You Back SEMINAR #2255

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Improving your image in the eyes of co-workers, customers and senior management
- Using positive self-talk for a more constructive attitude
- A five-step process for overcoming emotional triggers
- Increasing your emotional intelligence to better handle interpersonal relationships
- Controlling reactions, instead of being controlled by them
- The role of empathy in becoming more productive
- Accepting responsibility for communicating effectively

WHO SHOULD ATTEND

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

Interpersonal Skills for Managers SEMINAR #2575

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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



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Schedule

Feb. 23-24	Chicago, IL.....	2255-EC8-00133
April 2-3	New York, NY	2255-EC8-00137
April 30-May 1	Arlington, VA.....	2255-EC8-00138
June 21-22	Chicago, IL.....	2255-EC8-00140
Aug. 27-28	Atlanta, GA	2255-EC8-00141

2 days/1.2 CEUs

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

AMA Members save \$200

Schedule

March 21-23	New York, NY	2575-EC8-99530
April 4-6	Arlington, VA	2575-EC8-99537
May 14-16	Chicago, IL.....	2575-EC8-99532
June 6-8	Myrtle Beach, SC	2575-EC8-99534
July 23-25	New York, NY	2575-EC8-99533
July 30-Aug. 1	San Francisco, CA	2575-EC8-99538
Sept. 10-12	Arlington, VA	2575-EC8-99535

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250

Also available as a

Live Online SeminarSee page 6 or visit www.amaseminars.org/liveonline

Responding to Conflict

Strategies for Improved Communication SEMINAR #2115

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

Discover how to recognize the causes of interpersonal conflict. Become aware of your emotional triggers to prevent explosive situations. Learn new strategies of conflict management that will improve your communication performance, and ultimately increase the success of your business initiatives.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Developing Conflict Awareness

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

Responding to Conflict

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

Different Ways to Manage Conflict

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

Conflict Strategies

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

Moving Beyond Conflict

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

Mapping the Conflict

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

Trusting in Minimizing Conflict

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

Dealing with Difficult Behavior

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



Faculty Spotlight*

Meredith Gould is a consultant and trainer with over 12 years' experience. She holds an MS in Dispute Resolution and is a Doctoral Candidate (PhD) in Conflict Analysis and Resolution. She has worked as a professor at Spelman College, Emory University, University of Calgary and CUNY-John Jay College, designing courses on conflict and communication in the workplace.

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

Thunderstorms

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

WHO SHOULD ATTEND

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



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



You cannot shake hands with a clenched fist.”

—Indira Gandhi

Schedule

Jan. 11-13 San Francisco, CA 2115-EC8-00394	July 16-18 San Francisco, CA 2115-EC8-00406
Feb. 1-3 New York, NY 2115-EC8-00384	Aug. 15-17 Boston, MA 2115-EC8-00416
Feb. 29-Mar. 2 Arlington, VA 2115-EC8-00386	Sept. 10-12 Arlington, VA 2115-EC8-00408
March 19-21 San Francisco, CA 2115-EC8-00387	Sept. 26-28 New York, NY 2115-EC8-00410
April 9-11 New York, NY 2115-EC8-00397	
April 23-25 Atlanta, GA 2115-EC8-00399	
Apr. 30-May 2 San Diego, CA 2115-EC8-00402	
May 7-9 Chicago, IL 2115-EC8-00398	
June 6-8 New York, NY 2115-EC8-00401	
June 18-20 Arlington, VA 2115-EC8-00403	

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012 2115-EC8-00390

July 9-30, 2012 2115-EC8-00412

1.2 CEUs/12 PDUs

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

Dynamic Listening Skills for Successful Communication SEMINAR #2271

Effective communication is the secret ingredient to your organization's bottom-line demands. When was the last time you wanted to scream: "Is anyone listening?" Well, you're not alone. Although all of us talk and listen to one another, we may not be communicating. In a working environment defined by diversity, stress and uncertainty, it is not surprising that misunderstandings abound. But help is on the way. This powerful seminar delivers *The Strategic Verbal Communication System*—an easy-to-learn process that enhances communication and encourages productive interactions.

HOW YOU WILL BENEFIT

- Discover powerful communication models to turn interactions into productive outcomes
- Provide constructive information by addressing the performance...not the person
- Coach and counsel employees to build productivity and future employee development
- Listen actively and show interest and concern
- Clarify meaning and verify information to minimize misunderstandings and wasted time
- Foster positive attitudes by providing effective feedback

WHAT YOU WILL COVER

- Acknowledging the emotions and ideas of others to build trust and improve communication in team situations
- Adjusting behaviors to communicate with different styles
- Listening actively to separate message content from feeling
- Asking questions to expand knowledge and bring out new ideas
- Directing others by giving clear instructions and delegating

WHO SHOULD ATTEND

This seminar is designed for anyone who wants to develop their listening skills to ensure effective and successful communication.



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

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Schedule

March 22-23	Chicago, IL.....	2271-EC8-00195
April 12-13	New York, NY	2271-EC8-00197
June 28-29	San Francisco, CA	2271-EC8-00198
July 30-31	New York, NY	2271-EC8-00200

2 days/1.2 CEUs/12 PDUs
\$1,995/AMA Members \$1,795
AMA Members save \$200

Communication Boot Camp SEMINAR #2210

Text messaging, emails, the BlackBerry—there's no shortage of ways to communicate quickly in the Digital Age. But what happens when you need to find the right words and communicate them in the right way, face to face? There's no substitute for in-person, one-on-one communication. This intensive, skills-building "boot camp" will give you a practical, hands-on experience in business communication. You'll be well on your way to developing the confidence and capabilities you need to establish yourself in the business world—and keep moving ahead throughout your career.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Identifying your communication style, strengths and limitations
- Defining the characteristics of effective and ineffective communication and listening skills
- Empathizing to defuse emotionally charged situations
- The four primary communication styles and accommodating the needs of each style
- Using nonverbal communication proactively
- Structuring your message
- Managing an interaction so that the discussion goals are achieved
- Knowing the cause and effect of common communication breakdown

WHO SHOULD ATTEND

Early career professionals or anyone interested in enhancing their fundamental verbal communication skills, including coordinators, specialists, analysts, consultants, associate managers, project managers and leadership-track administrative professionals.



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Schedule

March 28-30	San Francisco, CA	2210-EC8-00069
April 23-25	Arlington, VA	2210-EC8-00070
June 11-13	New York, NY	2210-EC8-00067

3 days/1.8 CEUs/18 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200

Building Better Work

New Techniques for

SEMINAR #2235

In today's complex business environment, you have to learn to work with people in a positive way to achieve your organizational goals. Now, discover the basic competencies critical to solid work relationships—and career success.

The first step is to become aware of the differences among people—and be willing to accept these differences as a positive force within an organization. And it all starts with you. This seminar will prepare you to become a “conscious communicator.” You’ll return to work better able to build constructive and beneficial workplace relationships by learning how to analyze situations and consciously select and use productive communication strategies.

HOW YOU WILL BENEFIT

- Build better rapport and gain the trust of a colleague
- Discover competencies critical to work relationships
- Develop flexibility in actions, thoughts and feelings to better handle any situation
- Avoid mistakes and conflicts that may result from misinterpreting others or ineffective listening
- Influence and motivate to first-rate performance
- Learn how to use direct and indirect messages
- Build your self-esteem and new self-awareness
- Identify strengths, weaknesses and opportunities in your workplace relationships
- Understand values, beliefs, attitudes and perceptions
- Understand emotions and emotional intelligence
- Master the keys to excellent communication: observe, listen, analyze, plan, communicate

WHAT YOU WILL COVER

Effective Workplace Relationships

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

Communication and Perceptions

- What is world view?
- World view, perception and workplace relationships
- Trustbusters and how to fix them
- The five axioms of conscious communication
- Mirroring and rapport

Investigating Emotions and Emotional Intelligence

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



ARE YOUR WORK RELATIONSHIPS WORKING FOR OR AGAINST YOU?

Can you work with a colleague who has an aggressive communication style and not set each other off—or manage team members whose attitude to work is vastly different from yours?

Are you equipped to settle a conflict between two employees without alienating either one—or confident enough to gain the respect and trust of a team you’ve just been promoted to manage?

Do you sometimes misinterpret statements that result in misunderstandings and conflicts—or know how to handle anger and emotion in the workplace?

Relationships

Results-Oriented Communication

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline

Building Better Relationships with Ourselves and Others

- Perception, world view, emotional intelligence—and you
- Self-awareness, self-esteem and self-concept
- Case study to understand your styles—and how to flex them

Relationship Building

- Managing assumptions in order to build trusting relationships
- Consciously building trust at work
- Developing and showing a positive attitude
- Case studies on how to eliminate the “attitude virus”

Expressing Needs Within Relationships

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

Relational Communication

- Identifying your communication style: how you relate most often
- Sharpening verbal and nonverbal behaviors and skills
- Applying direct and indirect messages for more flexible communication

- Using feedback and questioning skills to better understand others

Relational Listening

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

Addressing Relational Change and Conflict

- Practicing relational change
- Addressing conflict
- Selecting your conflict-resolution style
- Planning to resolve conflicts assertively
- Resolving conflicts with the relationship in mind
- Developing and practicing a conflict-resolution plan

WHO SHOULD ATTEND

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



Faculty Spotlight*

Patrick McWard is a professional speaker, Certified Integral Executive Coach and author, with expertise in helping organizational leaders create cultures that are effective, rewarding and profitable, focusing on leadership skills, management in difficult times, time management and work style differences. Clients have included Abbott Labs, American Express, AT&T, Blue Cross, Clairol, Coca-Cola and Ernst & Young, among many others.

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



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Schedule

JANUARY

Jan. 9-11 New York, NY2235-EC8-00909
Jan. 18-20 San Francisco, CA2235-EC8-00931
Jan. 23-25 Arlington, VA2235-EC8-00910
Jan. 25-27 Los Angeles, CA2235-EC8-00976

FEBRUARY

Feb. 1-3 Atlanta, GA2235-EC8-00911
Feb. 6-8 Boston, MA2235-EC8-00932
Feb. 6-8 Chicago, IL2235-EC8-00977
Feb. 15-17 New York, NY2235-EC8-00913
Feb. 22-24 San Francisco, CA2235-EC8-00914
Feb. 29-Mar. 2 Dallas, TX2235-EC8-00915

MARCH

March 7-9 Arlington, VA2235-EC8-00916
March 12-14 Chicago, IL2235-EC8-00912
March 19-21 Phoenix, AZ2235-EC8-00917

APRIL

April 16-18 Chicago, IL2235-EC8-00939
April 18-20 Arlington, VA2235-EC8-00938
April 23-25 San Francisco, CA2235-EC8-00940
April 25-27 New York, NY2235-EC8-00941
Apr. 30-May 2 Arlington, VA2235-EC8-00942

MAY

May 2-4 Chicago, IL2235-EC8-00943
May 7-9 New York, NY2235-EC8-00944
May 9-11 Anaheim, CA2235-EC8-00945
May 21-23 Houston, TX2235-EC8-00946

JUNE

June 6-8 Arlington, VA2235-EC8-00947
June 11-13 San Francisco, CA2235-EC8-00948
June 18-20 Chicago, IL2235-EC8-00950
June 20-22 Atlanta, GA2235-EC8-00951
June 27-29 Las Vegas, NV2235-EC8-00952
June 27-29 New York, NY2235-EC8-00954

JULY

July 9-11 Hilton Head, SC2235-EC8-00953
July 11-13 Boston, MA2235-EC8-00949
July 11-13 San Francisco, CA2235-EC8-00955
July 16-18 Chicago, IL2235-EC8-00956
July 18-20 Arlington, VA2235-EC8-00957
July 23-25 Dallas, TX2235-EC8-00958

AUGUST

Aug. 1-3 Chicago, IL2235-EC8-00959
Aug. 6-8 Arlington, VA2235-EC8-00960



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 20122235-EC8-00921
Apr. 30-May 21, 20122235-EC8-00970
Aug. 6-27, 20122235-EC8-00971

1.2 CEUs

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

Aug. 15-17 Denver, CO2235-EC8-00961
Aug. 15-17 New York, NY2235-EC8-00962
Aug. 22-24 San Francisco, CA2235-EC8-00963

SEPTEMBER

Sept. 5-7 Arlington, VA2235-EC8-00964
Sept. 10-12 Chicago, IL2235-EC8-00965
Sept. 12-14 San Francisco, CA2235-EC8-00966
Sept. 19-21 New York, NY2235-EC8-00967
Sept. 24-26 San Diego, CA2235-EC8-00968

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250



Developing Effective Business Conversation Skills

SEMINAR #2109

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

HOW YOU WILL BENEFIT

- Express your ideas completely and succinctly to build rapport
- Leverage conversational dynamics to get results
- Avoid leaving others in “mind-reader” mode
- Use conversation as a coaching and performance tool
- Overcome resistance without defensiveness
- Come out a winner in any business conversation

WHAT YOU WILL COVER

- Creating a focused and results-oriented conversation goal
- Redirecting conversations that have gone off-track, exiting those that are dragging
- Calibrating language to avoid becoming too specific or too abstract
- Integrating confidence and competence into your conversations
- Listening strategies to gain information and create conversational bridges
- Choosing the right verbal and nonverbal language to create consistent, coherent and targeted messages
- Tools and strategies to plan and demonstrate a specific conversation type
- Assessing conversational style preferences, strengths and weaknesses and flexibility
- Mastering verbal and nonverbal language skills

WHO SHOULD ATTEND

Managers, supervisors, team leaders and business professionals at all levels who wish to have more effective conversations.

Business Conversation Skills for the Multilingual Professional

SEMINAR #2150

Express your ideas directly and clearly using the conventions of American verbal and nonverbal communication. For multilingual professionals, opportunities lie in expressing your ideas correctly and confidently. This 2-day workshop will improve your conversation skills on all levels through discussions and case studies. You will gain the confidence you need to speak your mind at work and create a style of business conversation that will help you achieve your professional and organizational goals.

HOW YOU WILL BENEFIT

- Express yourself in a way that will increase self-confidence
- Recognize business conversational pitfalls and how to avoid them
- Recognize different styles in business conversations
- Gain the ability to become assertive and focus on the issues
- Increase your knowledge of body language and other nonverbal communication
- Select effective business language and patterns of delivery

WHAT YOU WILL COVER

- Applying cultural factors to conduct audience analyses
- Recognizing the elements of American nonverbal behaviors
- Choosing vocabulary that is clear and culturally appropriate
- Applying fundamental American grammar rules correctly
- Assembling messages to deliver proper emphasis and meaning
- Applying multisensory listening skills to reduce misunderstandings
- Evaluating how to influence others through an analysis of the situation and of your conversation partner’s position, needs and responsibilities
- Recognizing that American business communication is about selling ideas both inside and outside the organization
- Action planning

WHO SHOULD ATTEND

Multilingual business professionals who find difficulty in verbal and nonverbal aspects of business conversation in U.S. companies.

Polished writing and conversation skills are critical to success. See *Business Writing for the Multilingual Professional*, Seminar #2266, page 44.

Schedule

Jan. 30-31	Arlington, VA	2109-EC8-00168
March 15-16	New York, NY	2109-EC8-00170
March 26-27	Chicago, IL	2109-EC8-00183
May 17-18	New York, NY	2109-EC8-00177
May 31-June 1	Chicago, IL	2109-EC8-00176
June 25-26	New York, NY	2109-EC8-00187
July 23-24	San Francisco, CA	2109-EC8-00179
Aug. 9-10	Chicago, IL	2109-EC8-00180
Aug. 27-28	New York, NY	2109-EC8-00181

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

Schedule

Feb. 27-28	New York, NY	2150-EC8-00112
April 16-17	Chicago, IL	2150-EC8-00113
May 31-June 1	New York, NY	2150-EC8-00114
Aug. 6-7	San Francisco, CA	2150-EC8-00115
Sept. 27-28	New York, NY	2150-EC8-00116

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

Introducing AMA's 20 Newest Seminars

■ **Doing It All: How to Stay Focused and Engaged** Page 13

The “new normal” at work means constantly multi-tasking. This seminar will give you practical tools to help you make the best of your innate strengths, stay focused and spend more time on what you like doing best—while still getting your other work done.

■ **Developing Your Collaborative Skills** Page 15

This course is especially helpful for individuals trying to adapt to new teams and additional responsibilities. Learn the language and techniques of collaboration with co-workers to enhance problem solving, idea generation and product improvement within your own team, cross-functionally and with global team members.

■ **AMA's Business Grammar Workshop** Page 42

The bad impression that unclear, grammatically incorrect writing creates is hard to overcome. This seminar is the painless way to refresh your knowledge of grammar and punctuation and gain greater facility when writing all types of business correspondence.

■ **How to Present Online: A Skills-Based Workshop (Live Online Only)** Page 46

Learn and practice online presentation techniques, then create and present your own material and receive expert feedback. Further develop your skills between lessons to increase your confidence and skill. Available exclusively as a Live Online Seminar.

■ **Fundamentals of Business Math (Live Online Only)** Page 51

Available exclusively as a Live Online Seminar, this course gives you quick, essential math skills. Effectively analyze data to make better business decisions, handle expense reports with ease and understand how all the numbers affect the bottom line.

■ **Essentials of Enterprise Risk Management** Page 54

Learn how to identify, qualify and mitigate the significant risks your business faces, including the uninsurable ones, by exploring the tools and techniques of Enterprise Risk Management (ERM).

■ **Fundamentals of Forecasting** Page 57

Discover the basics you need to assemble data and build forecasts that help power the operations, finance, production and planning functions in your organization. Interpret the meaning of any forecast—your own company's or that of the competition.

■ **Succession Planning: Developing Leaders from Within** Page 61

Ensure your organization always has well-trained, experienced people in key positions. Learn how to design and implement an effective, flexible succession plan that will help your company continue to grow and achieve its business goals.

■ **Human Resources Essentials for Non-HR Managers** Page 61

Even managers in non-HR functions must know how to avoid HR-related pitfalls. This course offers comprehensive HR skills to help you protect both your career and company.

■ **The 8th Habit®: Unleashing the Greatness in Yourself and Others** Page 67

According to Dr. Stephen R. Covey (author of *The 7 Habits of Highly Effective People*®), survival in the Knowledge Worker Age means moving beyond effectiveness to greatness. This groundbreaking new seminar helps you achieve your full potential and inspire others to do the same.

■ **Create a Respectful Workplace: Improve Morale, Increase Productivity and Achieve Business Goals** Page 70

When employees treat one another with respect, productivity is far more likely to increase. Get strategies for recognizing and handling offensive, disrespectful and inappropriate behaviors. Then explore how to improve productivity by modeling better behavior and fostering mutual respect.

■ **What Got You Here Won't Get You There** Page 73

Working hard got you where you are, but it's often necessary to shift your focus to other areas of improvement to continue that success. Based on Marshall Goldsmith's bestseller of the same name, this workshop gives you solid techniques for staying on the success track as long as you want.

■ **Bridging the Myers-Briggs Type Indicator® (MBTI®), Temperament, and Situational Leadership® II** Page 74

Leadership is the key factor for influencing employee passion, customer devotion and overall organizational vitality. This unique course shows you how to match your leadership style to an individual's development level, positively influence them and build their commitment to achieve better long-term results.

■ **Conquering Today's Executive Challenges** Page 75

You know what makes a good leader, but the present environment is probably the most difficult you've ever faced. Go beyond traditional leadership discussions to explore and work through today's most crucial concerns—like leading change in a turbulent environment and fostering an enterprise-wide mindset.

■ **Coaching from a Distance: Developing Your Team When You Can't Be Face to Face (Live Online Only)** Page 75

Coaching skills that once worked so effectively in person won't get the job done with team members who are working remotely. This live online seminar gives you an entirely new skill set to develop your team regardless of physical separation.

■ **The Psychology of Management** Page 91

Success in management requires an understanding of the factors that shape individual and group behaviors. This seminar goes beyond the routine functions of management to help managers understand human beings from the inside out—and be more effective in managing yourself and others.

■ **Mobile Marketing: From Platforms to Profits** Page 96

You can reach more customers with an effective mobile marketing strategy. Learn how to lay the groundwork and get a mobile marketing program up and running to drive customer interest and response.

■ **Organizing Your Work: New Techniques for Administrative Professionals** Page 102

Tackle the tougher job challenges of today's workplace with new organizational skills. You'll get hands-on practice customizing and applying systems and templates to improve workflow and make your life easier while being more effective on the job.

■ **How to Develop the Project Management Plan** Page 111

This 2-day seminar shows you how to assemble, analyze and evaluate the list of essential contents for a practical and specific PM plan, based on both *The PMBOK® Guide* and your own experience.

■ **Managing Project Execution and Closing** Page 111

Attend this 2-day course and learn how to undertake an effective project kickoff, manage the project team, deal with changes to the project's scope, schedule and budget, and close your project.



A Blend of Dynamic
Live Training
& Online Tools

Communicating Up, Down and Across the Organization

SEMINAR #2203

Gain recognition, build stronger work relationships and deliver high-value results for yourself and your organization! Leaders appreciate it when employees practice upward communi-

cation—taking the responsibility to communicate new ideas, innovations and better ways to get the work accomplished. This ability is especially crucial during times of uncertainty, where responsibilities can change unexpectedly and fresh ideas and input are essential at all organizational levels. This seminar offers practical and adaptive strategies for upward communication—as well as across and downward communication—to inform and influence others no matter where they fit in the organizational chart.

HOW YOU WILL BENEFIT

- Gain recognition by showing managerial effectiveness, leadership and creativity
- Use upward communication and downward communication to create new opportunities within your organization
- Break down the barriers that stand between team cooperation and organizational effectiveness
- Reduce frustration through upward communication and downward communication to build cooperation between different silos
- Enhance productivity by gaining support and commitment
- Build *esprit de corps* and productive workplace relationships

WHAT YOU WILL COVER

Communication Basics

- Acquiring confidence, self-esteem and self-concept to project a positive external image
- Establishing trust and credibility for stronger work relationships
- Using rapport to shape effective messages and enhance your influence

Targeting Your Message

- Audience analysis: creating messages that address listeners' needs, wants and priorities
- Using listening skills to get the information needed for creating high-impact messages
- Communicating ideas in terms listeners care about
- Sharing information with others that leads to mutually beneficial results
- Trend-watching skills to project leadership and proactive communication competency
- Creating messages that speak to listeners' hearts and minds
- Adapting messages to others' communication and learning style preferences

Interpersonal Influence—Up, Down and Across the Organization

- Shaping others' responses using direct and indirect messages
- Using assertiveness in ways that allow others to understand and support you

One-to-Many Presentations—Up, Down and Across the Organization

- Practicing various presentation formats to communicate a clear plan of action, motivate others, gain recognition or build a business case



Faculty Spotlight*

Nadine Grant is a professional speaker, consultant, business trainer, educator and author, incorporating more than 30 years of expertise into her interactive workshops, seminars and keynote speeches for individuals in sales, service and leadership positions. She is the co-developer of Toolkit Connection® programs that combine theory and practice to help clients consistently manage change, communicate effectively, work as a team and lead with success.

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

WHO SHOULD ATTEND

All business professionals who want to build the communication skills that encourage dialogue throughout the organization and among different departments and levels.



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Schedule

Feb. 2-3	Chicago, IL	2203-EC8-00192	June 25-26	New York, NY	2203-EC8-00217
Feb. 27-28	San Francisco, CA	2203-EC8-00190	July 12-13	Chicago, IL	2203-EC8-00218
March 29-30	New York, NY	2203-EC8-00193	July 19-20	New York, NY	2203-EC8-00230
April 2-3	Arlington, VA	2203-EC8-00226	July 30-31	Atlanta, GA	2203-EC8-00216
May 10-11	Chicago, IL	2203-EC8-00215	Aug. 23-24	New York, NY	2203-EC8-00220
May 21-22	San Francisco, CA	2203-EC8-00219	Sept. 6-7	Chicago, IL	2203-EC8-00221
June 11-12	Chicago, IL	2203-EC8-00229	Sept. 27-28	Arlington, VA	2203-EC8-00222

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200



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POPULAR WEBINAR TOPICS:

- Difficult Performance Reviews
- Project Management Skills
- Dealing with Workplace Stress

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www.amaseminars.org/webinars

The Effective Facilitator Maximizing Involvement and Results

SEMINAR #2578

Bring out the best in individual and team performance.

The facilitator is catalyst, coach, coordinator and more. The facilitator must bring out the best in individual players and orchestrate successful group efforts. It's a role that demands exceptional interpersonal skills, keen observation, insight and tact. It can be learned only by doing.

HOW YOU WILL BENEFIT

- Make life easier and all meetings more productive
- Set up meetings for success
- Spark and enhance critical synergy and creative energy
- Focus on the key facilitation skills of observation, diagnosis and intervention
- Build consensus, handle conflict and keep meetings on track
- Gain knowledge and skills you can apply to all group and meeting situations
- Keep content, process and structure on track to produce positive outcomes

WHAT YOU WILL COVER

- The effective facilitator defined
- The facilitator's most basic information
- Self-knowledge of the facilitator
- Facilitator skills: how the facilitator facilitates
- State of group development
- Levels of group dynamics
- Facilitator's toolbox
- Enhancements, advancements and reentry

WHO SHOULD ATTEND

This program is a basic course for managers who must facilitate results in meetings, group work or project teams, as well as managers who have groups under their direction or work as internal consultants.



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

Schedule

Feb. 15-17	New York, NY	2578-EC8-00319
Feb. 29-Mar. 2	Chicago, IL	2578-EC8-00330
April 2-4	Arlington, VA	2578-EC8-00327
May 9-11	San Francisco, CA	2578-EC8-00328
June 27-29	New York, NY	2578-EC8-00326
July 23-25	Chicago, IL	2578-EC8-00325
Aug. 8-10	Arlington, VA	2578-EC8-00334

3 days/1.8 CEUs

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

AMA Members save \$250

Getting Results Without

Win friends and influence



Whether you're dealing with bosses, colleagues, staff members or senior management, winning respect and cultivating influence and cooperation are absolutely essential to career success. At this seminar, you'll

focus on the key elements of influencing others when there is a lack of authority—

personal power, persuasion and negotiation.

Learn how to build your power base using the Personal Power Model, understand exchange and reciprocity (the first steps in the influence process), adapt behavior patterns that build credibility, persuade with a framework of discovery, preparation and dialogue and master the key components of negotiation.

You'll practice influencing techniques right from day one through the final activity on day three of this information-packed program—and enhance your learning with videos, exercises, assessment tools and group discussions.

HOW YOU WILL BENEFIT

- Establish or regain credibility so you can begin to influence
- Effectively use your power base to persuade others
- Understand the person you're trying to influence—and persuade through give-and-take
- Develop and grow relationships within your organization and beyond
- Create a collaborative work environment for faster, better results
- Let work styles and communication differences work for, not against, you
- Successfully sell your ideas and implement change
- Achieve trust and give-and-take relationships up, down and across the organization
- Project self-confidence without being pushy
- Adapt your style to the person or situation you're dealing with
- Identify various negotiating techniques that promote win-win outcomes

WHAT YOU WILL COVER

Personal Power

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

HOW DO YOU GET RESULTS FROM PEOPLE WHO DON'T WORK FOR YOU?

You are asked to lead a task force and one of the members just happens to be a VP. Do you have the confidence to handle this?

You're on a tight deadline. Can you get another manager's assistant to set aside his/her tasks—and help you with yours?

You have to stand in for your boss. Can you direct your colleagues without generating animosity?

Authority

SEMINAR #2532

people throughout the organization

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline

Reciprocity and Relationships: The First Step in the Influence Process

- Mental model of influence
- Reciprocity assessment and case study
- Principles of reciprocity
- Build relationships
- Create partnerships

Personal Preferences

- Linkages between personal styles and reciprocity, relationship, partnership
- Style indicator and interpretation tool
- Blind spots in your self-knowledge
- The negative attribution cycle

Persuasion

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

- Best form of communication: listening, questioning
- Practicing persuasion techniques

When Conflict Comes Between You and Your Desired Results

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

Getting Better Results from Negotiation

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

Developing an Action Plan

WHO SHOULD ATTEND

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



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

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Faculty Spotlight*

Jaye Hicks brings more than 23 years of experience in global account management, strategic selling, marketing and performance development to AMA. She has in-depth knowledge and experience in developing, delivering and facilitating sales training, leadership development and diversity programs. Jaye spent more than 12 years with The Coca-Cola Company, where she was responsible for the sales and management of some of Coca-Cola's highest profile accounts.

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

Schedule

JANUARY

Jan. 18-20 Las Vegas, NV2532-EC8-00836
Jan. 25-27 Kansas City, KS2532-EC8-00817

FEBRUARY

Feb. 6-8 New York, NY2532-EC8-00819
Feb. 8-10 Princeton, NJ2532-EC8-00820
Feb. 8-10 San Francisco, CA2532-EC8-00837
Feb. 13-15 Dallas, TX2532-EC8-00821
Feb. 22-24 Atlanta, GA2532-EC8-00849
Feb. 29-Mar. 2 Chicago, IL2532-EC8-00823

MARCH

March 12-14 Boston, MA2532-EC8-00838
March 19-21 Arlington, VA2532-EC8-00822
March 19-21 Cincinnati, OH2532-EC8-00826
March 26-28 San Francisco, CA2532-EC8-00827

APRIL

April 2-4 Denver, CO2532-EC8-00853
April 4-6 New York, NY2532-EC8-00852
April 9-11 Arlington, VA2532-EC8-00915
April 11-13 San Francisco, CA2532-EC8-00916
April 18-20 San Diego, CA2532-EC8-00917
April 23-25 Chicago, IL2532-EC8-00857
April 25-27 Morristown, NJ2532-EC8-00858
Apr. 30-May 2 New York, NY2532-EC8-00859

MAY

May 2-4 San Francisco, CA2532-EC8-00861
May 7-9 Dallas, TX2532-EC8-00918
May 14-16 Arlington, VA2532-EC8-00863
May 21-23 Atlanta, GA2532-EC8-00856
May 30-June 1 San Francisco, CA2532-EC8-00866

JUNE

June 11-13 Chicago, IL2532-EC8-00867
June 11-13 New York, NY2532-EC8-00868
June 13-15 Arlington, VA2532-EC8-00869
June 25-27 Durham, NC2532-EC8-00872
June 27-29 San Francisco, CA2532-EC8-00876

JULY

July 9-11 Arlington, VA2532-EC8-00873
July 11-13 Chicago, IL2532-EC8-00875
July 16-18 Boston, MA2532-EC8-00883
July 16-18 Houston, TX2532-EC8-00890
July 23-25 Atlanta, GA2532-EC8-00878
July 23-25 Princeton, NJ2532-EC8-00879
July 25-27 New York, NY2532-EC8-00874

AUGUST

Aug. 1-3 Morristown, NJ2532-EC8-00880
Aug. 6-8 Chicago, IL2532-EC8-00881
Aug. 6-8 San Francisco, CA2532-EC8-00884



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

March 26-27, 2012 2532-EC8-00851
June 5-26, 2012 2532-EC8-00899

1.2 CEUs/12 PDUs

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

Aug. 13-15 Arlington, VA2532-EC8-00882
Aug. 13-15 Overland Park, KS2532-EC8-00877
Aug. 22-24 Denver, CO2532-EC8-00886
Aug. 22-24 Myrtle Beach, SC2532-EC8-00887
Aug. 27-29 New York, NY2532-EC8-00888

SEPTEMBER

Sept. 5-7 Cincinnati, OH2532-EC8-00889
Sept. 5-7 San Francisco, CA2532-EC8-00891
Sept. 10-12 New York, NY2532-EC8-00892
Sept. 12-14 Arlington, VA2532-EC8-00893
Sept. 12-14 Atlanta, GA2532-EC8-00894
Sept. 12-14 San Diego, CA2532-EC8-00895
Sept. 17-19 Dallas, TX2532-EC8-00885
Sept. 24-26 Chicago, IL2532-EC8-00897

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$200





Negotiating to Win

SEMINAR #2513

Gain the skills, insights and competencies required in all negotiations—in every organization—at every level. Whether it's allocating resources for a project, funding a new initiative or establishing a supply chain for a new product or service, negotiation is inevitably at the heart of the process. But few people understand the structure, techniques and approaches available to them as they seek to positively influence an outcome.

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

What Is Negotiation?

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

Negotiation Stages

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

Planning Your Negotiation

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

Persuasion

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

Communication

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

Crafting a Strategy for Your Negotiation

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

Action Plan

- Applying what you've learned to plan a negotiation for back on the job



Faculty Spotlight*

Dr. Elaine Ré holds a PhD in interpersonal communication and communication environments from New York University. She has been involved in the fields of communication, management and negotiation since 1967. Over the years, Dr. Ré has worked with major public-sector clients in the United States and Europe.

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

WHO SHOULD ATTEND

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

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

EXTRA

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



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

Schedule

Feb. 8-10 New York, NY 2513-EC8-01073	July 11-13 Atlanta, GA 2513-EC8-01104
Feb. 22-24 Chicago, IL 2513-EC8-01077	July 23-25 Lake Buena Vista, FL 2513-EC8-01101
Feb. 29-Mar. 2 Atlanta, GA 2513-EC8-01075	July 30-Aug. 1 Chicago, IL 2513-EC8-01111
March 5-7 San Francisco, CA 2513-EC8-01076	Aug. 8-10 San Francisco, CA 2513-EC8-01108
March 19-21 Arlington, VA 2513-EC8-01074	Aug. 20-22 Dallas, TX 2513-EC8-01109
April 11-13 New York, NY 2513-EC8-01094	Aug. 27-29 New York, NY 2513-EC8-01107
April 18-20 Houston, TX 2513-EC8-01096	Sept. 12-14 Arlington, VA 2513-EC8-01110
April 25-27 San Francisco, CA 2513-EC8-01119	Sept. 17-19 New York, NY 2513-EC8-01112
Apr. 30-May 2 Chicago, IL 2513-EC8-01105	
May 7-9 Philadelphia, PA 2513-EC8-01120	
May 16-18 San Diego, CA 2513-EC8-01099	
May 30-June 1 New York, NY 2513-EC8-01100	
June 18-20 San Francisco, CA 2513-EC8-01102	
June 25-27 Arlington, VA 2513-EC8-01106	

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



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Jan. 5-26, 2012 2513-EC8-01079
April 5-26, 2012 2513-EC8-01113
Sept. 6-27, 2012 2513-EC8-01121

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

Also available as a

Live Online SeminarSee page 6 or visit www.amaseminars.org/liveonline

Expanding Your Influence Understanding the Psychology of Persuasion

SEMINAR #2204

How can one person get someone to do something with ease, while it's an uphill battle for someone else?

Bringing about the reaction you want from others and expanding your influence require insights that go beyond the actual process of influencing—and into the psychology of what truly prompts us to say yes or no. You'll uncover persuasion techniques that most people don't even know exist and learn how to build your influence by applying these principles to any number of business interactions.

HOW YOU WILL BENEFIT

- Explore the psychology behind persuasion
- Understand the psychological/subconscious triggers that influence a person's decision-making process, behaviors and reactions
- Select and apply the appropriate law(s) of persuasion to any situation
- Recognize the implications of unethical approaches to influencing
- Prepare by using the Pre-Persuasion Checklist

WHAT YOU WILL COVER

- The psychological foundation to the laws of persuasion
- Differentiating the psychology of persuasion from influencing
- The relationship of triggers to the laws of persuasion/influence
- Defining the two paths of persuasion—conscious and subconscious
- Using the Pre-Persuasion Checklist to determine the appropriate law(s) of persuasion for a given business situation
- Applying the laws of persuasion back on the job

WHO SHOULD ATTEND

Those who need to understand the psychological principles behind how people are convinced to do something.

EXTRA

Receive a complimentary copy of *Maximum Influence: The 12 Universal Laws of Power Persuasion* by Kurt W. Mortensen.



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

Schedule

Feb. 9-10	San Francisco, CA	2204-EC8-00048
Feb. 23-24	New York, NY	2204-EC8-00049
March 5-6	Arlington, VA	2204-EC8-00050
March 8-9	Chicago, IL	2204-EC8-00051
March 22-23	Boston, MA	2204-EC8-00070
April 5-6	New York, NY	2204-EC8-00057
Apr. 30-May 1	Atlanta, GA	2204-EC8-00059
May 21-22	Arlington, VA	2204-EC8-00072

For a complete list of dates and locations, visit www.amaseminars.org

**2 days/1.2 CEUs/
12 PDUs**

\$2,095/AMA

Members \$1,895

AMA Members

save \$200



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

April 3-24, 2012 2204-EC8-00076

July 10-31, 2012 2204-EC8-00077

1.2 CEUs

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

Whoever Tells the Best Story Wins

SEMINAR #2102

Engage and convince others to be passionate about your ideas.

The very best stories inspire people to take action. Many consider a powerful story to be a surefire way to persuade other people to get behind an idea or goal and give it their total support. Yet, the ability to relate a story that people can connect with, are persuaded by and feel passionately about is a rare skill. This seminar will show you how to craft engaging and motivating stories that can inspire commitment and passion throughout your organization, as well as expand your professional influence. Learn how to communicate with greater energy and enthusiasm as you discover how to apply this time-proven method of building cooperation, understanding and excitement.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

EXTRA

Receive a complimentary copy of the book *Whoever Tells the Best Story Wins* when you attend, as well as an audio CD of the six kinds of stories identified during your seminar.

Schedule

April 23-24	New York, NY	2102-EC8-00058
June 18-19	Chicago, IL	2102-EC8-00056
July 16-17	Atlanta, GA	2102-EC8-00062
Aug. 16-17	San Francisco, CA	2102-EC8-00061
Sept. 10-11	New York, NY	2102-EC8-00063

2 days/1.2 CEUs

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

AMA Members save \$250

How to Sharpen Your Business Writing Skills

SEMINAR #2516

Compose powerful, professional documents that get attention and prompt action. To attract the attention of today's busy readers, you must respond to their need for clarity and conciseness in written communication. In this 4-day workshop, you will overcome "writer's block," learn to recognize and avoid common mistakes, and receive a toolkit of proven techniques for delivering information powerfully, persuasively and professionally.

HOW YOU WILL BENEFIT

- Update and improve your writing style for more effective and persuasive emails, memos, letters and reports
- Organize your documents with your readers' needs in mind
- Create reader-friendly layouts to highlight important information
- Craft sentences that get and hold your readers' attention
- Edit your writing for clarity
- Avoid archaic expressions and common grammar, punctuation and usage errors

WHAT YOU WILL COVER

Seven General Concepts

- Stating your purpose quickly
- Separating details from actions
- Writing conversationally to engage readers
- Updating your writing style for today's business environment
- Being specific and concrete
- Being personal and positive
- Avoiding overworked words and phrases

Organizing Information

- How to start writing quickly
- Organizing information to help your readers
- "Data dumping" and mind mapping as organizational tools

Being Concise and Clear

- Measuring your writing efficiency
- Recognizing and eliminating unnecessary words, phrases and repetition
- Understanding what motivates people to read
- Substituting heavy, confusing phrases with simple language
- Techniques for writing concretely

Using Strong Verbs

- Learning how strong verbs improve writing
- Identifying and avoiding passive verbs

Writing Letters

- Salutations and openings that get attention
- Effective transitional sentences and closings
- Personalizing your letters to create interest and establish credibility
- How to be positive and convey sincerity
- Writing refusal letters with clarity and tact

Reviewing Mechanics

- Correcting grammar, punctuation and usage
- Using parallel construction
- Proofreading techniques

Showing Emphasis

- Structuring sentences for greater impact
- Reducing unnecessary story details
- Designing your page effectively

Writing Emails, Memos and Reports

- Writing simple, to-the-point emails
- Creating attention-getting subject lines
- How to write a strong lead sentence
- Using a reader-friendly layout
- Best practices of email etiquette
- Organizing your findings into a concise, effective format
- Designing strong and powerful paragraphs
- Adding graphic elements to organize and support your ideas
- Using an effective format for proposals



*Faculty
Spotlight**

Jeffrey Stookey has been designing, writing and leading seminars in management skills and business writing for two decades. He began his career as a journalist, moved on to public relations, developed proposals and managed projects in international business, administered management training programs at American corporations and designed and taught writing courses on three continents.

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

WHO SHOULD ATTEND

All business professionals who are required to present ideas in writing and who wish to sharpen their business writing skills.

Recommended: Bring a sample writing piece for one-on-one feedback from your seminar leader.

Note: This course focuses on business writing skills. Participants interested in improving grammar should register for **AMA's Business Grammar Workshop**, Seminar #2121, page 42.

Schedule

Feb. 13-16	Arlington, VA	2516-EC8-00980	May 21-24	Atlanta, GA.....	2516-EC8-01006	Sept. 17-20.....	San Francisco, CA	2516-EC8-01008
Feb. 27-Mar. 1	San Francisco, CA	2516-EC8-00979	June 4-7	Arlington, VA	2516-EC8-00993	Sept. 24-27.....	Chicago, IL.....	2516-EC8-00999
March 19-22	Chicago, IL.....	2516-EC8-00982	June 18-21	San Francisco, CA	2516-EC8-00995			
March 26-29	New York, NY	2516-EC8-00981	July 16-19	New York, NY	2516-EC8-00996			
April 9-12	Arlington, VA	2516-EC8-00989	July 23-26	Arlington, VA	2516-EC8-01007			
April 23-26.....	New York, NY	2516-EC8-00990	Aug. 20-23	Arlington, VA	2516-EC8-00997			
May 7-10	New York, NY	2516-EC8-00991	Sept. 10-13.....	New York, NY	2516-EC8-01000			

4 days/2.4 CEUs
\$2,445/AMA Members \$2,195
AMA Members save \$250



Also available as a

**Live Online Seminar**See page 6 or visit www.amaseminars.org/liveonline

AMA's 2-Day Business Writing Workshop

SEMINAR #2211

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Guidelines for Effective Business Writing

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

Writing the First Draft

- Achieving clarity and precision in daily business writing
- The role of word choice
- How to construct sentences that are clear and direct

- How to use linking words and phrases in sentences and paragraphs
- Active and passive voice and parallelism
- How to employ various patterns of organizing information

Memos and Letters

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

Composing Email

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

Editing and Proofreading the Final Version

- How to recognize common proofreading errors
- Techniques for effective editing and proofreading
- Methods for revising the first draft
- How to avoid offensive language
- Understanding often-confused words



The art of communication is the language of leadership.”

—James Humes



Faculty Spotlight*

Pamela Skillings is founder and president of a firm that provides copywriting, marketing consulting and training services to Fortune 500 companies. As a speaker, Ms. Skillings frequently leads seminars and workshops for corporations and public institutions including The Learning Annex and the 92nd Street Y in New York City. Ms. Skillings holds a degree in journalism from New York University.

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

WHO SHOULD ATTEND

Business professionals at any level who need to save time by streamlining their writing process.

EXTRA

Bring a current project and get one-on-one feedback from your course leader.



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Schedule

Feb. 9-10 New York, NY2211-EC8-00334	May 7-8 Arlington, VA2211-EC8-00368
Feb. 13-14 Chicago, IL2211-EC8-00338	June 14-15 New York, NY2211-EC8-00369
Feb. 23-24 San Francisco, CA2211-EC8-00335	June 18-19 Chicago, IL2211-EC8-00370
March 1-2 Arlington, VA2211-EC8-00336	July 12-13 New York, NY2211-EC8-00372
March 12-13 Boston, MA2211-EC8-00337	July 23-24 San Francisco, CA2211-EC8-00374
March 12-13 New York, NY2211-EC8-00352	July 30-31 Arlington, VA2211-EC8-00373
April 2-3 Chicago, IL2211-EC8-00363	Aug. 6-7 New York, NY2211-EC8-00376
April 9-10 New York, NY2211-EC8-00364	Aug. 20-21 Dallas, TX2211-EC8-00377
April 16-17 Atlanta, GA2211-EC8-00365	Aug. 20-21 Philadelphia, PA2211-EC8-00375
April 23-24 San Francisco, CA2211-EC8-00366	Sept. 6-7 New York, NY2211-EC8-00378
Apr. 30-May 1 Hartford, CT2211-EC8-00371	Sept. 10-11 Chicago, IL2211-EC8-00380
Apr. 30-May 1 New York, NY2211-EC8-00367	Sept. 17-18 Arlington, VA2211-EC8-00397



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Jan. 24-Feb. 14, 2012 2211-EC8-00339

June 5-26, 20122211-EC8-00382

1.2 CEUs

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

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$200



NEW! AMA's Business Grammar Workshop

SEMINAR #2121

Avoid costly and embarrassing mistakes in all types of business writing. The bad impression that unclear, grammatically incorrect writing creates is hard to overcome. That's why following the rules of standard English to write sharp and correct sentences is essential for success in every kind of business. This enjoyable and collaborative seminar is the perfect and painless way to refresh your knowledge of grammar and punctuation. Learn and apply the standard rules for achieving proper usage and grammar, then return to your job with greater confidence and ability when writing emails, letters, reports, proposals and all other types of business correspondence.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Finding typical (and not-so-typical) errors in grammar
- Common verb mistakes: tense, mood, subject-verb agreement
- Adjective-adverb confusion
- Building and deconstructing grammatically correct sentences
- Dangling and misplaced modifiers
- Active and passive voice
- Working with "exceptions to the rule"

WHO SHOULD ATTEND

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

Schedule

March 15-16	New York, NY	2121-EC8-00001
April 23-24	Chicago, IL	2121-EC8-00002
May 21-22	New York, NY	2121-EC8-00003
June 4-5	Arlington, VA	2121-EC8-00004
July 12-13	Morristown, NJ	2121-EC8-00008
July 19-20	San Francisco, CA	2121-EC8-00005
Aug. 20-21	New York, NY	2121-EC8-00006
Sept. 17-18	Chicago, IL	2121-EC8-00009

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



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Sept. 6-27, 2012 2121-EC8-00010

1.2 CEUs
\$1,895/AMA Members \$1,695



Writing for the Web SEMINAR #2182

Create online content that connects with readers to achieve better results. The need for web-specific writing skills is increasing, but many e-venues such as intranets, blogs, eNewsletters and even company websites are being written incorrectly or with minimal and often adverse effectiveness. This program offers skills, tools and professional instructor feedback to help anyone who creates, revises or maintains online content connect with their target audience.

HOW YOU WILL BENEFIT

- Understand the unique challenges of writing for online readers and how to connect with them
- Learn to write relevant, concise content and to structure it effectively
- Become proficient in the art of blogging for business
- Understand fundamental principles of web optimization
- Know basic graphic design principles
- Learn basic web-building terms (HTML, meta-tags, SEO, etc.)
- Enhance usability and access to reach a broader audience

WHAT YOU WILL COVER

- Web content fundamentals: writing and organizing for maximum effectiveness
- Rules of web writing and how it differs from other forms of promotional writing
- Structuring your content for optimum usability and impact
- Search engine optimization for writers and how it must affect content
- Best practices and tested approaches to online business writing
- Connecting with your audience and writing copy that resonates

WHO SHOULD ATTEND

All business professionals who write online content, including content managers and editors, online help writers, business analysts and administrators, programmers, webmasters, copywriters, web content writers, designers and developers, as well as marketing managers, brand managers and coordinators.

Note: Participants must bring a laptop computer with a recent version of MS Word.

Schedule

April 2-3	New York, NY	2182-EC8-00026
May 14-15	Arlington, VA	2182-EC8-00027
July 30-31	New York, NY	2182-EC8-00030
Sept. 27-28	Arlington, VA	2182-EC8-00033

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



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012 2182-EC8-00022

June 4-25, 2012 2182-EC8-00031

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



Effective Technical Writing

SEMINAR #2216

Improve your technical writing—without compromising your technical message. If writing technical information and effective memos, letters, reports, manuals, instructions, documentation, specifications or proposals is a tough proposition—this program is for you. This intensive 3-day seminar will show you proven approaches and techniques that you can apply back on the job to write crisp, clear, accessible technical communications.

HOW YOU WILL BENEFIT

- Organize your material by purpose and audience
- Write with greater clarity and precision—in less time
- Present complex technical information simply
- Know the purpose of your writing before you begin
- Recognize the needs of your audience
- Learn how to use illustrations
- Produce final drafts to make the “write” impression with your superiors

WHAT YOU WILL COVER

Aspects of Technical Writing

- Pitfalls, style and characteristics of technical writing
- Samples of technical writing
- Understanding the reader's needs
- Conveying technical information clearly to nontechnical readers

Various Patterns of Technical Writing

- Definitions
- Narration
- Process description
- Physical description
- Instructions

Organizing Technical Information

- How to organize and evaluate technical data
- Structuring the physical format to enhance presentations of ideas
- Using linking words and phrases in sentences and paragraphs

Writing the First Draft

- The writing process
- Importance of determining and focusing on your purpose and goals
- Techniques for overcoming writer's block
- Proven techniques for ensuring clarity and precision
- Avoiding wordiness and confusing sentence constructions

Technical Report Elements and Formats

- Informal vs. formal reports
- Nature of technical report formats
- Various elements of technical reports
- Specific organizational formats for different reports

Writing Abstracts

- Function and characteristics of abstracts
- Guidelines for preparing abstracts
- Descriptive vs. informative abstracts
- Using illustrations
- When to use illustrations in technical writing
- Characteristics and uses of illustrations
- Various illustrations useful in technical writing

Preparing Technical Manuals and Proposals

- Characteristics of technical manuals
- Components that comprise technical manuals
- Principles of technical manual writing style
- Elements of proposals

Editing and Proofreading Techniques

- Guidelines for editing and polishing technical writing
- How to write for another person's review and critical commentary



Faculty Spotlight*

Lisa Valkenaar, a corporate communications consultant and writer, has more than 20 years' experience in every aspect of corporate communications, including strategy, concept development, focus group moderating, copywriting and analysis. Ms. Valkenaar works with clients on a wide range of writing projects, from marketing materials to technical documents to websites. She received her BA from Northwestern University.

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

WHO SHOULD ATTEND

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

EXTRA

Bring a sample writing piece and get one-on-one feedback from your course leader.



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

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

Schedule

Jan. 18-20 Arlington, VA2216-EC8-00307	June 27-29 Chicago, IL2216-EC8-00334
Jan. 23-25 Chicago, IL2216-EC8-00308	July 23-25 Boston, MA2216-EC8-00352
Feb. 27-29 New York, NY2216-EC8-00321	Aug. 1-3 San Francisco, CA2216-EC8-00339
March 5-7 San Francisco, CA2216-EC8-00309	Aug. 13-15 Arlington, VA2216-EC8-00353
March 28-30 Chicago, IL2216-EC8-00328	Aug. 22-24 New York, NY2216-EC8-00337
April 2-4 Arlington, VA2216-EC8-00329	Sept. 12-14 Philadelphia, PA2216-EC8-00338
April 16-18 New York, NY2216-EC8-00331	Sept. 19-21 Chicago, IL2216-EC8-00336
April 25-27 Houston, TX2216-EC8-00330	
May 2-4 Atlanta, GA2216-EC8-00350	
May 14-16 San Francisco, CA2216-EC8-00333	
May 30-June 1 Arlington, VA2216-EC8-00335	
June 20-22 New York, NY2216-EC8-00351	

3 days/1.8 CEUs/18 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Feb. 2-23, 2012 2216-EC8-00311

Sept. 6-27, 2012 2216-EC8-00341

1.2 CEUs/12 PDUs

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

Business Writing for the Multilingual Professional

SEMINAR #2266

Produce English-language documents that any reader can easily understand, and that achieve your intended results. This seminar is specifically designed for multilingual business professionals. In three days, you'll learn an overall approach to and practical techniques for creating effective business documents, while focusing on applying correct English grammar, usage and syntax. As the language of global commerce, the ability to write in English is essential to success in business today.

HOW YOU WILL BENEFIT

- Assert your purpose using appropriate tone and style
- Write and organize effective paragraphs
- Recognize and write effective English sentences
- Distinguish and apply correct English grammar and usage
- Revise and edit documents professionally
- Differentiate commonly confused words and terms

WHAT YOU WILL COVER

- Selecting the elements appropriate for each type of document
- Describing the importance of knowing your audience
- Defining and applying the qualities of a good paragraph
- Recognizing various principles for ordering paragraphs and selecting the best one for a specific purpose
- Applying basic parts of sentences for better style
- Applying basic principles of English grammar, usage and vocabulary
- Using correct punctuation, capitalization, abbreviations and number formats

WHO SHOULD ATTEND

Multilingual business professionals who would like to improve their fundamental business writing skills.

EXTRA

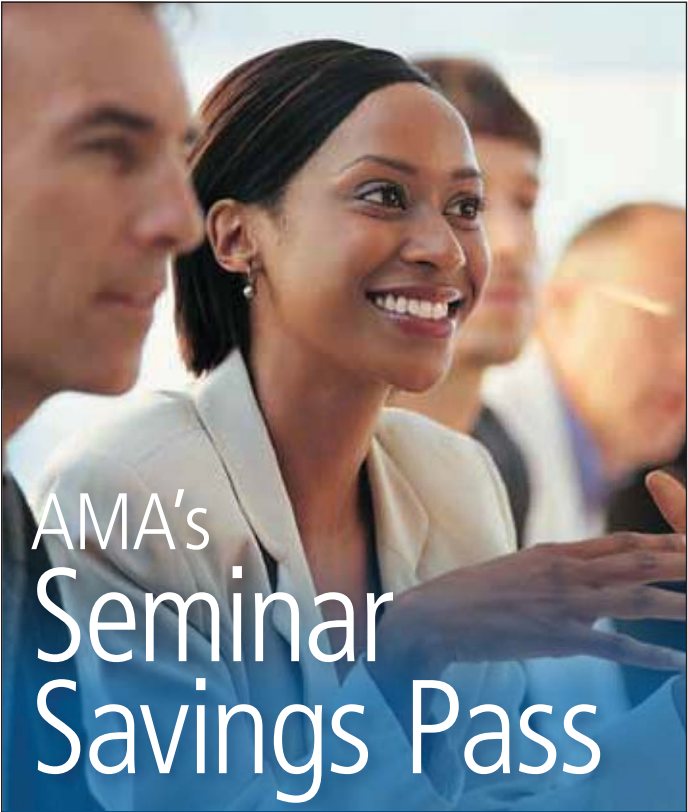
Throughout the three days, you will practice what you learn by writing your own well-structured work-related documents and critiquing, editing, analyzing and improving on your writing at each level of the process.

Polished writing and conversation skills are critical to success. See *Business Conversation Skills for the Multilingual Professional*, Seminar #2150, page 32.

Schedule

Jan. 30-Feb. 1	New York, NY	2266-EC8-00227
March 28-30	Arlington, VA	2266-EC8-00229
April 18-20	New York, NY	2266-EC8-00232
June 25-27	Arlington, VA	2266-EC8-00233
July 23-25	New York, NY	2266-EC8-00234
Aug. 27-29	Chicago, IL	2266-EC8-00236

3 days/1.8 CEUs
\$2,195/AMA Members \$1,995
AMA Members save \$200



3 seminars in 6 months
for only \$4,995*

Share the learning
and save up to **37%**

If your organization will be sending 3 people to AMA seminars in a 6-month period, take advantage of our Seminar Savings Pass. As many as 3 people can benefit from one pass.

Call 1-800-262-9699 to register now.
Mention offer code **LDM2**

*This offer is applicable to all U.S. seminars with a member price of \$2,395 or less, or nonmember price of \$2,645 or less. This offer may not be combined with other offers, or to third party courses offered by AMA, except for seminars #2601, #2602 and #2603. Attendance at the seminars must be completed within six months of the purchase date. Prices are subject to change and fees are not refundable.

Strategies for Developing Effective Presentation Skills

SEMINAR #2519

Transform yourself from inexperienced speaker to skilled presenter. At this 3-day seminar, you'll learn how to present your ideas with conviction, control and self-confidence—and without fear. You'll gain the specific skills and direction you need to become comfortable with your own presentation style. And you'll receive expert advice on how to handle especially challenging situations. Most important, you'll learn how to present by presenting.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Balancing Verbal and Nonverbal Messages

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

Developing and Organizing Presentation Content

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

Preparing to Give the Presentation

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

Using Visual Aids and Support Materials

- Describing the purpose of visual aids and support materials
- Identifying tips for effective composition of visual content and speaker aids

Handling Questions from the Audience

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

Managing the Presentation Environment

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

WHO SHOULD ATTEND

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

EXTRA

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



Faculty Spotlight*

Barbara Rocha is director of a communications training firm where she has conducted more than 900 of its training seminars for well over 10,000 business executives. These seminars teach verbal and written communications that are tailored to the specific needs of the client. Clients include the *Houston Chronicle*, Southern California Edison, Turner Construction, Mothers Against Drunk Drivers and Verizon, among many others.

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



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

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Schedule

Jan. 9-11 New York, NY2519-EC8-01270	May 7-9 New York, NY2519-EC8-01301	Aug. 13-15 Arlington, VA2519-EC8-01313
Jan. 23-25 San Francisco, CA2519-EC8-01271	May 9-11 Arlington, VA2519-EC8-01300	Aug. 27-29 Atlanta, GA2519-EC8-01318
Feb. 22-24 Arlington, VA2519-EC8-01274	May 30-June 1 San Francisco, CA2519-EC8-01303	Sept. 5-7 Chicago, IL2519-EC8-01315
March 7-9 New York, NY2519-EC8-01275	June 6-8 Chicago, IL2519-EC8-01340	Sept. 5-7 New York, NY2519-EC8-01317
March 12-14 Arlington, VA2519-EC8-01276	June 11-13 New York, NY2519-EC8-01304	Sept. 10-12 San Francisco, CA2519-EC8-01341
March 12-14 San Francisco, CA2519-EC8-01277	June 20-22 Arlington, VA2519-EC8-01306	
March 19-21 Chicago, IL2519-EC8-01278	July 9-11 New York, NY2519-EC8-01309	
April 2-4 Atlanta, GA2519-EC8-01295	July 16-18 Arlington, VA2519-EC8-01307	
April 9-11 Arlington, VA2519-EC8-01316	July 18-20 Chicago, IL2519-EC8-01310	
April 11-13 New York, NY2519-EC8-01296	July 30-Aug. 1 New York, NY2519-EC8-01311	
April 16-18 San Francisco, CA2519-EC8-01297	Aug. 1-3 San Francisco, CA2519-EC8-01314	
May 2-4 Chicago, IL2519-EC8-01299	Aug. 6-8 Chicago, IL2519-EC8-01312	

3 days/1.8 CEUs/18 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200



PowerPoint® Unplugged

SEMINAR #2170

Bring more professionalism and self-assurance to your presentations. Giving a truly polished and memorable presentation with PowerPoint® starts with “pulling the plug” on PowerPoint: setting the laptop aside and focusing first on what you want to say and how you’ll say it—and then on the tools you’re going to use. You’ll be encouraged to rethink and sharpen your presenting skills to achieve an optimal experience for your audience and greater polish, poise and self-confidence for yourself.

HOW YOU WILL BENEFIT

- Understand when to use (and not use) PowerPoint
- Stay focused on your message, not the medium
- Get practical tips for effective interaction between the presenter and the screen, computer and projector
- Achieve simplicity in PowerPoint slides while still holding your audience’s interest—even when dealing with technical jargon
- Learn graphic design basics to create effective visuals
- Practice in class with presentation equipment

WHAT YOU WILL COVER

- You’re the presentation, not the PowerPoint
- Best practices when creating slides
- Choosing a focus—informative or persuasive?
- When you have to cut down from 20 slides (40-50 minutes) to 4 slides (10 minutes)
- Openings, transitioning into the subject and closings
- Bringing all components together for a successful finish

WHO SHOULD ATTEND

All business professionals with some prior presenting experience who must speak in front of an audience, make presentations or sell ideas to others with the use of PowerPoint. Attendees should have the ability to create basic slides.

Note: Participants must bring a laptop computer with a recent version of PowerPoint installed.

PowerPoint® is a registered trademark of Microsoft.

EXTRA

You’ll receive a flash drive with demos and tools for your use, both during the course and to take with you for handy reference.

For basic presentation skills, please see **Strategies for Developing Effective Presentation Skills**, seminar #2519, page 45.

Schedule

Feb. 27-28	Atlanta, GA	2170-EC8-00038
April 9-10	New York, NY	2170-EC8-00045
May 7-8	Arlington, VA	2170-EC8-00044
June 25-26	Chicago, IL	2170-EC8-00046
Aug. 2-3	New York, NY	2170-EC8-00049
Sept. 6-7	Atlanta, GA	2170-EC8-00047

1.5 days/.9 CEU

\$1,445/AMA Members \$1,295

AMA Members save \$150



Available ONLY as a Live Online Seminar

NEW! How to Present Online

A Skills-Based Workshop SEMINAR #2175

Engage online audiences with dynamic presentations they’ll remember. This highly visual and interactive seminar takes a fresh approach that goes beyond conventional presentation courses, giving you plenty of hands-on practice applying online presentation techniques that are based on experiential research. You’ll create and present your material in a safe practice environment, receive feedback and then share insights with fellow attendees.

Four 3-hour lessons over a 4-week period.

LESSON 1

Presenting Online: Making the Paradigm Shift

- Understanding and becoming comfortable with presenting online
- Similarities and differences between presenting online and in person
- Overcoming common fears people have about presenting online

Planning for High-Impact Content

- Determining the goal and content of your presentation
- Understanding what moves your audience
- Creating a good beginning and ending

LESSON 2

Designing the Experience for Maximum Effectiveness

- Designing and improving online presentation slides
- Creating a more visual presentation to increase engagement
- Using interactivity to involve the audience in the presentation

LESSON 3

Delivering to Optimize Engagement

- Leveraging the power of voice for online presentations
- Practicing voice techniques for greater delivery impact
- Getting and keeping attention

LESSON 4

Enhancing the Execution of Your Presentation

- Giving the presentation and receiving feedback from peers
- Increasing delivery effectiveness through preparation and planning
- Discussing ways to prepare for the unexpected

WHO SHOULD ATTEND

Anyone who wants to deliver effective and engaging online presentations, including trainers, facilitators, sales and marketing professionals, consultants and all others who present content to an online audience.

Note: It is highly recommended that participants bring a presentation they are currently delivering online or plan to present in the future.



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 20122175-EC8-00005

April 2-23, 20122175-EC8-00007

June 4-25, 20122175-EC8-00008

July 30-Aug. 20, 20122175-EC8-00006

1.2 CEUs

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

Effective Executive Speaking

SEMINAR #2522

Speak, present and communicate with poise, power and persuasion. Today, presentations and public speeches are very much a part of every executive's responsibilities. Effective executive speaking is what distinguishes the successful professional from everyone else. This skill is most critical to your success—and to your individual and corporate image. You will learn to use powerful tools and techniques to turn every speech or presentation into a rewarding experience.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Fundamentals of Executive Speaking Skills

- Identifying the elements of a good presentation
- Creating an individualized speaking skills profile
- Setting personal goals for the development of speaking skills

Preparation

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

Delivery Skills

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

Essentials for Winning Presentations and Speeches

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

WHO SHOULD ATTEND

Executives with some prior public speaking experience who must speak in front of groups, make presentations, sell ideas to others or face cameras and microphones.

EXTRA

Your presentation will be recorded for playback and review with feedback from your course leader. You will see yourself improve, relax and refine your public speaking techniques with each performance. This recording is yours to keep.



Faculty Spotlight*

Robert Gedaliah is a renowned keynote speaker, consultant and workshop leader. Some of his clients include American Express, Unilever, Miller Brewing, Novell, Lipton, General Services Administration, The Marriott Marquis, Reuters Information Services, Ciba-Geigy and Chemical Bank.

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



Scan with your smartphone to see a short video from this seminar or visit www.amaseminars.org/2522

Schedule

Jan. 18-20 New York, NY2522-EC8-01256	May 16-18 Chicago, IL2522-EC8-01276	Aug. 27-29 New York, NY2522-EC8-01291
Feb. 8-10 New York, NY2522-EC8-01268	May 21-23 Arlington, VA2522-EC8-01280	Aug. 27-29 San Francisco, CA2522-EC8-01293
Feb. 22-24 Atlanta, GA2522-EC8-01258	May 30-June 1 New York, NY2522-EC8-01281	Sept. 5-7 Arlington, VA2522-EC8-01292
Feb. 29-March 2 New York, NY2522-EC8-01261	June 11-13 Chicago, IL2522-EC8-01284	Sept. 12-14 New York, NY2522-EC8-01294
March 28-30 Arlington, VA2522-EC8-01262	June 18-20 Atlanta, GA2522-EC8-01283	Sept. 19-21 Chicago, IL2522-EC8-01303
March 28-30 Chicago, IL2522-EC8-01259	July 11-13 Arlington, VA2522-EC8-01285	
April 4-6 New York, NY2522-EC8-01275	July 16-18 New York, NY2522-EC8-01286	
April 18-20 Arlington, VA2522-EC8-01302	July 25-27 San Francisco, CA2522-EC8-01287	
April 25-27 San Francisco, CA2522-EC8-01278	Aug. 1-3 Arlington, VA2522-EC8-01288	
April 30-May 2 New York, NY2522-EC8-01279	Aug. 20-22 Chicago, IL2522-EC8-01290	

3 days/1.8 CEUs

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

AMA Members save \$250



Fundamentals of Finance

Non-Financial

Give us three days and we'll help



In today's uncertain economy, when every manager is being held accountable for the bottom line, you have to be "finance-savvy." You've got to know how to justify a request... quantify your contributions to the company... spot profit drains immediately. Because no matter how effective your management

style or how innovative your ideas, your performance will be measured in dollars and cents.

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Key finance terms: assets, liabilities, capital, depreciation, current ratio and others
- Mastering the mindset: see business in terms of dollars-and-cents decision options that pay off—over the short and long terms
- Basic accounting principles
- Applying accounting conventions and guidelines
- Developing working rules regarding your corporate financial statements
- Using the balance sheet to examine assets and liabilities
- Analyzing the income statement to assess revenues and expenses
- The statement of cash flow: sources and uses of funds
- Content and format of the annual report
- Debt vs. equity financing
- How leverage can increase return to shareholders
- Keeping your plan on target with budgetary controls



DON'T LET FEAR OF FINANCE SET YOU BACK

Can you speak the language? Assets. Accruals. Capitalization. Debt and equity financing. Financial ratios. Present value index. When you hear these words tossed about by co-workers, do you cringe and feel totally out of their league?

Do your eyes glaze over? Your boss shares the P&L and balance sheet with you. Do you understand what the numbers are saying? Do you know what to look for to evaluate the financial health of your operations? Can you use the data to develop future strategies? Or are the numbers all but meaningless to you?

Do you feel confident asking for money? You need more money for your department and you're meeting with the finance people. Do you feel secure enough to deal with the "professionals?" Can you give them a well-thought-out budget or quantify your team's contributions to the company to justify the increase?

and Accounting for Managers

SEMINAR #2218

you conquer your fear of finance

- Using profit-planning tools, break-even analysis, financial forecasting
- Cash flow: where cash comes from and how it's applied
- Elements of cost accounting
- Analyzing payback method, discounted cash flow, present value and present value index in making profitable capital investment decisions
- Criteria for examining the performance of divisions and product lines
- Understanding the cost of capital

WHO SHOULD ATTEND

Non-financial managers in every functional area of responsibility, in all industries.

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



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



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

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline



Faculty Spotlight*

Karen Camden is a diversified educator, corporate trainer and financial executive. She develops and teaches classes on computer software, finance and accounting for several colleges and universities, as well as for private and Fortune 500 companies and federal, state and local governments. Clients have included Hoffman-La Roche, Pepsi-Cola Company, Bayer Corporation, Novartis, Johnson & Johnson, Schering-Plough and Sony Corporation.

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

Schedule

JANUARY

Jan. 9-11 Phoenix, AZ 2218-EC8-01959
Jan. 23-25 Chicago, IL 2218-EC8-01913
Jan. 25-27 San Jose, CA 2218-EC8-02034

FEBRUARY

Feb. 8-10 Atlanta, GA 2218-EC8-01919
Feb. 15-17 Chicago, IL 2218-EC8-01922
Feb. 15-17 San Francisco, CA 2218-EC8-01923
Feb. 22-24 Houston, TX 2218-EC8-01924
Feb. 27-29 Arlington, VA 2218-EC8-01916

MARCH

March 5-7 Chicago, IL 2218-EC8-01925
March 7-9 New York, NY 2218-EC8-01926
March 12-14 Los Angeles, CA 2218-EC8-01961
March 12-14 Pittsburgh, PA 2218-EC8-01928
March 19-21 San Francisco, CA 2218-EC8-01930
March 21-23 Dallas, TX 2218-EC8-01931

APRIL

April 11-13 Atlanta, GA 2218-EC8-01977
April 11-13 Cincinnati, OH 2218-EC8-01978
April 16-18 San Francisco, CA 2218-EC8-01979
April 18-20 Philadelphia, PA 2218-EC8-02043
April 23-25 Denver, CO 2218-EC8-01988
April 23-25 Durham, NC 2218-EC8-01984
April 25-27 New York, NY 2218-EC8-01981
Apr. 30-May 2 Houston, TX 2218-EC8-01982

MAY

May 2-4 New York, NY 2218-EC8-01983
May 9-11 Arlington, VA 2218-EC8-01980

May 9-11 Chicago, IL 2218-EC8-01986
May 14-16 Atlanta, GA 2218-EC8-02044
May 14-16 Garden Grove, CA 2218-EC8-01987
May 16-18 Morristown, NJ 2218-EC8-01990

JUNE

June 4-6 Arlington, VA 2218-EC8-02045
June 6-8 Dearborn, MI 2218-EC8-01991
June 6-8 New York, NY 2218-EC8-01992
June 11-13 Dallas, TX 2218-EC8-01993
June 18-20 Atlanta, GA 2218-EC8-01995
June 18-20 Chicago, IL 2218-EC8-01996
June 25-27 San Francisco, CA 2218-EC8-01998

JULY

July 9-11 New York, NY 2218-EC8-01999
July 11-13 Chicago, IL 2218-EC8-02000
July 16-18 Pittsburgh, PA 2218-EC8-02002
July 16-18 San Francisco, CA 2218-EC8-02003
July 18-20 Boston, MA 2218-EC8-02004
July 23-25 Arlington, VA 2218-EC8-02005
July 25-27 Atlanta, GA 2218-EC8-02006

AUGUST

Aug. 1-3 Denver, CO 2218-EC8-02007
Aug. 6-8 Houston, TX 2218-EC8-02008
Aug. 6-8 New York, NY 2218-EC8-02009
Aug. 8-10 Arlington, VA 2218-EC8-02010
Aug. 8-10 Chicago, IL 2218-EC8-02011
Aug. 15-17 San Francisco, CA 2218-EC8-02012
Aug. 22-24 Atlanta, GA 2218-EC8-02013
Aug. 27-29 Overland Park, KS 2218-EC8-02018



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Jan. 10-31, 2012 2218-EC8-01933
Feb. 7-28, 2012 2218-EC8-01963
March 6-27, 2012 2218-EC8-01934
May 1-22, 2012 2218-EC8-02024
July 10-31, 2012 2218-EC8-02028
Sept. 4-25, 2012 2218-EC8-02029

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

SEPTEMBER

Sept. 5-7 Chicago, IL 2218-EC8-02015
Sept. 5-7 Hartford, CT 2218-EC8-02016
Sept. 10-12 New York, NY 2218-EC8-02017
Sept. 12-14 Seattle, WA 2218-EC8-02019
Sept. 17-19 Atlanta, GA 2218-EC8-02020
Sept. 17-19 Austin, TX 2218-EC8-02021
Sept. 24-26 Arlington, VA 2218-EC8-02022

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



AMA's Finance Workshop for Non-Financial Executives

SEMINAR #1104

Get a complete financial education in just four days...and be prepared to make more powerful, informed business decisions. From finance basics to understanding the essence of cash flow to learning how to create value on a corporate level, this comprehensive program covers it all. Through the effective use of actual case studies and the annual reports of major U.S. public companies, you'll come away better equipped to speak and interact intelligently with your finance colleagues...make more informed business decisions...analyze financial statements with new clarity...know the workings of the financial markets...and understand that the core purpose of your firm is to increase shareholder value.

HOW YOU WILL BENEFIT

- Reduce the risk of financial errors in managerial decision making
- Learn how accounting and bookkeeping work
- Discover the ins and outs of financial statements—and what can and cannot be learned from them
- Understand how budgeting fits into the world of accounting and the primacy of cash flow
- Gain greater insight into all the concepts of finance, including interest and ROI
- Find out how a firm allocates its funds to investment opportunities
- Gain the skills that will help you make the right buy/lease decisions
- Learn how to take advantage of cash discounts offered by vendors
- Make more profitable sales by understanding fixed vs. variable costs
- Monitor operating results to achieve long-term financial goals

WHAT YOU WILL COVER

Accounting Essentials

- The basics of booking transactions and how to use them to construct financial statements
- Differentiating between the cash and accrual methods of accounting
- Categorizing assets, liabilities and capital

Reading Annual Reports

- Reading and understanding the financial statements of a Fortune 500 corporation
- The roles of external accountants and internal auditors
- Recognizing and interpreting the portions of the annual report required by the Securities and Exchange Commission

- The different forms and meanings of the Auditor's Opinion
- The importance of footnotes in evaluating financial statements

The Firm from a "Finance Perspective"

- Viewing the organization as an investment tool
- The different classes of investors
- Understanding the concepts of Weighted Average Cost of Capital (WACC) and Economic Value Added (EVA)
- The importance of cash and the timing of cash flow
- How financial leverage creates a degree of risk for the company

Evaluating Financial Statements

- Calculating financial ratios used by financial analysts to assess liquidity, profitability, leverage and risk
- Computing the DuPont formula and analyzing its meaning
- The merits and pitfalls of financial ratios

Operational Budgeting

- How to construct and efficiently use a budget...avoid budgeting pitfalls...and work with different budgeting techniques
- Identifying and investigating variances
- Understanding the hierarchy of budgeting

Time Value of Money

- Computing a time value for money
- Applying the simple mathematics of compound interest and present value

Capital Budgeting

- How to prepare and use capital budgets
- How to apply time value of money to capital budgeting
- Using various mathematical techniques in capital budgeting

How the Financial Markets Value a Business

- Different models of how the market values a business



Faculty Spotlight*

Pauline E. Wallner's expertise includes leadership, diversity, customer service, financial management, budgeting, fixed asset and cash management. She has trained hundreds of men and women from private and public firms, nonprofits and government entities, including the United States military. Recent clients have included Pfizer Pharmaceuticals, Thales Avionics, Selective Insurance, Bahamas Telecommunications, Cooper Rubber and Tire, Starbucks and Hitachi Group, Tokyo, Japan.

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

- How to use financial concepts to enhance shareholder value in your organization

Cost Analysis, Profit Planning and Exposures to Volume/Price Risks

- Categorizing costs to make better decisions
- Using a model that determines break-even levels of quantity, price and cost
- Understanding the meaning of "operating leverage"

WHO SHOULD ATTEND

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



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

Schedule

Feb. 13-16	New York, NY	1104-EC8-00158	May 21-24	Houston, TX	1104-EC8-00166
March 12-15	San Francisco, CA	1104-EC8-00164	June 11-14	Boston, MA	1104-EC8-00177
March 19-22	Chicago, IL	1104-EC8-00159	June 26-29	Chicago, IL	1104-EC8-00169
April 16-19	New York, NY	1104-EC8-00167	July 23-26	San Diego, CA	1104-EC8-00174
April 23-26	Chicago, IL	1104-EC8-00176	Aug. 6-9	New York, NY	1104-EC8-00171
April 30-May 3	Arlington, VA	1104-EC8-00165	Aug. 20-23	Chicago, IL	1104-EC8-00172
May 14-17	Hilton Head, SC	1104-EC8-00168	Sept. 24-27	San Francisco, CA	1104-EC8-00170

4 days/2.4 CEUs/24 PDU's
\$2,645/AMA Members \$2,395
AMA Members save \$250





Available ONLY as a Live Online Seminar

NEW! Fundamentals of Business Math SEMINAR #1811

Get quick, essential skills that every business professional needs, right at your computer. Increase your “numbers and finance” confidence by getting a firm grasp of math calculations in the workplace. You’ll overcome math anxiety as you learn how to quickly analyze data more effectively to make the right business decisions, handle expense reports with ease and understand how all the numbers affect the bottom line.

Two 3-hour lessons over a 2-week period.

LESSON 1

Introduction to Business Math

- Business math as the basis for better decisions

Whole Numbers, Fractions, Decimals and Equations

- Differentiating whole and mixed numbers
- Adding, subtracting, multiplying and dividing whole numbers
- Adding, subtracting, multiplying and dividing fractions
- Working with decimals
- Word problems and solving equations

LESSON 2

Working with Percentages

- Utilizing percentages for financial calculations: interest, yield

Communicating with Ratios and Averages

- Employing ratios to evaluate profitability, efficiency and leverage
- Simple, weighted and moving averages
- Median and mode

Interest Rates and the Time Value of Money

- Interest calculations and compounding
- Loan types and effective interest rates
- How the time value of money works

WHO SHOULD ATTEND

Anyone who makes business decisions or uses math on the job, including managers and executives in any function, as well as administrative staff at any level in every function.



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 2 Lessons

Jan. 19-26, 2012..... 1811-EC8-00030
 March 15-22, 2012 1811-EC8-00031
 July 19-26, 2012..... 1811-EC8-00033

.6 CEU

\$1,095/AMA Members \$995

Debits & Credits How Accounting Really Works

SEMINAR #1210

Master the essentials of accounting and put yourself in a position to succeed. The language of business in every industry around the globe is rooted in the “accounting equation.” Here’s how to speak that language.

Developed for business professionals who have no work experience in accounting, this seminar walks you through the basics and gives you the skills and confidence to speak the “language of business” like a pro. Keep your accountants on their toes and make sure your books are sound. Uncover and correct problems quickly by double-checking how sales, expenses, equity and debt are recorded.

HOW YOU WILL BENEFIT

- Make more informed decisions and save money
- Reduce costly errors caused by misunderstanding reports
- Understand how and when sales and expenses are recorded
- Impact the bottom line
- Control how your operation’s results are reported
- Evaluate the financial results of another division or company

WHAT YOU WILL COVER

- Accounting terms and concepts
- Accounting processes and what they mean: cash accounting, accruals, allocations, prepaids, receivables, depreciation, amortization, goodwill, inventory, deferrals, reserves
- How transactions are entered into financial records
- Financial reports: including balance sheet, income statement and changes in equity
- Month-end closings: what to expect

WHO SHOULD ATTEND

Managers and supervisors who do not work in accounting, but who need to know how it works; anyone who has recently assumed accounting responsibilities.



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

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Schedule

March 8-9	Atlanta, GA	1210-EC8-00139
June 7-8	New York, NY	1210-EC8-00143
Aug. 6-7	Arlington, VA	1210-EC8-00144

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$200

AMA's Budgeting Workshop

SEMINAR #2259

Learn how your managerial decisions translate into dollars and cents. Like it or not, top management uses the budget to measure your performance. And in today's tight economy, the manager who knows how to plan and use the budget effectively wins hands-down over the one who doesn't.

So, if you're a new manager who's "a little nervous" about budgeting...or an experienced one who wants to get a lot more out of the yearly chore...or you just want to "hold your own" with financial managers, come to the seminar that can boost your numbers and your career.

HOW YOU WILL BENEFIT

- Examine the purpose and use of a budget
- Learn how to develop a revenue budget
- Be able to translate managerial decisions into dollars
- Set monthly targets and prepare for contingencies
- Get successful reviews and approvals

WHAT YOU WILL COVER

- Keys to the budgeting process: integrating management's goals, working with operating budgets, costs and expenses, controlling cash and structuring a capital budget
- Budgeting administrative expenses
- Measuring performance: analyzing budget variances...actions to take after analysis
- Case study: calculating sales, materials cost, direct labor, overhead costs, cost of sales

WHO SHOULD ATTEND

Every manager with budget responsibilities.

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



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Schedule

Jan. 26-27	San Francisco, CA	2259-EC8-00446
Feb. 13-14	New York, NY	2259-EC8-00444
March 26-27	Arlington, VA	2259-EC8-00445
May 7-8	Atlanta, GA	2259-EC8-00453
June 18-19	New York, NY	2259-EC8-00451
July 26-27	San Francisco, CA	2259-EC8-00450
Sept. 17-18	Arlington, VA	2259-EC8-00452

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$250

Fundamentals of Cost Accounting

SEMINAR #1201

Use cost accounting to effectively control operations. Top management is keeping a sharp eye on where every dollar goes. This seminar provides you with all the tools and information to put cost accounting's best practices to work for your company.

HOW YOU WILL BENEFIT

- Apply cost accounting methods to identify profitable products and services
- Analyze reports to make sound pricing decisions
- Compare cost systems and choose the one that's right for your company
- Evaluate results against budgets with greater accuracy
- Use cost accounting methods to optimize the use of people, resources and materials

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

Accountants, accounting managers, cost accountants, cost analysts, budget analysts, systems analysts, auditors and financial planners.

Note: You'll need a calculator in this seminar.

Recommended CPE Credit: 18 hours/Basic

Recommended for optimum learning benefit:

Familiarity with fundamentals of accounting
(see AMA seminar #1210, page 51).

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 17.6 CTP/CCM recertification credit(s) by the Association for Financial Professionals.



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

Schedule

Feb. 13-15	Atlanta, GA	1201-EC8-00548
March 5-7	Chicago, IL	1201-EC8-00557
May 9-11	Arlington, VA	1201-EC8-00558
June 6-8	Chicago, IL	1201-EC8-00554
Aug. 22-24	Atlanta, GA	1201-EC8-00556
Aug. 27-29	San Francisco, CA	1201-EC8-00555
Sept. 26-28	Chicago, IL	1201-EC8-00559

2.5 days/1.5 CEUs/15 PDUs

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

AMA Members save \$200

Fixed Asset Accounting

SEMINAR #1224

Maximize your assets and protect your organization's investments. In this seminar you will learn to maximize your bottom line by discovering everything you need to know about your company's assets: what assets you have and where they are located, how to make sure they are fully utilized, how to reap the maximum tax benefits and how to accurately assess their current value in today's economy.

HOW YOU WILL BENEFIT

- Evaluate and improve the tax benefits from your fixed assets
- Identify the available options of popular F/A software systems
- Appraise the value of your assets in today's economy
- Set up systems to get timely, accurate information

WHAT YOU WILL COVER

- How to meet all accounting, tax, insurance and other requirements
- Capturing fixed asset data
- Value concepts
- Establishing the fixed asset accounting record
- Taking inventories: physical, perpetual, reconciliation
- Property controls: classification...tags...responsibility accounting applied to fixed assets
- Perpetuating the property accounting system

WHO SHOULD ATTEND

Accountants, controllers, managers of fixed assets, divisional plant managers and all executives with fewer than two years' experience in fixed asset accounting.

Recommended CPE Credit: 14 hours/Basic

Recommended for optimum learning benefit:

Familiarity with fundamentals of accounting (see AMA seminar #1210, page 51).

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 14.4 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

Schedule

April 19-20 Arlington, VA 1224-EC8-00396
Aug. 13-14 New York, NY 1224-EC8-00397

2 days/1.2 CEUs

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

AMA Members save \$200

The Controller's Job in Today's Environment

SEMINAR #1206

Volatile times require a far greater contribution to your company's financial policy. Here's how to do it.

Your accounting skills, hard work and ability to deliver fast, accurate answers have powered you to the controller's slot. Now the questions are going to be a lot different and a whole lot tougher. Master the technical, accounting, automation and management skills you need to plan, organize and carry out your work more efficiently.

HOW YOU WILL BENEFIT

- Predict the needs and questions of corporate decision makers
- Overcome obstacles to accurate reporting and successful presentations
- Go beyond reporting numbers...to predict the flows, trends and cycles of business
- Manage the people who report to you for effectiveness
- Identify your department's successes so they can be recognized by upper management

WHAT YOU WILL COVER

- The controller's functions, organizational relationships and role in management
- Developing effective long-range plans
- Techniques for cash forecasting...controlling and administering operating budgets
- Setting up an effective reporting system

WHO SHOULD ATTEND

Newly appointed corporate, division and plant controllers, assistant controllers and their staffs.

Recommended CPE Credit: 21 hours/Intermediate

Recommended for optimum learning benefit:

Three to five years' experience in corporate finance.

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 22.2 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

Schedule

March 12-14 Chicago, IL 1206-EC8-00525
May 21-23 Atlanta, GA 1206-EC8-00530
June 13-15 Arlington, VA 1206-EC8-00532
July 25-27 Chicago, IL 1206-EC8-00531
July 30-Aug. 1 New York, NY 1206-EC8-00528

3 days/1.8 CEUs

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

AMA Members save \$250

NEW! Essentials of Enterprise Risk Management

SEMINAR #1115

Manage risks to your organization by developing and applying an effective ERM program. While every kind of business deals in risk, many don't understand the extent to which their survival depends on external factors such as oil prices, market downturns or the operations of other companies. Their vulnerability to risk is further impacted by internal factors such as bad business decisions and ill-advised risk appetite—either taking too few risks or taking too many.

This seminar will show you how to look at the “big picture” of how risk affects your organization. You'll learn to identify, qualify and mitigate the significant risks your business faces by exploring the tools, techniques and methodologies of Enterprise Risk Management (ERM). This course offers you a solid way of managing risks so your organization has the best possible chance for continued success.

HOW YOU WILL BENEFIT

- Guard against wide-scale risk potential in your organization
- Know how to formulate an integrated contingency plan for multiple risk situations
- Understand how a new Enterprise Risk Management system works and affects your job
- Assess all operational threats to your business
- Be able to customize any ERM system to your business specialty
- Know how to explain ERM and its benefits, and how to overcome stakeholder resistance

WHAT YOU WILL COVER

- Defining and understanding the scope, goals and drivers of ERM
- Exploring the opportunities and techniques of risk identification
- Aligning ERM with your organization's business model
- Recognizing why a risk hierarchy is more valuable than prioritizing risk
- Operational risk management—the weak link in the ERM system
- ERM and the emerging Cloud Technology: identifying the right ERM high-tech platform

WHO SHOULD ATTEND

Treasurers, controllers, general managers, risk managers, consultants, business owners and other mid- to senior-level personnel who need to be knowledgeable about effective ERM initiatives and their importance to an organization.

EXTRA

Get a free copy of *Fundamentals of Enterprise Risk Management* by John J. Hampton (a \$79.95 value) when you attend this seminar.

Schedule

Feb. 27-28	Chicago, IL.....	1115-EC8-00002
March 19-20	San Francisco, CA	1115-EC8-00003
May 21-22	New York, NY	1115-EC8-00004
June 18-19	Arlington, VA.....	1115-EC8-00005
Aug. 9-10	Chicago, IL.....	1115-EC8-00006

2 days/1.2 CEUs

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

AMA Members save \$200



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■ PODCASTS

Weekly AMA Edgewise podcast programs are thought leadership-focused. Every week a new podcast is available via iTunes and the AMA website.

Recommended **FREE** webcasts

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

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AMA's Insurance and Risk Management Workshop

SEMINAR #1290

Are your insurance costs too high? This powerful workshop puts you in control. In just two days, you'll get a complete insurance and risk education—everything you must know about coverage, cost, liability limits, retention and broker services/compensation. Be sure to bring your company policy—and your questions—for discussion.

HOW YOU WILL BENEFIT

- Create a practical risk management plan that aligns with your corporate strategy
- Assess the positives and negatives of your current insurance program
- Identify whether state-of-the-art alternative risk-financing tools are right for your company
- Describe how to select, compensate and manage brokers/agents—and how to choose an insurance company or TPA
- Discover how America's largest companies reduce cost and improve coverage without competitive bidding
- Compare your own coverage specifications with the actual policy wordings of Fortune 500 companies
- Evaluate how to spend your company's premium dollars most effectively

WHAT YOU WILL COVER

- Why risk management and insurance are crucial
- Financial overview of the insurance industry
- Principles of risk management
- The role of the broker/agent
- Selecting an insurance company/TPA
- Property and casualty insurance coverages
- Executive, professional and specialty coverages
- Alternative risk financing

WHO SHOULD ATTEND

Non-insurance executives and professionals responsible for their firm's insurance and risk management programs, including CEOs, CFOs, VPs of finance, controllers and treasurers, legal, administrative or HR executives.

Recommended CPE Credit: 14 hours/Basic

Recommended for optimum learning benefit: Familiarity with fundamentals of controllership (see AMA seminar #1206, page 53).

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 15 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

Schedule

Feb. 9-10	Las Vegas, NV	1290-EC8-00505
April 19-20	New York, NY	1290-EC8-00508
Aug. 20-21	Chicago, IL	1290-EC8-00510

2 days/1.2 CEUs

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

AMA Members save \$200

NEW! Valuation Strategies for Both Sides of the Deal

SEMINAR #1109

Discover how to establish the *real* value of any company—with real-world strategies and tactics.

Few actions can impact a business—and a business career—more than the decision to buy a target company or sell one you already own. Once the deal is executed, you're committed to a long-term strategy that must succeed. And no matter which side of the deal you're on, either buyer or seller, you must be able to assess the true value of a company before reaching a successful signoff. This new, hands-on seminar shows you, in step-by-step detail, how to uncover, assemble and apply all the critical information you need to establish the bottom-line worth of any company "in play."

HOW YOU WILL BENEFIT

- Get skill-building practice in valuation tools, techniques and methods
- Establish the target's worth and the payout needed to hit required ROI
- Determine the optimum price for a deal in any situation
- Analyze quoted pricing multiples and cost of capital in a turbulent economy
- Quantify a target company's customers, market share, competitors, intellectual property and reputation

WHAT YOU WILL COVER

- Obtaining the necessary information to initiate a valuation
- Discovering how to approach valuation from both sides—as seller or buyer
- Uncovering the most damaging risks to the transaction
- Identifying and quantifying important synergies and their effect on the deal
- Pinpointing the accuracy of financial analysis and forecasts
- Calculating cash flow and economic value-added with precision
- Analyzing financial statements and ratios

WHO SHOULD ATTEND

Any manager, executive or advisor involved in buying or selling a business: CEOs, CFOs, owners, presidents, vice presidents of finance, controllers, treasurers, planning directors, directors of business development and M&A, financial analysts and planners, accountants.

Recommended CPE Credit: 14 hours/Advanced

Recommended for optimum learning benefit: Familiarity with fundamentals of finance and accounting (see AMA seminar #2218, page 48).

Advance Preparation: None

Instructional Method: Group Live

Schedule

April 2-3	Dallas, TX	1109-EC8-00008
May 7-8	New York, NY	1109-EC8-00009
June 14-15	Chicago, IL	1109-EC8-00010
Aug. 13-14	San Francisco, CA	1109-EC8-00012

2 days/1.2 CEUs

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

AMA Members save \$250

AMA's Course on Mergers and Acquisitions

SEMINAR #1521

Thousands of executives achieved the negotiation edge they needed right here. You'll cover all the crucial elements that can make or break a merger or acquisition, "preview" the type of problems you're likely to encounter and learn how to avoid the common pitfalls.

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

HOW YOU WILL BENEFIT

- Evaluate candidates and identify bona fide prospects
- Analyze synergies and how much a company is really worth
- Describe legal, tax and accounting implications of mergers and acquisitions
- Set appropriate offering prices
- Explain how to structure the best deal and negotiate to your advantage

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Recommended CPE Credit: 21 hours/Advanced

Recommended for optimum learning benefit: Familiarity with fundamentals of finance and accounting (see AMA seminar #2218, page 48).

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 23.4 CTP/CCM recertification credit(s) by the Association for Financial Professionals.

Schedule

March 14-16	Las Vegas, NV	1521-EC8-00402
May 14-16	La Jolla, CA	1521-EC8-00409
June 27-29	Hilton Head, SC	1521-EC8-00406
Aug. 27-29	San Francisco, CA	1521-EC8-00407

3 days/1.8 CEUs

\$4,395/AMA Members \$3,995

AMA Members save \$400

AMA's Financial Statement Workshop

SEMINAR #1216

Drill down—and discover what the numbers on those financial statements really mean. Gain compelling insights into the analysis techniques that investors, creditors, bankers, analysts—the entire financial sector—employ to evaluate companies. See how to apply sophisticated analytical tools with the help of Excel® to evaluate current operations, and anticipate future corporate performance.

HOW YOU WILL BENEFIT

- Identify key relationships among major financial statements: balance sheet, income statement and statement of cash flows
- Analyze how business decisions affect the critical interrelationship among the statement components
- Evaluate which pivotal business operations are driving these financial statement movements
- Explain how to access information about a company's past, present and future
- Apply financial ratios to analyze trends, competitors and future economic decisions
- Use advanced spreadsheet tools to perform statement interpretation

WHAT YOU WILL COVER

- The critical differences between profit and cash flow
- Recognizing potential problems revealed in statements
- Using comparative benchmarking to determine your company's place in the industry
- How lenders, creditors and shareholders view your business
- Analyzing how spreadsheets can simplify comparisons of divisions, business units and companies

WHO SHOULD ATTEND

Every member of the finance team—plus any manager or executive in any functional area who wants an incisive understanding of financial statements and their essential role in the budgeting, operations and strategic plan.

Note: Basic knowledge of Excel is required. Please bring a laptop equipped with Excel, a wireless connection and a working USB port.

Recommended CPE Credit: 14 hours/Advanced

Recommended for optimum learning benefit: Basic familiarity with financial statements.

Advance Preparation: None

Instructional Method: Group Live



Approved for up to 14.9 CTP/CCM recertification credit(s) by the Association for Financial Professionals.



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

Schedule

Feb. 9-10	Chicago, IL	1216-EC8-00044
March 15-16	New York, NY	1216-EC8-00045
April 2-3	San Francisco, CA	1216-EC8-00039
June 28-29	Arlington, VA	1216-EC8-00041
July 16-17	New York, NY	1216-EC8-00040
Aug. 16-17	Chicago, IL	1216-EC8-00042

2 days/1.2 CEUs /12 PDUs

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

AMA Members save \$250



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NEW! Fundamentals of Forecasting

SEMINAR #1110

Get the basic skills you need to accurately predict revenues and costs. Forecasting is critical to the functioning and success of every business. In this hands-on seminar, you'll discover the basics you need to assemble data and build forecasts that help power the operations, finance, production and planning functions in your organization. You'll master the foundational vocabulary and skills to create forecasts on your own and learn to translate and appraise the forecasts of others. In addition, you'll understand how to interpret the meaning of any forecast, whether it's your own company's or that of the competition.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Basic statistical techniques
- Forecasting techniques and methods
- Getting started: making underlying assumptions
- Identifying data patterns: exploratory analysis concepts
- Time series and their components
- The use of Excel as your forecasting tool
- Forecasting performance measurements
- Simple and multivariate linear regression
- Summarizing and displaying data in Excel

WHO SHOULD ATTEND

Any financial professional who needs to create, maintain and improve the forecasting process at their company, as well as professionals in any function who must interpret, analyze and make decisions based on forecasts created by others.

Recommended CPE Credit: 21 hours/Basic

Recommended for optimum learning benefit: An understanding of Excel® and a familiarity with fundamentals of finance and accounting.

Advance Preparation: None

Instructional Method: Group Live

Schedule

March 14-16	Chicago, IL	1110-EC8-00007
April 18-20	Atlanta, GA	1110-EC8-00008
May 14-16	New York, NY	1110-EC8-00009
July 16-18	Arlington, VA	1110-EC8-00011
Sept. 10-12	New York, NY	1110-EC8-00012

3 days/1.8 CEUs

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

AMA Members save \$250



A Blend of Dynamic
Live Training
& Online Tools

AMA's Course on Financial Analysis

SEMINAR #1552

Make the best decisions for your company's future using expert financial analysis techniques.

Under the skilled guidance of your seminar leader, you'll learn how to confront today's major planning and performance challenges with new confidence—and successfully apply financial analysis techniques to enhance top management's planning and decision-making capabilities.

HOW YOU WILL BENEFIT

- Identify current vital financial indicators that are important to your organization
- Comprehend financial forecasting techniques that can enable management to make informed decisions
- Apply methods that can improve your company's profit picture and your stockholders' investment
- Know your firm's finances and what that means for the present and future

WHAT YOU WILL COVER

Your Role in the Corporate Planning Cycle

- Strategic planning
- Capital budgeting
- Financial forecasting
- Operational budgeting and profit planning

Key Ideas in the Income Statement and Balance Sheet

- The accrual concept
- Use of estimates
- Contrast with cash flow
- Why a balance sheet is necessary
- Common size analysis

How to Measure Enterprise Performance

- Balance sheet analysis—solvency and liquidity metrics
- Income statement analysis—profitability and performance metrics
- Growth rates and their importance

How to Use Cash Flow Analysis to Help Manage Your Company

- Cash Flow from Operations (CFO), investing and financing
- The direct and indirect method of display

- Ratios and metrics you can use for cash evaluation
- Identifying patterns of value in cash flow analysis
- The difference between CFO and Net Income

Creating Shareholder Value

- WACC and the capital asset pricing model
- The cost of debt
- The cost of equity
- Fundamental drivers of shareholder value creation
- The management of debt and equity
- Bond ratings
- Analyzing capital structure

The Time Value of Money

- Mastering the use of a financial calculator
- The theory of interest and its calculation
- Present value and its business meaning
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Calculation of compound growth rates
- Payback and terminal value

Analyzing Enterprise Investments

- Key steps in the process
- Creating a valid spreadsheet
- Choosing a hurdle rate
- Choosing the appropriate metrics
- Choosing the investment's timeframe
- Terminal values
- Pricing an acquisition

WHO SHOULD ATTEND

Managers with financial responsibility or seeking a refresher in analysis—including financial analysts, accountants, budget analysts, vice presidents of finance, controllers and treasurers.

Note: Please bring your organization's financial statement and a financial calculator, HP 12C or equivalent.



Faculty Spotlight*

John P. Laschenski, CPA is a management consultant, accountant and business educator who develops and provides systems for corporate performance measurement and reporting and for executive compensation. He creates and leads AMA financial and accounting seminars throughout the United States, Canada, Europe, the Middle East and Mexico.

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

Recommended CPE Credit: 21 hours/Advanced
Recommended for optimum learning benefit: Familiarity with fundamentals of finance and accounting (see seminar #2218, page 48 or seminar #1210, page 51).

Advance Preparation: Online pre- and post-seminar assessments

Instructional Method: Group Live



Approved for up to 23.4 CTP/CCM recertification credit(s) by the Association for Financial Professionals.



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

Schedule

Jan. 25-27 Chicago, IL.....1552-EC8-01140	Aug. 15-17 San Francisco, CA1552-EC8-01160
Feb. 8-10 New York, NY1552-EC8-01142	Aug. 27-29 Atlanta, GA.....1552-EC8-01159
Feb. 27-29 San Francisco, CA1552-EC8-01145	Sept. 10-12..... Chicago, IL.....1552-EC8-01161
March 19-21 Arlington, VA1552-EC8-01146	
April 25-27 Atlanta, GA.....1552-EC8-01153	
May 16-18 San Francisco, CA1552-EC8-01155	
May 21-23 Chicago, IL.....1552-EC8-01157	
May 30-June 1 New York, NY1552-EC8-01158	
July 30-Aug. 1 Arlington, VA1552-EC8-01156	

3 days/1.8 CEUs/18 PDUs
\$2,545/AMA Members \$2,295
AMA Members save \$250



LIVE ONLINE SCHEDULE

Wednesday 2-5 pm ET • 4 Lessons

April 5-26, 20121552-EC8-01175
 Sept. 6-27, 20121552-EC8-01165

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

Recommended CPE Credit: 14 hours/Advanced
Recommended for optimum learning benefit: Familiarity with fundamentals of finance and accounting (see seminar #2218, page 48 or seminar #1210, page 51).

Advance Preparation: Online pre- and post-seminar assessments

Instructional Method: Group-Internet-Based

Also available as a

Live Online SeminarSee page 6 or visit www.amaseminars.org/liveonlineA Blend of Dynamic
Live Training
& Online Tools

AMA's Advanced Financial Modeling and Forecasting Workshop

SEMINAR #1276

Improve decision making with advanced modeling techniques.

Build more powerful and more accurate forecasting models to better analyze financial data, predict revenues and costs, assess risks—and justify critical business decisions.

HOW YOU WILL BENEFIT

- Create effective financial models that can meet your business needs
- Quantify the uncertainty inherent in forecasting models with specific risk analysis techniques
- Use advanced financial modeling methods to make more informed business decisions
- Evaluate patterns in your historical data
- Identify and utilize key business drivers and integrate them into your forecast
- Explain the results of your models to team members and senior management

WHAT YOU WILL COVER

Finance Theory as Used in Financial Modeling

- Introduction to finance
 - Finance history
 - Modern finance
- The key principles in finance
 - Free cash flow
 - Time value of money
 - How rates are determined
- Creating net present value and internal rate of return models
 - Application of net present value: the capital budgeting model
- The relationship between risk and return
 - Risk versus reward paradigm
- Financial markets
 - Time horizon
 - Liquidity
 - Direct fundraising
 - Market structure
 - Security types
 - Locations

Creating Financial Models in Microsoft Excel®

- Spreadsheet design and structure
- Spreadsheet auditing tools
- Excel functions
 - Basic finance functions
 - Lookup functions
 - Goal seek
 - Solver
 - Scenario manager
 - Sensitivity analysis
 - Data validation
 - Building your own functions in Excel
- Individual practice exercise—build a valuation model

Model Statistics and Forecasting

- Basic statistical descriptors
- Analyzing time series data
 - Types of patterns in data time series
- The use of distributions
- Exploratory data analysis
- Basic regression analysis
- Team exercise—predicting profit and revenue

The Art of Modeling

- The art of problem solving
- Problem identification and model building
- Group Case Study A—developing a shopping plaza

Modeling Risk and Uncertainty

- Uncertainty and net present value
- Scenario building
- Descriptions of Monte Carlo
- Option pricing models

Putting It All Together

- Presenting financial models
- Class exercise—presentation of case studies



Faculty Spotlight*

Miles Hutchinson, CPA has 28 years of business experience, including serving as CFO of a billion-dollar real estate development firm and as a controller for a software company. His books include *The Job of the Corporate Controller* and *Customerizing for Success*.

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

WHO SHOULD ATTEND

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

Note: Please bring a laptop equipped with Excel, a wireless connection and a working USB port.

Note: Those with minimal finance experience should attend AMA's *Fundamentals of Finance and Accounting for Non-Financial Managers*.

Recommended CPE Credit: 21 hours/Intermediate

Recommended for optimum learning benefit: Familiarity with fundamentals of financial analysis (see AMA seminar #1552, page 58), or the concepts covered in *Fundamentals of Forecasting*, seminar #1110, page 57.

Advance Preparation: Online pre- and post-seminar assessment

Instructional Method: Group Live



Approved for up to 22.2 CTP/CCM recertification credit(s) by the Association for Financial Professionals.



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

Schedule

Feb. 1-3 San Francisco, CA 1276-EC8-00451
 Feb. 15-17 Arlington, VA 1276-EC8-00450
 March 7-9 New York, NY 1276-EC8-00458
 April 11-13 San Diego, CA 1276-EC8-00463
 May 9-11 Arlington, VA 1276-EC8-00462
 June 27-29 New York, NY 1276-EC8-00461
 July 11-13 Chicago, IL 1276-EC8-00466
 Aug. 22-24 Arlington, VA 1276-EC8-00469

Aug. 27-29 New York, NY 1276-EC8-00468
 Sept. 12-14 Atlanta, GA 1276-EC8-00470
 Sept. 19-21 San Francisco, CA 1276-EC8-00465

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250



LIVE ONLINE SCHEDULE
 Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012 1276-EC8-00453

1.2 CEUs/14 CPE

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

Recruiting, Interviewing and Selecting Employees

SEMINAR #8266

The “everything you need to know before you say ‘you’re hired’” seminar. Making the wrong hiring decision means throwing away a substantial investment of time and money on recruitment, training and benefits. This fundamental seminar is your ticket to making the right hiring decisions and contributing more to your company’s bottom line.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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



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

Above accreditation applies to both seminars on this page.

Schedule

March 12-14	New York, NY	8266-EC8-00530
April 2-4	Chicago, IL	8266-EC8-00540
May 7-9	New York, NY	8266-EC8-00542
June 6-8	Arlington, VA	8266-EC8-00543
July 9-11	New York, NY	8266-EC8-00544
Aug. 27-29	San Francisco, CA	8266-EC8-00545
Sept. 5-7	New York, NY	8266-EC8-00546

3 days/1.8 CEUs

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

AMA Members save \$250



Fundamentals of Human Resources Management

SEMINAR #8506

This intensive, hands-on seminar will give you a solid overview of all aspects of HR. Quickly learn the essentials of key HR functions and gain the confidence and know-how you need to succeed. You’ll see how to develop a ready-to-use action plan to put to work in your own organization.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Current HR trends and challenges
- Managerial and HR legal responsibilities
- Key federal employment legislation
- Categories and questions to avoid during the employment process
- Dealing with employment discrimination charges
- Employment and termination at will
- Challenges: variable skills, alternative work schedules, ethics, etc.
- Components of a good policies manual; sample handbook template
- Use and objectives of an HRIS
- The effective compensation system
- Components of an efficient performance management program
- Grievance procedures; progressive discipline
- Total rewards; cost-effective, flexible benefits packages
- Evaluating training effectiveness
- Cost-efficient employee retention strategies

WHO SHOULD ATTEND

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

Schedule

Jan. 18-20	Atlanta, GA	8506-EC8-00824
Feb. 22-24	New York, NY	8506-EC8-00805
March 12-14	Boston, MA	8506-EC8-00812
April 11-13	Chicago, IL	8506-EC8-00820
April 16-18	New York, NY	8506-EC8-00813
May 16-18	Philadelphia, PA	8506-EC8-00814
May 21-23	San Francisco, CA	8506-EC8-00815
June 6-8	New York, NY	8506-EC8-00816
June 18-20	Lake Buena Vista, FL	8506-EC8-00826
July 11-13	Atlanta, GA	8506-EC8-00817
July 16-18	New York, NY	8506-EC8-00827

For a complete list of dates and locations, visit www.amaseminars.org

3 days/1.8 CEUs

\$2,345/AMA

Members \$2,095

AMA Members

save \$250



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Jan. 5-26, 2012	8506-EC8-00808
April 5-26, 2012	8506-EC8-00837
Sept. 6-27, 2012	8506-EC8-00823

1.2 CEUs • 12 PHR/SPHR

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

NEW! Human Resources Essentials for Non-HR Managers

SEMINAR #8109

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Schedule

March 19-20	New York, NY	8109-EC8-00001
April 19-20	Chicago, IL	8109-EC8-00002
May 17-18	San Francisco, CA	8109-EC8-00003
Sept. 20-21	New York, NY	8109-EC8-00004

2 days/1.2 CEUs

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

AMA Members save \$200

NEW! Succession Planning Developing Leaders from Within

SEMINAR #8110

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

SPECIAL FEATURE

Get a FREE copy of the book *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within* by William Rothwell when you attend this seminar.



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

Schedule

March 15-16	Atlanta, GA	8110-EC8-00004
May 21-22	New York, NY	8110-EC8-00009
June 25-26	San Francisco, CA	8110-EC8-00010
July 16-17	Arlington, VA	8110-EC8-00011

2 days/1.2 CEUs

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

AMA Members save \$200

AMA's Myers-Briggs Type Certification



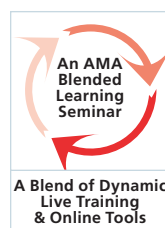
THE MBTI INSTRUMENT HAS WIDE-RANGING APPLICATIONS TO BENEFIT YOUR BUSINESS

Apply the MBTI tool to empower employees, enhance team productivity and reduce conflict.

AMA's newly updated MBTI program is a highly interactive, 4-day workshop that focuses on the key MBTI applications of team building, leadership and individual development.

It features a hands-on, practical approach that prepares you to professionally and ethically administer and interpret the MBTI instrument—immediately upon your return to work.

Get certified to administer the



The insights into personality type that the MBTI® instrument affords can support many endeavors within an organization, from leadership and team building to staff training and change management. This seminar

also includes training in MBTI Step II, which provides a more richly textured picture of

type and behavior using 20 additional facets. Step II shows how people express their type uniquely and individually.

This program features a revised Participant Resource Guide; revised Practitioner's Tools DVD, with new slide type presentations and team activities; video demonstrations of team Living Type Table activity, MBTI Step I Interpretation, and MBTI Step II Interpretation.

HOW YOU WILL BENEFIT

- Improve employee communication skills and interactions using the MBTI tool
- Gain greater understanding of your own and others' personality preferences
- Understand type theory and key MBTI applications
- Experience effective ways to introduce type to teams to improve performance
- Get immediate feedback on your professional interpretation skills with role-play exercises
- Receive an MBTI toolkit and PowerPoint® template for presenting type to teams and organizational leaders

WHAT YOU WILL COVER

Introducing Type to Teams and Groups

- Workshop demonstration of Practitioner's Tools for explaining MBTI type
- Guidance for using the Presenting Type in Organizations presentation
- Defining the MBTI dichotomies
- Analyzing team type tables
- Demonstration of type activities to use with teams

Using the MBTI Assessment

- Understanding the differences between trait and type instruments
- Appropriate and ethical use of the tool
- Psychometric aspects of the instrument
- Information for accessing MBTI information and research

Indicator® (MBTI®) Program

SEMINAR #8592

world's most widely used personality assessment

Using the MBTI Instrument with Individuals

- Practicing administering and scoring the instrument and interpreting results
- Practicing working with clients and interpreting results
- Helping clients apply MBTI to their settings

Using the MBTI Instrument for Individual and Leadership Development

- Coaching for type development and leadership styles
- Type dynamics: how the four preferences form a dynamic personality pattern
- Recognizing type and stress interactions
- Practicing using type dynamics and development with clients

Using the MBTI Step II Instrument and Interpretive Report

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

WHO SHOULD ATTEND

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

MBTI CERTIFICATION

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

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

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

Seminar Hours: 8:30 am–5:30 pm each day.

**AMA attendees have a
97% Pass Rate**

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

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

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

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



Faculty Spotlight*

Nancy Barger is a certified Myers-Briggs Type Indicator® practitioner and consultant to corporations, government agencies and nonprofits. She is also the author of several books on this topic.

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



Myers-Briggs Type Indicator®, MBTI, Introduction to Type and the MBTI logo are trademarks or registered trademarks of the Myers-Briggs Type Indicator Trust in the U.S. and other countries.



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

Note: Successful completion of this course qualifies you to administer the MBTI instrument.

Schedule

JANUARY

Jan. 10-13 Arlington, VA 8592-EC8-00120
Jan. 24-27 New York, NY 8592-EC8-00121
Jan. 31-Feb. 3 Chicago, IL 8592-EC8-00125

FEBRUARY

Feb. 7-10 San Francisco, CA 8592-EC8-00124
Feb. 14-17 New York, NY 8592-EC8-00123

MARCH

March 6-9 Dallas, TX 8592-EC8-00122
March 13-16 Arlington, VA 8592-EC8-00126
March 20-23 New York, NY 8592-EC8-00127
March 27-30 Los Angeles, CA 8592-EC8-00112

APRIL

April 10-13 Chicago, IL 8592-EC8-00145
April 17-20 Atlanta, GA 8592-EC8-00138
April 24-27 New York, NY 8592-EC8-00139

MAY

May 1-4 San Francisco, CA 8592-EC8-00144
May 8-11 Arlington, VA 8592-EC8-00140
May 8-11 Denver, CO 8592-EC8-00160
May 15-18 New York, NY 8592-EC8-00141

JUNE

June 5-8 Boston, MA 8592-EC8-00143
June 5-8 Chicago, IL 8592-EC8-00161
June 12-15 Hilton Head, SC 8592-EC8-00162
June 19-22 New York, NY 8592-EC8-00146
June 26-29 Newport Beach, CA 8592-EC8-00149

JULY

July 10-13 Dallas, TX 8592-EC8-00147
July 10-13 New York, NY 8592-EC8-00148
July 24-27 Arlington, VA 8592-EC8-00150

July 24-27 San Francisco, CA 8592-EC8-00163
July 31-Aug. 3 New York, NY 8592-EC8-00151

AUGUST

Aug. 14-17 Atlanta, GA 8592-EC8-00152
Aug. 21-24 Chicago, IL 8592-EC8-00153
Aug. 21-24 Philadelphia, PA 8592-EC8-00154

SEPTEMBER

Sept. 11-14 New York, NY 8592-EC8-00155
Sept. 18-21 Arlington, VA 8592-EC8-00156
Sept. 18-21 San Francisco, CA 8592-EC8-00157
Sept. 25-28 Indianapolis, IN 8592-EC8-00164

4 days/2.4 CEUs

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

AMA Members save \$200



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

SEMINAR #8502

Learn how to implement and apply legally defensible best practices in your organization. This interactive and case-study-centered seminar combines a comprehensive overview of employee discrimination/EEO, the Family and Medical Leave Act and the Americans with Disabilities Act.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

HR managers and professionals, as well as corporate attorneys.



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

Schedule

April 16-17.....	Chicago, IL.....	8502-EC8-00059
July 23-24.....	New York, NY.....	8502-EC8-00058
Aug. 27-28.....	Chicago, IL.....	8502-EC8-00060

2 days/1.2 CEUs

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

AMA Members save \$200

Human Resources Measurement and Metrics

SEMINAR #8521

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

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

EXTRA

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

WHO SHOULD ATTEND

HR professionals who seek to form strategic partnerships within their organizations.

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



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

Schedule

March 8-9.....	New York, NY.....	8521-EC8-00056
May 21-22.....	Chicago, IL.....	8521-EC8-00060
July 19-20.....	Atlanta, GA.....	8521-EC8-00058
Sept. 17-18.....	San Francisco, CA.....	8521-EC8-00059

2 days/1.2 CEUs

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

AMA Members save \$200

Instructional Design for Trainers SEMINAR #8509

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Schedule

Jan. 9-11	San Francisco, CA	8509-EC8-00197
March 26-28	New York, NY	8509-EC8-00200
April 23-25	Arlington, VA	8509-EC8-00203
May 14-16	Atlanta, GA	8509-EC8-00209
June 4-6	New York, NY	8509-EC8-00204
Aug. 27-29	Arlington, VA	8509-EC8-00207
Sept. 12-14	New York, NY	8509-EC8-00208

3 days/1.8 CEUs

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

AMA Members save \$250

Training the Trainer SEMINAR #8507

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

If you're new to training, a subject-matter expert who needs to train others or a trainer looking for new, more effective approaches to learning, this is the ideal workshop for you.

Schedule

Jan. 23-25	San Francisco, CA	8507-EC8-00915
Feb. 29-March 2	New York, NY	8507-EC8-00916
March 28-30	Chicago, IL	8507-EC8-00917
April 2-4	Arlington, VA	8507-EC8-00922
May 16-18	New York, NY	8507-EC8-00923
May 30-June 1	San Francisco, CA	8507-EC8-00925
June 11-13	Atlanta, GA	8507-EC8-00924
July 9-11	Chicago, IL	8507-EC8-00929
July 25-27	New York, NY	8507-EC8-00926
Aug. 1-3	Dallas, TX	8507-EC8-00927
Sept. 17-19	San Francisco, CA	8507-EC8-00933
Sept. 19-21	New York, NY	8507-EC8-00930

3 days/1.8 CEUs

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

AMA Members save \$250

Achieving Leadership Success Through People

SEMINAR #2128

Lead more effectively by creating rapport, synergy and two-way trust. The most successful leaders are those with the best people skills. Poor communication and interpersonal relationships routinely thwart leaders who are otherwise technically competent. In order to succeed, leaders must be fully engaged with the individuals who make up their organization. Focusing skill-by-skill on P.E.O.P.L.E. (Professionalism, Empathy, Optimism, Partnering, Loyalty and Empowerment) this seminar can help anyone in a position of leadership to better demonstrate caring as well as courage, and to use a P.E.O.P.L.E. approach to achieve maximum results.

HOW YOU WILL BENEFIT

- Understand the components of professionalism and the importance of setting a good example
- Coach and develop your direct reports/colleagues to be more hopeful and empathetic as they develop greater professionalism
- Be more optimistic through reframing, resilience and positive language skills
- Create genuine partnerships and unity with and among direct reports/colleagues
- Learn and apply the components of loyalty to create "loyal followership"
- Trust and empower your direct reports/colleagues more

WHAT YOU WILL COVER

- Professionalism: character, composure, commitment, communication, competence and caring
- Empathy: connecting and building rapport, understanding others and valuing strengths
- Optimism: enthusiasm, eagerness to learn and teach, and resilience
- Partnership: collaboration (vs. competition), creating synergy and teamwork
- Loyalty: building energetic followers who persevere and are accountable to self and others
- Empowerment: delegating, teaching, coaching and entrusting

WHO SHOULD ATTEND

Senior managers, directors, VPs, midlevel managers and others in positions of leadership.



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

Schedule

Feb. 8-10	Las Vegas, NV	2128-EC8-00028
March 5-7	New York, NY	2128-EC8-00026
April 11-13	Arlington, VA	2128-EC8-00037
Apr. 30-May 2	Lake Buena Vista, FL	2128-EC8-00030
May 9-11	San Francisco, CA	2128-EC8-00031
June 25-27	Chicago, IL	2128-EC8-00034
July 9-11	Myrtle Beach, SC	2128-EC8-00038

For a complete list of dates and locations, visit www.amaseminars.org

3 days/1.8 CEUs/18 PDUs

\$2,645/AMA Members \$2,395

AMA Members save \$250



A Blend of Dynamic Live Training & Online Tools

Leadership Skills and Team Development for IT and Technical Professionals

SEMINAR #2569

Each year, hundreds of professionals gain the people skills they need to master the art of leadership at this powerful seminar. Leaders of technical professionals face a substantial challenge: to achieve successful task completion through positive work relationships. In this highly interactive seminar, you will learn how to build and lead a team, evaluate your team's performance and develop an action plan for continued leadership success.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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



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

Schedule

Feb. 29-Mar. 2	San Francisco, CA	2569-EC8-00291
April 23-25	New York, NY	2569-EC8-00300
May 9-11	Arlington, VA	2569-EC8-00301
June 6-8	Chicago, IL	2569-EC8-00302
Aug. 27-29	New York, NY	2569-EC8-00304
Sept. 19-21	San Francisco, CA	2569-EC8-00303

3 days/1.8 CEUs/

18 PDUs

\$2,345/AMA

Members \$2,095

AMA Members

save \$250



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Jan. 10-31, 2012	2569-EC8-00295
April 3-24, 2012	2569-EC8-00305
July 10-31, 2012	2569-EC8-00306

1.2 CEUs

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



A Blend of Dynamic
Live Training
& Online Tools

Leadership and Team Development for Managerial Success

SEMINAR #2239

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

New managers, team leaders and other business professionals interested in acquiring effective leadership skills for managers.

Schedule

Feb. 16-17	San Diego, CA	2239-EC8-00425
March 15-16	New York, NY	2239-EC8-00420
March 29-30	Chicago, IL	2239-EC8-00419
April 5-6	San Francisco, CA	2239-EC8-00426
April 26-27	Arlington, VA	2239-EC8-00427
May 10-11	New York, NY	2239-EC8-00428
May 31-June 1	Chicago, IL	2239-EC8-00430
June 7-8	Dallas, TX	2239-EC8-00429
July 9-10	San Francisco, CA	2239-EC8-00432
Aug. 16-17	New York, NY	2239-EC8-00431
Sept. 6-7	Chicago, IL	2239-EC8-00435
Sept. 17-18	Los Angeles, CA	2239-EC8-00434

2 days/1.2 CEUs

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

AMA Members save \$200

NEW! The 8th Habit® Unleashing the Greatness in Yourself and Others SEMINAR #2603

By FranklinCovey—available through AMA.

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

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

When outstanding results are expected—or necessary—it isn't enough to just be effective. You have to unleash your ultimate potential to achieve your own level of individual greatness. And if others in your organization can do the same, there's no limit to what can be achieved.

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

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

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

Schedule

Apr. 30-May 1	New York, NY	2603-EC8-00009
July 26-27	Arlington, VA	2603-EC8-00011
Sept. 20-21	San Francisco, CA	2603-EC8-00012

2 days/1.2 CEUs

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

AMA Members save \$200



A Blend of Dynamic
Live Training
& Online Tools

Preparing for Leadership

What It Takes to Take the Lead SEMINAR #2536

You want to become a leader, but are you ready to take that step? Learn how to get noticed and selected for a leadership position and develop the skills every confident leader needs. This course is uniquely designed to help leaders-to-be get ready for their new challenges and responsibilities. You'll discover the heart, soul and mind of true leadership.

Through role-playing, self-assessment tests and other leadership training scenarios, you'll explore leadership roles as strategist, change agent, coach, manager, communicator, mentor and team member. And you'll learn how to develop your unique leadership style for maximum impact.

HOW YOU WILL BENEFIT

- Understand what a leader is and is not
- Project a more dynamic image
- Discover your unique leadership style
- Determine which leadership attributes you already possess
- Take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Refine your leadership skills in gaining and using power and influence positively
- Learn how to motivate a team, including "difficult" people
- Protect yourself against the pitfalls of intra-organizational politics

WHAT YOU WILL COVER

Is There a Leader in You?

- Discussing which qualities senior management looks for in candidates for leadership positions
- Understanding the challenges you will face

What Do Leaders Talk About?

- Discovering your leadership style
- Learning to adapt your style to the needs of others

What Is Your Leadership Image?

- Describing how to project the positive professional image of a leader

How Can You Build Your Influence and Power?

- Illustrating ways that leaders can build their power and influence

How Can You Develop Key Relationships?

- Identifying the strategic alliances you need to build

How Should You Handle Organizational Politics?

- Explaining strategies for getting others to support your agenda

How Can You Motivate People?

- Assessing the things that really motivate

Methods to Approach the First Day, Week, Month and Year of Leadership

- Designing your strategies for being noticed and selected to be a leader

Also available as a
Live Online Seminar
See page 6 or visit www.amaseminars.org/liveonline



Faculty Spotlight*

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

*This seminar is also taught by other leadership experts.

WHO SHOULD ATTEND

Any manager who is a potential candidate for a leadership role or who is about to take on a new leadership assignment.



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

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Schedule

Feb. 9-10	Arlington, VA	2536-EC8-00568	June 25-26	San Francisco, CA	2536-EC8-00595
Feb. 23-24	New York, NY	2536-EC8-00570	July 12-13	Atlanta, GA.....	2536-EC8-00608
Feb. 27-28	San Francisco, CA	2536-EC8-00571	July 30-31	New York, NY	2536-EC8-00592
March 15-16	Chicago, IL	2536-EC8-00569	Aug. 2-3	Chicago, IL	2536-EC8-00601
March 26-27	Atlanta, GA.....	2536-EC8-00573	Aug. 16-17	Arlington, VA	2536-EC8-00597
April 5-6	Arlington, VA	2536-EC8-00581	Aug. 27-28	New York, NY	2536-EC8-00596
April 12-13	Parsippany, NJ.....	2536-EC8-00605	Sept. 10-11	New York, NY	2536-EC8-00609
May 7-8	New York, NY	2536-EC8-00589	Sept. 13-14	Atlanta, GA.....	2536-EC8-00599
May 17-18	Atlanta, GA.....	2536-EC8-00594	Sept. 24-25	Arlington, VA	2536-EC8-00600
June 7-8	Arlington, VA	2536-EC8-00588	Sept. 27-28	San Francisco, CA	2536-EC8-00602
June 21-22	Chicago, IL	2536-EC8-00590			



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

March 5-26, 2012.....2536-EC8-00575

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

2 days/1.2 CEUs/12 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200



Also available as a

Live Online SeminarSee page 6 or visit www.amaseminars.org/liveonline

Leading Virtual and Remote Teams SEMINAR #2280

Lead cohesive long-distance teams that can actually

outperform face-to-face teams. Workplaces around the world are enjoying the power and opportunities of being linked virtually through technology. However, many virtual teams do not succeed because they fail to recognize that virtual collaboration has to be managed in specific ways. The leader of a virtual or remote team must successfully apply

special insights and techniques to guide performance and work relationships with employees who may be hundreds or thousands of miles away. This powerful seminar is designed to help you build truly synergistic and effective long-distance teams. You will return to work with the tools and methods you need to manage and lead virtual and remote teams with success and complete confidence.

HOW YOU WILL BENEFIT

- Identify the unique competencies of virtual leaders and team members
- Recognize team needs based on distance and dependency of team members
- Select and use effective tools, techniques and technology designed specifically for virtual teams
- Manage performance from a distance more effectively
- Utilize best practices for building and maintaining trust and connection in virtual and remote teams
- Develop virtual team meeting facilitation skills and learn to use influence skills in a virtual environment

WHAT YOU WILL COVER

Defining the Unique Requirements of Virtual Team Leaders and Members

- Types of virtual teams
- Knowing the unique needs of virtual workers
- Diagnosing team needs based on the Virtual Team Model—Distance/Dependency Matrix
- What it takes to lead a virtual and remote team
- Team member competencies

Building and Maintaining Trust and Cohesiveness in Virtual Teams

- Identifying the business cost of low trust in virtual and remote teams
- Defining the components of trust

- The leader's role in creating and sustaining trust
- Assessing trust needs for different types of virtual and remote teams

Tools and Techniques for Communicating Across Cultures and Distance

- Techniques for frequent, authentic and transparent communications
- Principles for choosing technology to support virtual work
- Identifying fundamental cultural differences in communicating
- Best practices for handling conflict in different cultures

Managing the Performance of Virtual Teams

- Identifying the what and why of virtual performance management
- Recognizing root causes of performance management problems
- Best practices for performance management in virtual teams
- Matching performance management needs of team members with tools and techniques for managing performance virtually

Coaching Effectively in a Virtual Environment

- Comparing virtual coaching with face-to-face coaching
- Practicing key skills of listening and questioning
- Practicing virtual coaching and analyzing effectiveness using the GROW Model of Coaching
- Effectively using tools and techniques to coach virtually



Faculty Spotlight*

Bill Hickman consults, coaches and presents seminars, workshops and lectures on leadership and information technology management. He specializes in bridging the gap between technical and nontechnical communities. For nontechnical executives, he has simplified complex technologies to increase awareness, understanding and use.

*This seminar is also taught by other leadership experts.

Tools and Techniques for Facilitating Virtual Meetings and Influencing Others

- Pre-meeting, meeting and post-meeting tips and best practices
- Demonstrating effective meeting facilitation skills
- Nine influence strategies and how to apply them in a virtual environment

Putting It All Together: Case Studies, Problem Solving and Best Practices

- Identifying major opportunities for increasing effectiveness of your team
- Presenting a case and gaining insight into a challenge you are having and what to do about it

WHO SHOULD ATTEND

Managers, senior managers, directors and project leaders of global and/or geographically dispersed teams. This seminar will also benefit leaders of a mobile workforce.



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

Schedule

Jan. 30-Feb. 1	Chicago, IL	2280-EC8-00164	Aug. 20-22	New York, NY	2280-EC8-00185
March 12-14	Arlington, VA	2280-EC8-00165	Sept. 5-7	San Francisco, CA	2280-EC8-00178
March 26-28	San Francisco, CA	2280-EC8-00163			
April 25-27	New York, NY	2280-EC8-00175			
May 21-23	Las Vegas, NV	2280-EC8-00174			
June 25-27	San Diego, CA	2280-EC8-00183			
July 23-25	Lake Buena Vista, FL	2280-EC8-00184			
July 30-Aug. 1	Chicago, IL	2280-EC8-00177			

3 days/1.8 CEUs/18 PDUs
\$2,545/AMA Members \$2,295
AMA Members save \$250



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

April 30-May 21, 2012 2280-EC8-00179 |

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

NEW! Create a Respectful

Workplace: Improve Morale, Increase Productivity and Achieve Business Goals SEMINAR #2151

Build and support a more positive and productive workplace climate. A workplace where employees treat one another with civility and respect is far more likely to function at optimum levels of productivity. Unfortunately, the rise of disrespectful behaviors in business seems to be at epidemic levels, and the result is a steady erosion in morale and productivity. This seminar provides strategies for leaders and managers to recognize and handle offensive, disrespectful and inappropriate behaviors. It also explores how to improve productivity by modeling better behavior and fostering a culture of civility and mutual respect.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Schedule

Feb. 13-14	San Francisco, CA	2151-EC8-00003
March 15-16	Atlanta, GA	2151-EC8-00004
April 16-17	New York, NY	2151-EC8-00006
June 21-22	Arlington, VA	2151-EC8-00005

2 days/1.2 CEUs

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

AMA Members save \$250



Also available as a

Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline

Situational Leadership® II Workshop SEMINAR #2901

**Specially developed for AMA by
The Ken Blanchard Companies®**

Adopt a leadership style that generates heightened performance and improved productivity. Does your organization lack passion, energy, self-reliance and drive? If so, the technique of situational leadership has the answer that will take your managers and your company to the head of the pack.

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- The core competencies of a situational leader
- Leadership for the future
- Why leadership depends on the specific situation
- Diagnosis: the first skill of the situational leader
- Flexibility: the second skill of the situational leader
- Partnering for better performance: the third skill of the situational leader
- Transferring your new awareness and situational leadership skills into your work relationships and leadership responsibilities

WHO SHOULD ATTEND

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

Schedule

Feb. 2-3	New York, NY	2901-EC8-00198
Feb. 16-17	Chicago, IL	2901-EC8-00181
March 26-27	Arlington, VA	2901-EC8-00199
April 19-20	San Francisco, CA	2901-EC8-00202
May 7-8	Chicago, IL	2901-EC8-00201
May 21-22	New York, NY	2901-EC8-00200
June 21-22	San Francisco, CA	2901-EC8-00205

For a complete list of
dates and locations, visit
www.amaseminars.org

2 days/1.2 CEUs

\$2,195/AMA

Members \$1,995

AMA Members

save \$200



LIVE ONLINE SCHEDULE

Tuesday* 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012 (Mon.) ...2901-EC8-00183

April 3-24, 2012* ...2901-EC8-00210

July 10-31, 2012* ...2901-EC8-00211

1.2 CEUs

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

Coaching: A Strategic Tool for Effective Leadership SEMINAR #2506

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

Executives, managers, supervisors, project managers and team leaders.



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

Schedule

Jan. 11-13	San Francisco, CA	2506-EC8-00228
Feb. 15-17	Atlanta, GA	2506-EC8-00229
March 19-21	New York, NY	2506-EC8-00236
May 16-18	Chicago, IL	2506-EC8-00238
June 18-20	Las Vegas, NV	2506-EC8-00239
July 11-13	New York, NY	2506-EC8-00241
Aug. 6-8	San Francisco, CA	2506-EC8-00240
Sept. 12-14	Atlanta, GA	2506-EC8-00242

3 days/1.8 CEUs

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

AMA Members save \$250

Strategic Agility and Resilience: Embracing Change to Drive Growth SEMINAR #2546

Enhance your ability to respond to complex and unpredictable business changes by mastering the competencies of agile leadership. Leadership success depends on your ability to be future-oriented, seize external opportunities and bounce back from unforeseen changes. You must capitalize on market trends and anticipate and respond to change more rapidly. You'll learn how to understand and explore customer and marketplace opportunities and capitalize on them by responding with appropriate products, services and initiatives.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

- Understanding strategic agility and why it's crucial for organizations
- Identifying the competencies needed to lead with agility and resilience
- Utilizing the Leadership Agility Profile™ self-assessment to determine your agility score
- Aligning people, processes and technology with the AGILE Model™ and learn to put it into action
- Developing the right team with skills to communicate and implement strategy as it evolves
- Creating a culture that promotes action and resourcefulness
- Engaging in a constant "outside the box" search for ideas
- Initiating and maintaining a performance scorecard with balanced key metrics, including company, team and customer measures

WHO SHOULD ATTEND

Vice presidents, directors, division managers and others with strategic leadership roles.

EXTRA

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

Schedule

March 15-16	San Francisco, CA	2546-EC8-00047
May 17-18	Chicago, IL	2546-EC8-00049
July 19-20	Arlington, VA	2546-EC8-00050
Sept. 17-18	San Francisco, CA	2546-EC8-00053

2 days/1.2 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

Also available as a
Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline



SEMINAR #2501



A Blend of Dynamic
Live Training
& Online Tools

Developing Executive Leadership

Deepen your self-awareness with executive leadership training and empower your staff to improve performance!

This intensive executive leadership training program combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Executive leadership training can show you how to use your power and influence to achieve goals...build alliances across departments...establish strong working relationships...and create passion in your department, your team and your organization.

HOW YOU WILL BENEFIT

- Build a leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Learn what real "coaching" consists of and how to build an extraordinary team that works together to deliver results
- Develop heightened "emotional intelligence" for greater professional achievement and satisfaction
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and delegation
- Clearly communicate mission, vision and value statements
- Continue your growth as a leader through a self-development plan

WHAT YOU WILL COVER

Understanding Today's Leadership Expectations

- Exploring the fundamental concepts of leadership
- The four-factor model of effective leadership
- Differentiating between leadership and management

- Identifying the leadership requirements for the 21st century

Leadership with the Head: Exploring the Strategic Elements of Leadership

- Defining mission, vision and values
- Focusing on the "big picture" when building the culture
- The importance of planning and prioritizing in day-to-day activities

Leadership with the Hands: Understanding and Appreciating Situational Leadership® II, the Art of Influencing Others

- How to develop people, value differences and encourage honest communication
- Developing your leadership style to gain commitment from your employees
- Matching your leadership style to your employees' developmental needs

Leadership with the Feet: Personal Values and Ethics at Work

- Understanding the challenges you face—and the various ways you can manage them
- Creating a culture of trusting relationships
- How individualized "passionate purpose" provides a context for consistency and credibility

Leadership with the Heart: Practicing Ways to Communicate

- Motivating the workforce: three elements that ensure increased job satisfaction and productivity
- Examining the role of "emotional intelligence" in successful leadership
- Assessing your "emotional intelligence": your strengths and areas that need development



Faculty Spotlight*

David Moriah is a nationally recognized leader in the field of experience-based training and development for more than 20 years. He has extensive expertise in leadership and team development, coaching and counseling, training the trainer, facilitation skills, crisis intervention, conflict resolution, cross-cultural understanding, win-win negotiation, public speaking, effective business writing, organizational needs assessment and project design and management.

*This seminar is also taught by other leadership experts.

Creating an Executive Leadership Development Plan

- Developing a plan based on your goals and your organization's strategy

WHO SHOULD ATTEND

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

Note: Before attending this session, you will receive a link to the online Leader Behavior Analysis® II assessment. You must complete the assessment, print your results and bring to class in order to participate fully in this seminar.



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

Schedule

Jan. 9-11 New York, NY2501-EC8-01258
Jan. 18-20 Scottsdale, AZ2501-EC8-01262
Jan. 25-27 Dallas, TX2501-EC8-01259
Feb. 6-8 Arlington, VA2501-EC8-01260
Feb. 22-24 Chicago, IL2501-EC8-01263
March 7-9 New York, NY2501-EC8-01266
March 14-16 Arlington, VA2501-EC8-01282
March 19-21 Atlanta, GA2501-EC8-01242
March 26-28 San Francisco, CA2501-EC8-01268
April 2-4 Las Vegas, NV2501-EC8-01283
April 11-13 New York, NY2501-EC8-01285
April 16-18 Dallas, TX2501-EC8-01294
May 2-4 San Francisco, CA2501-EC8-01289
May 9-11 Chicago, IL2501-EC8-01291
May 14-16 Arlington, VA2501-EC8-01292
May 21-23 Hilton Head, SC2501-EC8-01293
June 6-8 Scottsdale, AZ2501-EC8-01323

June 11-13 Boston, MA2501-EC8-01296
June 18-20 New York, NY2501-EC8-01297
June 20-22 Overland Park, KS2501-EC8-01299
June 27-29 Seattle, WA2501-EC8-01306
July 9-11 Arlington, VA2501-EC8-01300
July 16-18 Dallas, TX2501-EC8-01302
July 18-20 New York, NY2501-EC8-01303
July 23-25 Minneapolis, MN2501-EC8-01324
July 25-27 San Francisco, CA2501-EC8-01305
Aug. 6-8 Chicago, IL2501-EC8-01308
Aug. 13-15 New York, NY2501-EC8-01307
Aug. 20-22 Philadelphia, PA2501-EC8-01309
Sept. 5-7 San Diego, CA2501-EC8-01312
Sept. 12-14 New York, NY2501-EC8-01313
Sept. 19-21 Arlington, VA2501-EC8-01315
Sept. 24-26 Houston, TX2501-EC8-01316



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

April 9-30, 20122501-EC8-01318
July 30-Aug. 20, 20122501-EC8-01320

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

3 days/1.8 CEUs/18 PDUs
\$2,545/AMA Members \$2,295
AMA Members save \$250



NEW! What Got You Here Won't Get You There SEMINAR #2207

Developed with Marshall Goldsmith, based on his bestselling book

You've been successful up until now—but can you redefine yourself for continued success? Is something robbing you of the future you want? Your talents and accomplishments got you where you are today. But some of these attributes could actually be holding you back now. Will you still be able to accomplish everything you want—and keep the job you're doing now?

This powerful, solutions-based, interactive program is based on Marshall Goldsmith's international bestseller *What Got You Here Won't Get You There*. It gives you insights and practical techniques to help you pinpoint everything that may keep you from getting your next job—or hanging on to this one. You'll experience *FeedForward*®, Marshall's proprietary tool to get a specific, objective look at yourself, and receive balanced feedback to help you change counterproductive habits. You'll also develop an action plan to help you achieve both your professional and personal goals.

HOW YOU WILL BENEFIT

- Learn 20 habits that often hold leaders back from attaining the success and satisfaction they want
- Assess the use of the 20 habits in your leadership style
- Know why interpersonal skills in leadership are crucial
- Use the *FeedForward*® process to get objective feedback from fellow seminar attendees, guided by our expert faculty
- Create a developmental action plan that involves your peers and includes a plan for ongoing follow-up

WHAT YOU WILL COVER

- Assessing the 20 habits and knowing which apply to you
- Knowing how to apply *FeedForward*® on the job
- Identifying obstacles to making a successful transition to the next level of leadership
- The role external factors play and how to leverage them in your achievements
- Developing a personal action plan to enhance your effectiveness
- Creating and promoting your personal brand

WHO SHOULD ATTEND

Middle and senior managers who want to preemptively fix behaviors that would otherwise hold them back.

Schedule

March 26-27	New York, NY	2207-EC8-00001
April 23-24	Arlington, VA	2207-EC8-00002
May 21-22	San Francisco, CA	2207-EC8-00003
Sept. 24-25	New York, NY	2207-EC8-00004

2 days/1.2 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

Collaborative Leadership Skills for Managers SEMINAR #2186

Develop a collaborative style to enhance team commitment and individual performance. Why

become a collaborative manager? Because it gives you the ability to break down silos, to create an energetic department and team that has better business results.

This seminar will give you the skills to be an adaptive manager, someone who can create clarity, vision and build mutual trust with your team and other departments. It will show you how to inspire optimal performance from team members and help bring out their strongest talents.

HOW YOU WILL BENEFIT

- Become more effective by enabling each team member to share ideas and generate solutions
- Remove roadblocks to help employees do their best work
- Enhance team creativity and involvement without expensive programs or initiatives
- Differentiate yourself and become more influential
- Help increase employee retention and engagement
- Develop a mindset that can increase your innovation skills and produce new ideas

WHAT YOU WILL COVER

- Customizing your management style to encourage employees to find their own answers to business challenges
- Creating a culture that fosters involvement from all employees and helps break down silos and isolationism
- Embracing social media to enhance discussions, obtain recommendations and information, network and establish relevance
- Discovering the benefits and virtues of over-communication
- Improving accountability by allowing your employees to have ownership of the results of their efforts
- Employing a collaborative process that is effective with all communication styles
- Setting up a framework for collaboration

WHO SHOULD ATTEND

Midlevel managers who want to inspire greater involvement, creativity and knowledge sharing in their employees.

Schedule

March 26-27	New York, NY	2186-EC8-00016
April 5-6	Chicago, IL	2186-EC8-00017
May 14-15	Arlington, VA	2186-EC8-00018
June 11-12	New York, NY	2186-EC8-00024
June 28-29	Atlanta, GA	2186-EC8-00019
July 9-10	Boston, MA	2186-EC8-00020
July 30-31	Los Angeles, CA	2186-EC8-00025
Aug. 13-14	Chicago, IL	2186-EC8-00026
Sept. 10-11	New York, NY	2186-EC8-00021

2 days/1.2 CEUs

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

AMA Members save \$200

Advanced Leadership Communication Strategies

SEMINAR #2134

Motivate action at every level, and influence even the toughest executives, customers, subordinates and stakeholders. You're already successful as a leader and communicator. But now you must exercise greater influence, solve bigger problems and drive unprecedented performance improvements.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

Experienced leaders determined to achieve even greater success at the highest levels of their organizations.

Also recommended to past attendees of AMA's *The Voice of Leadership* (seminar #2130).



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

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Schedule

March 14-16	San Francisco, CA	2134-EC8-00079
June 18-20	Arlington, VA	2134-EC8-00081
Aug. 27-29	Chicago, IL	2134-EC8-00082

3 days/1.8 CEUs/18 PDUs

\$2,645/AMA Members \$2,395

AMA Members save \$250

NEW! Bridging the Myers-Briggs Type Indicator® (MBTI®), Temperament, and Situational Leadership® II

SEMINAR #8596

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

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

Schedule

Jan. 19-20	San Francisco, CA	8596-EC8-00003
March 29-30	Chicago, IL	8596-EC8-00002
May 7-8	New York, NY	8596-EC8-00006
Aug. 2-3	Arlington, VA	8596-EC8-00004
Sept. 20-21	Atlanta, GA	8596-EC8-00005

2 days/1.2 CEUs

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

AMA Members save \$250



Available ONLY as a Live Online Seminar

NEW! Coaching from a Distance

Developing Your Team When You Can't Be Face to Face

SEMINAR #2559

Successful coaching is challenging and rewarding—but coaching remotely or in a virtual environment demands all-new rules. The countless ways in which professionals now communicate means business can be conducted almost anywhere. This has introduced the element of distance (both real and virtual) between coach and subject. Coaching skills that once worked so effectively face to face won't get the job done today. For a remote or virtual environment, coaches must develop an entirely new battery of skills—from innovative ways of listening to new measures of coaching success. This new live online seminar covers it all in four dynamic lessons, with a sharp focus on skill-building and modeling techniques that will enable coaches to move their teams to the next level of professional development regardless of distance.

Four 3-hour lessons over a 4-week period.

LESSON 1

Challenges of Coaching from a Distance

- Understanding the obstacles of connecting
- Determining the best technology for coaching
- Management skills—listening without visual cues

LESSON 2

Learning the Basics of Virtual Coaching

- Devising artful questioning to open up “distance” communication
- Encouraging employees to envision change and move to the next performance level
- Adapting the GROW Coaching Model to developmental coaching

LESSON 3

Increasing Effectiveness in Performance Coaching

- Eliciting “upward feedback” with unique question/answer techniques
- Identifying tools for gathering data
- Building a decision-making matrix that weighs the situation, the subject and the outcome

LESSON 4

Development and Team Coaching

- Techniques to increase team effectiveness in the virtual environment
- Training team members to coach themselves

WHO SHOULD ATTEND

Managers, team leaders, senior managers and project managers of global and geographically dispersed teams.



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

June 7-28, 2012..... 2559-EC8-00001

Sept. 6-27, 2012.....2559-EC8-00002

1.2 CEUs

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

NEW! Conquering Today's Executive Challenges

SEMINAR #2152

Be a standout leader who gets the impossible done.

Just when you think things can't get any tougher, they usually do. Every day, the bar is raised as far as grueling executive challenges go—but who has the specific tools and skills to deal with them head-on, in the best way possible? This seminar goes beyond those tried-and-true leadership legends to work through some of the most critical concerns facing leaders in business—like leading change in a tumultuous environment, getting an over-burdened workforce to work even harder and fostering an enterprise-wide mindset. Using case studies and exercises, you'll learn more analytical ways to approach your response to change. Get methods for doing more with less, plus highly effective tools for knocking down barriers to the alignment your organization must have. Other topics no leader can afford to ignore—like innovation when the company has “more important things” on its mind—will also be examined.

HOW YOU WILL BENEFIT

- Understand how to align your business units with the total organization/culture
- Get mobilized to lead and drive change—and obtain the buy-in and commitment you need
- Create an entrepreneurial spirit that supports innovation
- Use motivation strategies to keep people engaged when their responsibilities change or multiply
- Develop an enterprise-wide mindset that supports key goals
- Navigate senior-level politics and agendas with more success

WHAT YOU WILL COVER

- Situation analysis: your operating environment and how to be a “just right” fit with it
- Self-assessment: your leadership style; a personal SWOT analysis
- Successful executive leadership: the **ABCDE Model** (Adaptability, Behavior modeling, Communication, Decision making and Enterprise mindset)
- Motivating in quickly changing and difficult times
- Promoting a uniform mindset throughout the organization
- Inspiring innovation despite uncertainty and resistance
- Influencing/managing upwards and handling conflicting priorities
- Developing your personal action plan

WHO SHOULD ATTEND

Senior managers, division heads, vice presidents and directors who recognize the need to upgrade their skills to match today's toughest leadership challenges.

Schedule

March 26-27	New York, NY	2152-EC8-00001
April 23-24.....	Atlanta, GA	2152-EC8-00002
June 28-29	San Francisco, CA	2152-EC8-00003
Sept. 17-18.....	New York, NY	2152-EC8-00005

2 days/1.2 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250



A Blend of Dynamic
Live Training
& Online Tools

The Voice of Leadership

How Leaders Inspire, Influence and Achieve Results SEMINAR #2130

"The difference between mere management and leadership is communication." —Winston Churchill

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

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

HOW YOU WILL BENEFIT

- Become a more effective communicator—and leader
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension
- Overcome resistance to change
- Motivate followers and inspire them when giving speeches and presentations
- Rally support in difficult situations

WHAT YOU WILL COVER

The Voices of Effective Leaders—Past and Present

- Describing typical situations requiring leadership and assessing how well you use the language of leadership in these situations
- Identifying five traits of effective leaders as communicators and assessing how well you demonstrate those traits

Finding Your Leadership Voice

- Learning the two components of a leader's voice
- Describing several leadership styles and describing your dominant style

Crafting Compelling Messages That Inspire Action and Produce Results

- Pinpointing the desired results of your leadership message by using a results matrix
- Shaping your leadership message

Setting the Stage for Powerful Communication

- Picking the right forum and creating a winning setting for your key messages
- Building confidence by presenting to fellow participants and receiving feedback
- Overcoming stage fright and communication anxiety

Taking the Lead

- Generating presence and charisma that command respect
- Sending clear messages that maximize audience understanding

Setting the Direction You Want Others to Travel

- Communicating a clear mission and inspiring vision and values
- Delegating authority in ways that prompt others to take responsibility

Influencing and Inspiring Others Into Action

- Identifying the factors that demotivate
- Lighting a fire in the hearts of others

Coaching, Counseling and Mentoring for Improved Performance

- Stimulating and guiding authentic coaching, counseling and mentoring sessions

Also available as a
Live Online Seminar
See page 6 or visit www.amaseminars.org/liveonline



Faculty Spotlight*

Tracie Reveal Shipman provides customized training, coaching, team development and facilitation services. Clients have included EDS, TI, IBM, Sabre-Holdings, The Center for Nonprofit Management and SMU. She has developed and delivered innovative leadership programs, change initiatives and communication implementation strategies in her work. Ms. Shipman is a graduate of the MIT Organizational Learning Center's Leading Learning Communities program.

*This seminar is also taught by other leadership experts.

Addressing Tough and Touchy Topics in Ways That Defuse Tension

- Handling conflict and hostile disputes

WHO SHOULD ATTEND

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



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

Schedule

Jan. 18-20 Philadelphia, PA2130-EC8-00456	June 11-13 San Diego, CA.....2130-EC8-00486
Jan. 30-Feb. 1 New York, NY2130-EC8-00442	June 18-20 Dallas, TX.....2130-EC8-00473
Feb. 15-17 Houston, TX2130-EC8-00441	June 20-22 New York, NY2130-EC8-00467
Feb. 22-24 San Francisco, CA2130-EC8-00443	June 25-27 Atlanta, GA.....2130-EC8-00468
March 5-7 Atlanta, GA.....2130-EC8-00445	June 27-29 San Francisco, CA2130-EC8-00465
March 12-14 Las Vegas, NV2130-EC8-00446	July 9-11 Arlington, VA2130-EC8-00469
March 14-16 Morristown, NJ.....2130-EC8-00457	July 18-20 Chicago, IL.....2130-EC8-00471
March 21-23 Arlington, VA2130-EC8-00447	July 23-25 New York, NY2130-EC8-00472
March 26-28 Chicago, IL.....2130-EC8-00454	July 30-Aug. 1 Atlanta, GA.....2130-EC8-00474
April 11-13 New York, NY2130-EC8-00459	Aug. 13-15 Arlington, VA2130-EC8-00475
April 23-25 Scottsdale, AZ2130-EC8-00490	Aug. 27-29 New York, NY2130-EC8-00477
May 2-4 New York, NY2130-EC8-00463	Sept. 10-12 Chicago, IL.....2130-EC8-00478
May 7-9 San Francisco, CA2130-EC8-00460	Sept. 17-19 Houston, TX.....2130-EC8-00479
May 9-11 Chicago, IL.....2130-EC8-00466	Sept. 19-21 New York, NY2130-EC8-00481
May 21-23 Arlington, VA2130-EC8-00464	Sept. 24-26 Arlington, VA2130-EC8-00482
June 6-8 Boston, MA.....2130-EC8-00470	



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Jan. 26-Feb. 16, 20122130-EC8-00450
May 3-24, 20122130-EC8-00484
Aug. 9-30, 2012.....2130-EC8-00483

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

3 days/1.8 CEUs/18 PDU
\$2,545/AMA Members \$2,295
AMA Members save \$250



AMA's Advanced Executive Leadership Program

SEMINAR #2104

An intensive 3-day exploration of your role as a leader, visionary, strategic thinker. You'll understand what makes a leader, the practices and commitments of effective leadership, how to shape organizational excellence, which global competencies are critical to success today and how to gain personal mastery of your own leadership. You'll profit from the shared insights and experiences of your peers.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

Schedule

Jan. 23-25	Scottsdale, AZ.....	2104-EC8-00096
March 26-28	Atlanta, GA.....	2104-EC8-00098
April 2-4	New York, NY	2104-EC8-00101
April 30-May 2	San Francisco, CA	2104-EC8-00102
June 13-15	Arlington, VA.....	2104-EC8-00104
Aug. 8-10	New York, NY	2104-EC8-00109
Sept. 10-12.....	Atlanta, GA.....	2104-EC8-00110

3 days/1.8 CEUs

\$2,645/AMA Members \$2,395

AMA Members save \$250

NEW! Play to Your Strengths Harnessing the Power of Your Personality

SEMINAR #2143

Achieve your full leadership potential through greater self-awareness. The most effective leaders invest in their own strengths, surround themselves with the right people and pay attention to the needs of those who work with them. They strive to be self-aware leaders who build on their strongest traits and learn to adapt to other people and situations. This seminar will help you to better know your own strengths and more readily adjust to a variety of circumstances—rather than trying to fit the mold of a leader you're not meant to be.

HOW YOU WILL BENEFIT

- Know different leadership styles and understand the strengths and weaknesses of each
- Recognize three ways to be effective through other leadership styles
- Understand how to leverage your strengths at work
- Identify opportunities to demonstrate active leadership
- Develop change strategies that produce positive results

WHAT YOU WILL COVER

- Defining the four style positions and applying them to your own leadership challenges
- Applying the four sources of versatility to situations/people in your own organization
- Observing style behaviors, providing feedback and adapting style
- Examining the real reason people won't change, and corrective actions
- Working on strengths to build on one's developmental edge

WHO SHOULD ATTEND

Midlevel managers, senior managers, directors, vice presidents and division heads who want to capitalize on their individual traits to maximize their effectiveness as leaders.

Schedule

March 19-20	New York, NY	2143-EC8-00008
April 19-20	Chicago, IL.....	2143-EC8-00010
June 7-8	Atlanta, GA	2143-EC8-00013
July 16-17	Arlington, VA.....	2143-EC8-00011
Sept. 6-7.....	New York, NY	2143-EC8-00012

2 days/1.2 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

Leading with Emotional Intelligence

SEMINAR #2133

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

HOW YOU WILL BENEFIT

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



WHAT YOU WILL COVER

What Is Emotional Intelligence?

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

Understanding and Managing Myself

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

Self-Assessment of My Relationships

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

Leading with Emotional Intelligence

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

Understanding and Managing Team Dynamics

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

WHO SHOULD ATTEND

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



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

Send your direct reports to AMA's seminar, **Developing Your Emotional Intelligence**, seminar #2144, page 13, to expand their self-awareness and learn the basics of emotional intelligence.

Schedule

Jan. 18-20 New York, NY2133-EC8-00293	May 14-16 Chicago, IL2133-EC8-00299	Aug. 22-24 San Francisco, CA2133-EC8-00312
Jan. 25-27 Los Angeles, CA2133-EC8-00287	May 30-June 1 Arlington, VA2133-EC8-00300	Sept. 5-7 New York, NY2133-EC8-00313
Jan. 30-Feb. 1 Chicago, IL2133-EC8-00273	May 30-June 1 San Francisco, CA2133-EC8-00301	Sept. 12-14 Las Vegas, NV2133-EC8-00316
Feb. 22-24 Arlington, VA2133-EC8-00275	June 6-8 New York, NY2133-EC8-00302	Sept. 17-19 Chicago, IL2133-EC8-00314
March 12-14 New York, NY2133-EC8-00276	June 13-15 Chicago, IL2133-EC8-00303	Sept. 26-28 Arlington, VA2133-EC8-00315
March 28-30 San Francisco, CA2133-EC8-00274	June 20-22 Atlanta, GA2133-EC8-00321	
April 2-4 Boston, MA2133-EC8-00320	July 11-13 New York, NY2133-EC8-00306	
April 11-13 Chicago, IL2133-EC8-00294	July 16-18 Arlington, VA2133-EC8-00307	
April 16-18 San Diego, CA2133-EC8-00297	July 25-27 Chicago, IL2133-EC8-00308	
April 23-25 Arlington, VA2133-EC8-00296	Aug. 1-3 New York, NY2133-EC8-00309	
May 2-4 Houston, TX2133-EC8-00304	Aug. 8-10 Arlington, VA2133-EC8-00322	
May 9-11 New York, NY2133-EC8-00298	Aug. 13-15 Chicago, IL2133-EC8-00311	

3 days/1.8 CEUs

\$2,545/AMA Members \$2,295
AMA Members save \$250



Also available as a

Live Online SeminarSee page 6 or visit www.amaseminars.org/liveonlineA Blend of Dynamic
Live Training
& Online Tools

Making the Transition from Staff Member to Supervisor

SEMINAR #2243

Effectively and smoothly manage the change in your role and your responsibilities. This seminar will prepare you for a complete change of responsibilities and help you plan for the challenges ahead. You'll come away with a better understanding of what your boss, peers, staff and company expect from you. The invaluable set of tools in this seminar will prepare you to assume that all-important first supervisory role with greater confidence and success.

HOW YOU WILL BENEFIT

- Understand your new role—from your perspective and those of your boss, peers and subordinates
- Establish a presence and build credibility
- Flex your individual style with ease
- Delegate tasks to others, focusing on clear quality standards
- Implement a feedback system
- Tailor training to individual employees
- Understand what motivates peers, employees and superiors
- Gain awareness of basic laws and regulations as they apply to performance reviews, including EOE and ADA
- Gain techniques and strategies to manage your time and schedule your workload

WHAT YOU WILL COVER

Letting Go of Your Former Role

- How to manage the change process
- Challenges and pitfalls to avoid
- Expectations of your direct reports, your boss and your former peers

Defining Your Personal Behavioral Style

- Your behavioral style preferences
- How to best communicate with bosses, peers or employees

- Adjust personal behavioral styles to build better working relationships

Setting Goals for Yourself and Others

- How to set SMART goals that allow you to measure progress accurately
- Project delegation and barriers

Legal Consideration for Supervisors

- Basic laws governing performance reviews
- Your obligations as a supervisor

Giving and Receiving Feedback

- Supportive vs. corrective feedback
- Guidelines to improve coaching relationships
- How to receive feedback constructively

Training Your Employees

- Adult learners and learning styles
- Techniques to develop your employees and assess your training resources

How to Motivate Effectively

- Motivational tools and workplace issues
- Relating motivation to style, goal-setting and communication preferences

Time Management

- Important vs. urgent using the prioritizing model
- How to manage and protect your time



Faculty Spotlight*

Darlene Carver, CPS, MBA. "Training is about being proactive rather than reactive," she says. Her seminars focus on teaching and inspiring people to acquire strong communication and problem-solving skills, work effectively in teams, learn strategies to cope with multiple demands and develop managerial skills.

*This seminar is also taught by other management experts.

WHO SHOULD ATTEND

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

Schedule

Jan. 12-13	New York, NY	2243-EC8-00821	May 17-18	Arlington, VA	2243-EC8-00847
Jan. 19-20	San Francisco, CA	2243-EC8-00824	June 4-5	Los Angeles, CA	2243-EC8-00849
Jan. 30-31	Philadelphia, PA	2243-EC8-00820	June 7-8	New York, NY	2243-EC8-00850
Feb. 13-14	New York, NY	2243-EC8-00825	June 11-12	Arlington, VA	2243-EC8-00851
Feb. 16-17	Chicago, IL	2243-EC8-00826	June 25-26	Parsippany, NJ	2243-EC8-00868
Feb. 23-24	Arlington, VA	2243-EC8-00827	July 9-10	Arlington, VA	2243-EC8-00856
March 1-2	Atlanta, GA	2243-EC8-00823	July 9-10	Atlanta, GA	2243-EC8-00854
March 8-9	New York, NY	2243-EC8-00828	July 9-10	Chicago, IL	2243-EC8-00855
March 19-20	Arlington, VA	2243-EC8-00829	July 19-20	New York, NY	2243-EC8-00857
March 22-23	San Francisco, CA	2243-EC8-00830	Aug. 2-3	New York, NY	2243-EC8-00858
March 26-27	Chicago, IL	2243-EC8-00831	Aug. 13-14	Chicago, IL	2243-EC8-00859
April 5-6	New York, NY	2243-EC8-00840	Aug. 16-17	Dallas, TX	2243-EC8-00852
April 16-17	Arlington, VA	2243-EC8-00841	Aug. 23-24	San Francisco, CA	2243-EC8-00861
April 16-17	Boston, MA	2243-EC8-00842	Aug. 27-28	Arlington, VA	2243-EC8-00860
April 23-24	Houston, TX	2243-EC8-00867	Sept. 6-7	Chicago, IL	2243-EC8-00862
April 26-27	Las Vegas, NV	2243-EC8-00843	Sept. 10-11	Arlington, VA	2243-EC8-00864
Apr. 30-May 1	Chicago, IL	2243-EC8-00844	Sept. 24-25	New York, NY	2243-EC8-00863
May 7-8	New York, NY	2243-EC8-00845	Sept. 27-28	San Diego, CA	2243-EC8-00869
May 16-17	San Francisco, CA	2243-EC8-00846			



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Jan. 12-Feb. 2, 2012	2243-EC8-00832
Apr. 12-May 3, 2012	2243-EC8-00865
July 19-Aug. 9, 2012	2243-EC8-00866

1.2 CEUs

\$1,895/AMA Members \$1,695

2 days/1.2 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200



Management Skills for

SEMINAR #2248

It's time to shift your management skills to a higher level



Change is the norm. You are responsible for your own productivity and that of your staff. Your day-to-day dealings may now include colleagues, your boss and senior management who have different interests and viewpoints.

This management skills seminar equips you with proven supervisory techniques that you can put into action immediately. The tools savvy supervisors use to plan, organize, communicate and monitor will be at your fingertips to help you handle your new responsibilities and challenges with increased confidence, respect and power.

HOW YOU WILL BENEFIT

- Understand how to succeed in a rapidly changing environment
- Learn to plan, organize, communicate and monitor like a pro
- Apply the most appropriate supervisory style to each individual and situation
- Understand your legal responsibilities
- Learn how to give constructive criticism
- Maximize productivity by capitalizing on individual differences
- Learn techniques to cope with difficult employees
- Use delegation for effective employee development, time management and motivation
- Increase job satisfaction and work output through coaching

WHAT YOU WILL COVER

Embracing Your New Role and Expectations

- What your boss, employees, peers and senior management expect from you in your supervisory role
- Four basic management functions: planning, organizing, communicating, monitoring

Managing a Diverse Workforce and Legal Considerations

- Diversity issues and how they affect you, your work unit and your company
- Understanding the Americans with Disabilities Act (ADA), hostile environment and other key laws and legal terms relevant to your supervisory position

Filling Your Communication Skills Toolbox

- Advantages and disadvantages of one-way vs. two-way communication
- Capitalizing on the benefits of email

DEVELOP THE CRUCIAL MANAGEMENT TOOLS TO HELP YOU FULLY LEAD AND MOTIVATE YOUR TEAM

Assignments, performance appraisals, schedules, legal issues, email—with all that you have to keep track of, how do you stay on top of things and still energize your team?

Your staff looks to you as a delegator, a coach and a counselor. Your boss sees you as a buffer between employees and management and as the one ultimately responsible for your team's success or failure. How do you balance competing demands while boosting creativity, enthusiasm and commitment?

Times are tough, budgets are tight and your direct reports are feeling it. The team dynamic is changing and becoming more diverse. How can you create cross-cultural synergy and manage your team for peak performance?

New Supervisors

of proficiency

Communications and Team Performance

- Demonstrating and paraphrasing to check for content understanding
- Experiencing the impact of nonverbal communication
- Sending harmonious messages
- How to ask questions that get the answers you really need

Coaching for High-Quality Performance

- Giving and receiving constructive criticism
- How to minimize defensiveness in yourself and others
- Demonstrating a five-step coaching discussion model

Creating a Motivating Environment

- The essentials of motivation
- Demonstrating rules for reinforcing productive behavior

Taking Delegation, Performance and Team Development to the Next Level of Excellence

- Using delegation as a motivational tool
- Developing a strategy for solving a current employee motivational problem

Managing Performance Appraisals

- Understanding your company's appraisal system
- Recordkeeping and compliance issues
- Writing a performance appraisal document
- Conducting an effective performance appraisal meeting

Managing Time Effectively

- Key principles of effective time management
- Sharing time management best practices
- Five stages of managing meetings

WHO SHOULD ATTEND

New supervisors with fewer than five years of supervisory experience.



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

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline



Faculty Spotlight*

Flora Mattis is president of a consulting firm that specializes in supervision, management and interpersonal skills. Clients include Bristol-Myers Squibb, Con Edison, HBO, M&M Mars and McGraw-Hill, among others. Her more than 20 years of experience also includes serving as training specialist for Johnson & Johnson, where she designed and conducted management development workshops and activities.

*This seminar is also taught by other management experts.

Schedule

JANUARY

Jan. 11-13	Los Angeles, CA	2248-EC8-01684
Jan. 18-20	Arlington, VA	2248-EC8-01652
Jan. 23-25	San Francisco, CA	2248-EC8-01654
Jan. 25-27	Houston, TX	2248-EC8-01655
Jan. 25-27	New York, NY	2248-EC8-01653

FEBRUARY

Feb. 1-3	Chicago, IL	2248-EC8-01656
Feb. 6-8	New York, NY	2248-EC8-01657
Feb. 13-15	Arlington, VA	2248-EC8-01681
Feb. 15-17	Dallas, TX	2248-EC8-01659
Feb. 22-24	Atlanta, GA	2248-EC8-01658
Feb. 22-24	San Francisco, CA	2248-EC8-01660

MARCH

March 5-7	Boston, MA	2248-EC8-01730
March 7-9	Arlington, VA	2248-EC8-01662
March 12-14	Garden Grove, CA	2248-EC8-01663
March 12-14	New York, NY	2248-EC8-01664
March 26-28	Houston, TX	2248-EC8-01665
March 28-30	Chicago, IL	2248-EC8-01661

APRIL

April 2-4	San Francisco, CA	2248-EC8-01686
April 9-11	Arlington, VA	2248-EC8-01687
April 11-13	Dallas, TX	2248-EC8-01688
April 11-13	New York, NY	2248-EC8-01689
April 25-27	Hartford, CT	2248-EC8-01690
Apr. 30-May 2	Arlington, VA	2248-EC8-01691

MAY

May 2-4	New York, NY	2248-EC8-01693
May 7-9	Chicago, IL	2248-EC8-01694
May 14-16	Houston, TX	2248-EC8-01695
May 16-18	Atlanta, GA	2248-EC8-01696

JUNE

June 4-6	San Francisco, CA	2248-EC8-01698
June 13-15	Chicago, IL	2248-EC8-01699
June 13-15	New York, NY	2248-EC8-01700
June 18-20	Arlington, VA	2248-EC8-01701
June 18-20	Dallas, TX	2248-EC8-01702
June 20-22	Anaheim, CA	2248-EC8-01703

JULY

July 9-11	Houston, TX	2248-EC8-01704
July 9-11	New York, NY	2248-EC8-01705
July 16-18	Atlanta, GA	2248-EC8-01710
July 18-20	Arlington, VA	2248-EC8-01709
July 18-20	Chicago, IL	2248-EC8-01707
July 23-25	Boston, MA	2248-EC8-01697
July 30-Aug. 1	San Diego, CA	2248-EC8-01711

AUGUST

Aug. 6-8	New York, NY	2248-EC8-01712
Aug. 13-15	San Francisco, CA	2248-EC8-01714
Aug. 15-17	Dallas, TX	2248-EC8-01715
Aug. 22-24	Arlington, VA	2248-EC8-01716
Aug. 27-29	Chicago, IL	2248-EC8-01713



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

Jan. 5-26, 2012	2248-EC8-01682
March 8-29, 2012	2248-EC8-01667
May 3-24, 2012	2248-EC8-01724
July 12-Aug. 2, 2012	2248-EC8-01725

1.2 CEUs/12 PDUs

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

SEPTEMBER

Sept. 5-7	Morristown, NJ	2248-EC8-01717
Sept. 10-12	New York, NY	2248-EC8-01718
Sept. 10-12	San Francisco, CA	2248-EC8-01719
Sept. 17-19	Atlanta, GA	2248-EC8-01721
Sept. 19-21	Arlington, VA	2248-EC8-01722
Sept. 26-28	Chicago, IL	2248-EC8-01720

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$200



Confronting the Tough Stuff: Management Skills for Supervisors

SEMINAR #2140

Successfully manage timely “real-life” challenges and increase your effectiveness as a leader. In our rapidly changing business environment, sticky situations are bound to arise. Now you can prepare for the unexpected with renewed problem-solving skills and enhanced confidence. You'll role-play real-life situations that challenge your solid management skills as you handle the issues of today: team dysfunction, mediation between difficult employees and coping and working through “survivor” shock from reorganization, mergers and acquisitions.

HOW YOU WILL BENEFIT

- Master practical, proven techniques for dealing with uncomfortable, challenging situations
- Become skilled at avoiding potentially litigious situations
- Write a difficult-to-create performance evaluation
- Enhance your team-coaching skills
- Overcome communication barriers to productivity
- Understand how to supervise while coping with survivor shock

WHAT YOU WILL COVER

- How to coach uncooperative employees
- Constructive and destructive conflict and how to capture conflict's benefits
- Techniques for using conflict to increase cohesion
- The four stages of mediation
- Learning to effectively delegate to reluctant staffers
- Motivating “survivors”: strategies for helping employees overcome organizational and interpersonal obstacles to performance
- How to write helpful, legally-sound performance appraisals

WHO SHOULD ATTEND

Managers and supervisors with two to five years of experience, process and production supervisors and alumni of AMA's *Management Skills for New Managers*, *Management Skills for New Supervisors* and *Making the Transition from Staff Member to Supervisor*.

Schedule

Feb. 2-3	San Francisco, CA	2140-EC8-00125
March 12-13	Arlington, VA	2140-EC8-00126
April 2-3	New York, NY	2140-EC8-00134
April 26-27	Atlanta, GA	2140-EC8-00145
May 17-18	Chicago, IL	2140-EC8-00135
June 25-26	Arlington, VA	2140-EC8-00136
July 23-24	New York, NY	2140-EC8-00138
Aug. 16-17	San Francisco, CA	2140-EC8-00139
Aug. 20-21	Arlington, VA	2140-EC8-00140
Sept. 6-7	Atlanta, GA	2140-EC8-00141
Sept. 20-21	Morristown, NJ	2140-EC8-00142

2 days/1.2 CEUs

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

AMA Members save \$200

Leadership Skills for Supervisors

SEMINAR #2517

Develop your own leadership game plan—become a take-charge supervisor. This seminar will explore how supervisors can maintain technical expertise while demonstrating the right type of leadership. It will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an overall effective leader.

HOW YOU WILL BENEFIT

- Develop interpersonal skills that help you communicate, listen and handle conflicts
- Become more effective at influencing others
- Accomplish goals and control outcomes when dealing with staff, peers, management and other departments
- Learn how to work with groups and teams to solve problems and accomplish projects
- Hold performance discussions that result in changed behavior and enhanced productivity
- Analyze your own style of behavior and recognize your strengths and weaknesses

WHAT YOU WILL COVER

- How to empower yourself and your staff
- How to build credibility and trust
- Analyzing effective listening processes and skills
- Learning participative leader skills and techniques
- The three steps of the continuous performance appraisal process
- Coaching, mentoring and how to give constructive feedback
- Decision-making tools for effective leadership
- Teams vs. work groups: learning to lead and build personal effectiveness

WHO SHOULD ATTEND

Supervisors who wish to develop the individual, group and one-on-one leadership skills they need to keep up with their evolving management roles and responsibilities.

Schedule

Feb. 13-15	San Francisco, CA	2517-EC8-00552
Feb. 29-Mar. 2	Arlington, VA	2517-EC8-00555
April 18-20	New York, NY	2517-EC8-00559
May 2-4	Atlanta, GA	2517-EC8-00561
June 4-6	Chicago, IL	2517-EC8-00564
July 18-20	San Francisco, CA	2517-EC8-00562
July 25-27	New York, NY	2517-EC8-00563
Sept. 26-28	Arlington, VA	2517-EC8-00565

3 days/1.8 CEUs

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

AMA Members save \$200

Making the Transition to Management

SEMINAR #2231

Now that you've been promoted, do you know how to be the boss? This seminar will help you lay the foundation for your management career and provide you with easy-to-apply tools you need to make a successful transition into your new role. In just two days you will gain the practical know-how you need—and the confidence you want—to step in as an effective new manager.

HOW YOU WILL BENEFIT

- Understand your new roles and responsibilities
- Increase self-confidence and awareness
- Recognize the complexities of a work unit
- Work more effectively with your new team and former peers
- Determine appropriate methods to manage boss relationships
- Establish personal trust, credibility and accountability
- Build relationships with effective, flexible communication styles
- Plan and organize work to align with business need and resources
- Leverage the talents of others to maximize results

WHAT YOU WILL COVER

Adopting a New Manager Mindset

- Defining new manager roles and responsibilities
- Recognizing challenges and opportunities new managers face
- Shifting from individual contributor to manager
- Understanding behaviors and boundaries
- Expectations others have for you—boss, subordinates, peers, clients

Increasing Your Personal Effectiveness

- Understanding yourself, including emotional intelligence
- Knowing the business: operational and tactical planning, action orientation
- Understanding others: strengthening communication, roles and responsibilities

Self-Assessment: Identifying perceived strengths and areas for development

Building Effective Relationships

- Identifying your DiSC® style
- Recognizing contributions and challenges of different styles
- Understanding foundation skills for managers to communicate effectively
- Determining appropriate methods to manage boss relationship
- Developing foundation for communication effectiveness
- Identifying communication approaches to flex with different styles and situations

Planning and Organizing

- Using a structured approach to plan and organize work
- Understanding SMART goals and initiatives
- Identifying management expectations in a work assignment
- Overview of delegation techniques, knowledge and attitudes
- Applying methods to setting priorities
- Creating solutions to management challenges



**Faculty
Spotlight***

Donna M. Festa-Zereconski is a human resources specialist in the field of professional development. She has extensive experience in designing and facilitating professional and management development programs in a variety of service-oriented industries at all employee levels. Her areas of expertise include interpersonal skills, management development, communication skills and employee productivity.

*This seminar is also taught by other management experts.

WHO SHOULD ATTEND

Newly appointed or prospective managers with less than one year of management experience.

“Good management consists of showing average people how to do the work of superior people.”

—John D. Rockefeller

Schedule

Jan. 12-13	New York, NY	2231-EC8-00492	May 3-4	New York, NY	2231-EC8-00499	Aug. 27-28	Cincinnati, OH	2231-EC8-00510
Jan. 30-31	Chicago, IL	2231-EC8-00494	May 24-25	Lake Buena Vista, FL	2231-EC8-00500	Sept. 13-14	New York, NY	2231-EC8-00512
Feb. 13-14	New York, NY	2231-EC8-00482	June 4-5	New York, NY	2231-EC8-00501	Sept. 17-18	Arlington, VA	2231-EC8-00511
Feb. 27-28	Arlington, VA	2231-EC8-00483	June 21-22	Arlington, VA	2231-EC8-00503	Sept. 17-18	Chicago, IL	2231-EC8-00513
March 1-2	San Francisco, CA	2231-EC8-00495	June 28-29	San Francisco, CA	2231-EC8-00502			
March 12-13	New York, NY	2231-EC8-00484	July 16-17	New York, NY	2231-EC8-00504			
March 15-16	Chicago, IL	2231-EC8-00485	July 23-24	Arlington, VA	2231-EC8-00507			
April 2-3	Atlanta, GA	2231-EC8-00496	July 23-24	Chicago, IL	2231-EC8-00505			
April 12-13	Arlington, VA	2231-EC8-00497	Aug. 9-10	New York, NY	2231-EC8-00508			
April 16-17	New York, NY	2231-EC8-00519	Aug. 13-14	Atlanta, GA	2231-EC8-00506			
April 26-27	Chicago, IL	2231-EC8-00498	Aug. 20-21	San Francisco, CA	2231-EC8-00509			

2 days/1.2 CEUs

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

AMA Members save \$200



Management Skills for

SEMINAR #2238

Be the boss you'd like to



A Blend of Dynamic
Live Training
& Online Tools

Unclear about expectations in your new role as a manager? Need to learn how to motivate disengaged employees who lack initiative? Having trouble delegating for fear of losing control?

In this hands-on, interactive seminar you'll engage in activities that take you through every aspect of motivation, delegation, Situational Leadership® II and coaching.

You'll return to work with the ability to create a more motivational work climate to help raise the engagement and commitment level of your direct reports...effectively manage performance...provide corrective feedback...and achieve team success and bottom-line results. Now, you can tackle your challenges with confidence and cultivate a successful management career.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Your Role as Manager

- Identifying qualities and abilities required for effective management
- Understanding your role and responsibilities as manager
- Learning to transition from individual contributor to manager
- Knowing how to work effectively with a multigenerational workforce
- Understanding the nuances of managing remote teams

Performance Management

- Identifying the challenges to effective performance management
- Conducting performance planning, facilitation and evaluation
- Practicing the skill of setting goals, providing effective feedback and conducting alignment discussions

Effective Communication

- Recognizing what effective communication really is
- Knowing the barriers that can cause derailment and misunderstanding
- Getting a firm grasp of the five building blocks of managerial communication
- Learning to match the right communication method with your communication goal
- Identifying the challenges and practices when communicating virtually

HAVE YOU MASTERED THESE FIVE CRUCIAL COMPETENCIES?

If you don't delegate, you'll drown. Do you know how best to distribute the work and to whom?

Your direct reports look to you for answers. Are you putting out their fires, or coaching them for performance and development?

Do you treat performance management as an ongoing process, or as a once-a-year report for the HR file?

How do your emails and phone calls come across?
Do you know how to communicate appropriately in every situation?

Do you know how much—or how little—managing it takes to motivate each member of your team?

Ken Blanchard's *Situational Leadership® II* (SLII®) is a model for developing people and a way for leaders to help their employees become self-reliant achievers. To be truly effective, leaders' styles must adapt to the skills and commitment of the people they want to influence. With some people, managers have to provide a great deal of direction. With others, encouragement and appreciation trigger the best results. Still others deliver their best when allowed to take the ball and run with it. *Situational Leadership® II* helps managers become more flexible and responsive to their employees' needs. For more information on a 2-day seminar, see page 70.

New Managers

work for

Also available as a
Live Online Seminar

See page 6 or visit
www.amaseminars.org/liveonline



Understanding and Appreciating Situational Leadership II: The Art of Influencing Others

- How to develop people, value differences and encourage honest communication
- Developing your leadership style to gain commitment from your employees
- Matching your leadership style to your employees' developmental needs

Coaching for Performance

- Knowing the importance of coaching
- Practicing coaching and correcting difficult and challenging behaviors
- Using the AMA Coaching Guide for managing a coaching discussion
- Identifying the differences between coaching and discipline

Creating Motivational Climate

- Defining motivation and your role in creating a motivational setting
- The costs of demotivation

- Elements of the motivational process
- Creating your own practice for building a motivational climate

Delegation for Growth and Development

- Different types of delegation
- How to conduct an effective delegation conversation

WHO SHOULD ATTEND

Managers with one to three years of management experience.

Scan with your smartphone to see a short video from this seminar or visit www.amaseminars.org/2238



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



Faculty Spotlight*

Bonnie Laird has amassed more than 25 years of experience in management and employee development with a vast number of clients including Merrill Lynch, CIGNA, J.P. Morgan and Dreyfus Corp.

*This seminar is also taught by other management experts.

Schedule

JANUARY

Jan. 9-11	New York, NY	2238-EC8-01915
Jan. 9-11	San Francisco, CA	2238-EC8-01913
Jan. 11-13	Arlington, VA	2238-EC8-01914
Jan. 18-20	Chicago, IL	2238-EC8-01916
Jan. 18-20	Denver, CO	2238-EC8-01917
Jan. 25-27	Durham, NC	2238-EC8-01924
Jan. 25-27	Las Vegas, NV	2238-EC8-01954

FEBRUARY

Feb. 1-3	New York, NY	2238-EC8-01919
Feb. 6-8	Chicago, IL	2238-EC8-01920
Feb. 8-10	Atlanta, GA	2238-EC8-01921
Feb. 15-17	San Francisco, CA	2238-EC8-01925
Feb. 22-24	Arlington, VA	2238-EC8-01933
Feb. 22-24	Los Angeles, CA	2238-EC8-01926
Feb. 27-29	Boston, MA	2238-EC8-01942
Feb. 27-29	Indianapolis, IN	2238-EC8-01955

MARCH

March 5-7	New York, NY	2238-EC8-01928
March 12-14	Houston, TX	2238-EC8-01930
March 14-16	San Francisco, CA	2238-EC8-01931
March 19-21	Chicago, IL	2238-EC8-01929
March 19-21	Cincinnati, OH	2238-EC8-01934
March 19-21	Philadelphia, PA	2238-EC8-01943
March 26-28	Arlington, VA	2238-EC8-01956
March 26-28	Seattle, WA	2238-EC8-01932

APRIL

April 2-4	Denver, CO	2238-EC8-01957
April 2-4	New York, NY	2238-EC8-01959
April 9-11	Overland Park, KS	2238-EC8-01969
April 11-13	Atlanta, GA	2238-EC8-01960
April 11-13	Chicago, IL	2238-EC8-01961
April 16-18	San Francisco, CA	2238-EC8-01963
April 18-20	Dallas, TX	2238-EC8-01964

April 23-25	Arlington, VA	2238-EC8-01962
April 23-25	Garden Grove, CA	2238-EC8-01973
April 25-27	Phoenix, AZ	2238-EC8-02014
Apr. 30-May 2	Boston, MA	2238-EC8-01965

MAY

May 2-4	Chicago, IL	2238-EC8-01966
May 2-4	San Francisco, CA	2238-EC8-01967
May 7-9	Arlington, VA	2238-EC8-02022
May 9-11	Pittsburgh, PA	2238-EC8-01970
May 16-18	Durham, NC	2238-EC8-01990
May 16-18	Seattle, WA	2238-EC8-01977
May 21-23	Los Angeles, CA	2238-EC8-02023
May 21-23	New York, NY	2238-EC8-01971
May 30-June 1	Chicago, IL	2238-EC8-01974
May 30-June 1	Hartford, CT	2238-EC8-01975

JUNE

June 4-6	Atlanta, GA	2238-EC8-01976
June 6-8	Arlington, VA	2238-EC8-01978
June 11-13	Memphis, TN	2238-EC8-01958
June 13-15	San Francisco, CA	2238-EC8-01980
June 18-20	New York, NY	2238-EC8-01979
June 20-22	Houston, TX	2238-EC8-01981
June 25-27	Cincinnati, OH	2238-EC8-01982

JULY

July 9-11	Arlington, VA	2238-EC8-01983
July 9-11	Chicago, IL	2238-EC8-01984
July 9-11	Minneapolis, MN	2238-EC8-01985
July 11-13	New York, NY	2238-EC8-01986
July 11-13	Seattle, WA	2238-EC8-02024
July 16-18	Philadelphia, PA	2238-EC8-01987
July 18-20	Austin, TX	2238-EC8-01988
July 18-20	San Francisco, CA	2238-EC8-01989
July 23-25	Atlanta, GA	2238-EC8-02025
July 30-Aug. 1	Arlington, VA	2238-EC8-01992



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Feb. 28-Mar. 20, 2012	2238-EC8-01937
May 1-22, 2012	2238-EC8-02011
July 10-31, 2012	2238-EC8-02012

1.2 CEUs

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

AUGUST

Aug. 1-3	Boston, MA	2238-EC8-01993
Aug. 6-8	Chicago, IL	2238-EC8-01994
Aug. 6-8	San Francisco, CA	2238-EC8-01995
Aug. 13-15	New York, NY	2238-EC8-01996
Aug. 13-15	Overland Park, KS	2238-EC8-01997
Aug. 15-17	San Diego, CA	2238-EC8-01998
Aug. 27-29	Atlanta, GA	2238-EC8-02000
Aug. 27-29	Los Angeles, CA	2238-EC8-02008

SEPTEMBER

Sept. 5-7	Arlington, VA	2238-EC8-02001
Sept. 5-7	Chicago, IL	2238-EC8-02002
Sept. 10-12	Denver, CO	2238-EC8-01991
Sept. 12-14	Dallas, TX	2238-EC8-02005
Sept. 12-14	San Francisco, CA	2238-EC8-02006
Sept. 17-19	New York, NY	2238-EC8-02004
Sept. 19-21	Las Vegas, NV	2238-EC8-02026
Sept. 26-28	Seattle, WA	2238-EC8-02009

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250



Delegation Boot Camp

SEMINAR #2819

Don't work harder, work smarter! This fast-paced, intensive 1-day seminar gives you real-world practice in delegation strategies that will reduce your stress level, empower your staff and build morale.

Put this delegation skills training to work for you to pinpoint the right task, the right time and the right person to help you maximize productivity for you and your team.

HOW YOU WILL BENEFIT

- Exhibit greater competence and confidence in assigning work and responsibilities
- Foster greater teamwork, cooperation and collaboration through clear delineation of roles and authority
- Prevent miscommunication when setting tasks and expectations
- Influence team members to share your responsibilities
- Empower and motivate staff to handle more difficult assignments

WHAT YOU WILL COVER

- The repercussions of poor delegation on performance and how to avoid common mistakes
- Delegation basics: what to assign, who to select, when to start, how to maintain control and give feedback
- How to delegate to a group
- Communication issues, checkpoints and task-related support
- How to overcome reluctance, resistance and lack of motivation
- Delegating without authority
- Quality management and accountability
- Control and follow-up procedures (without micromanaging)
- How to recognize, reinforce and reward performance
- Practice, role-play, case studies and script analysis

WHO SHOULD ATTEND

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

Coaching and Counseling for Outstanding Job Performance

SEMINAR #2246

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

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



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

Schedule

Feb. 29	Chicago, IL	2819-EC8-00159
April 16	New York, NY	2819-EC8-00153
May 14	Arlington, VA	2819-EC8-00155
June 11	Chicago, IL	2819-EC8-00157
July 9	New York, NY	2819-EC8-00156
Sept. 17	New York, NY	2819-EC8-00164

1 day/.6 CEU

\$1,345/AMA Members \$1,195

AMA Members save \$150



Schedule

Feb. 29-Mar. 2	San Francisco, CA	2246-EC8-00278
March 12-14	Arlington, VA	2246-EC8-00272
April 2-4	Boston, MA	2246-EC8-00279
May 9-11	Atlanta, GA	2246-EC8-00280
Aug. 1-3	Arlington, VA	2246-EC8-00282
Aug. 15-17	New York, NY	2246-EC8-00281
Sept. 17-19	Chicago, IL	2246-EC8-00284

3 days/1.8 CEUs

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

AMA Members save \$200

The 7 Habits of Highly Effective People® for Managers

2-DAY WORKSHOP

SEMINAR #2602

By FranklinCovey—now available through AMA.

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

Cultivate effectiveness, lead with excellence and transform your team for breakthrough results. National surveys* of thousands of employees disclosed that while many people work hard, they are worried about their lack of effectiveness. Survey results indicate:

1. Less than 50% of your team's time is spent on the company's most important objectives
2. Only 14% of employees feel they are contributing to company success
3. Less than half of your team know company's goals

*Results of xQ Surveys conducted by Harris Interactive

The problems are not limited to one industry, one geographic location, one economic group or even one age group. They are common to all. Workers have too many assigned tasks and too many competing priorities. People can't identify key goals and, therefore, can't deliver excellent results. Individuals, even entire departments, lack open communication. Crises are often reacted to with fast, less-than-effective decisions.

The good news is that changing ineffective behaviors to effective behaviors will benefit everyone in your organization. *The 7 Habits*® can help you to not only better manage yourself, but learn to lead others and unleash team potential. Attend this powerful 2-day workshop and discover the same principles that have led the world's foremost business leaders to the professional and personal success they dreamed of.

HOW YOU WILL BENEFIT

- Define the contribution you want to make and what you want to accomplish as a manager
- Enhance your leadership abilities and reach your full potential
- Judge the goals your efforts should be focused on using daily and weekly planning
- Communicate effectively and raise the levels of trust and fulfillment within your team
- Build better relationships and become more effective as a manager

WHAT YOU WILL COVER

- **Habit 1: Be Proactive**—Become a resourceful, innovative manager who quickly accomplishes goals and motivates team members to get things done
- **Habit 2: Begin with the End in Mind**—Have a clear vision of what you want your contribution as a manager to be and shape your own future
- **Habit 3: Put First Things First**—Focus on top priorities and be regarded for follow-through and organizational skills; eliminate the unimportant
- **Habit 4: Think Win-Win**—Cultivate enthusiasm with performance measurements that satisfy both employee and employer goals; share recognition and success
- **Habit 5: Seek First to Understand, Then Be Understood**—Give honest, accurate feedback that develops trust and understand the physical components of communication and how they impact the message
- **Habit 6: Synergize**—Understand how differences can contribute to innovative solutions; maximize opinions, perspectives and backgrounds
- **Habit 7: Sharpen the Saw**—Maintain and increase effectiveness by renewing yourself mentally and physically



Faculty Spotlight*

Jeff Cleary joined the Covey Leadership Center in 1991, where he served as president of its affiliate in New Jersey. His experience spans such industries as gas and oil, pharmaceuticals, communications, investment banking and both large and small IT firms. He graduated with honors from Michigan State University and trained with guru Dr. W. Edwards Deming in quality and compliance management.

*All faculty are trained experts in FranklinCovey's *7 Habits of Highly Effective People*® curriculum.

WHO SHOULD ATTEND

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

ATTENDEES WILL RECEIVE

- **The 7 Habits of Highly Effective People® Audio CD**—This bestselling audio book provides the basis for the concepts taught in the course.
- **Participant Guidebook**—a manual filled with examples and exercises.
- **Management Essentials**—a book of resources for dealing with management challenges.

Stephen R. Covey is a globally respected leadership authority. His international bestseller, *The 7 Habits of Highly Effective People*®, was named one of the 10 most influential management books ever by *Forbes* magazine. It is the bestselling audio book in history.



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

Schedule

Jan. 23-24 Chicago, IL 2602-EC8-00088	May 14-15 Chicago, IL 2602-EC8-00102	Aug. 20-21 Chicago, IL 2602-EC8-00115
Jan. 30-31 Phoenix, AZ 2602-EC8-00096	May 31-June 1 Atlanta, GA 2602-EC8-00103	Sept. 6-7 Chicago, IL 2602-EC8-00112
Feb. 9-10 San Francisco, CA 2602-EC8-00089	June 11-12 Dallas, TX 2602-EC8-00109	Sept. 13-14 New York, NY 2602-EC8-00116
Feb. 23-24 New York, NY 2602-EC8-00090	June 21-22 Boston, MA 2602-EC8-00107	Sept. 17-18 San Francisco, CA 2602-EC8-00117
March 1-2 Chicago, IL 2602-EC8-00091	July 9-10 San Francisco, CA 2602-EC8-00111	
March 15-16 Las Vegas, NV 2602-EC8-00092	July 16-17 Chicago, IL 2602-EC8-00108	
April 9-10 Arlington, VA 2602-EC8-00098	July 26-27 New York, NY 2602-EC8-00110	
Apr. 30-May 1 San Francisco, CA 2602-EC8-00101	Aug. 2-3 Newport Beach, CA 2602-EC8-00100	
May 10-11 New York, NY 2602-EC8-00105	Aug. 16-17 Arlington, VA 2602-EC8-00106	

2 days/1.2 CEUs/12 PDUs
\$1,995/AMA Members \$1,795
AMA Members save \$200

Successfully Managing

SEMINAR #2295

Be the catalyst to propel



Transform resistance into support and increase productivity.

Utilizing extensive practice in the principles of emotional intelligence, *Successfully Managing People* underscores the importance of self-awareness in developing sensitivity and increased communication effectiveness with others. You'll leave this

3-day seminar well-versed in the most effective methods for dealing with difficult people, winning cooperation and trust and ensuring that your people's values and your organization's goals are in sync.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

The Experience of Being a Manager

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

Values

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

Personal Styles

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

Motivation

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

DO YOU KNOW HOW TO GET THE MOST OUT OF YOUR TEAM?

Are you able to:

- Successfully manage "high-maintenance" employees?
- Keep your cool when things go wrong?
- Create team synergy between new hires and "old-timers"?

Are you:

- Adaptive in a crisis—or a victim to stress?
- A confident or reluctant delegator?
- A motivator or a taskmaster?

Do you know how to:

- Deliver bad news without creating bad feelings?
- Encourage excellence in a "culture of no-change"?
- Create the perfect team with the people you already have?

WHO SHOULD ATTEND

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

People

your team forward

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline



Scan with your smartphone to see
a short video from this seminar or
visit www.amaseminars.org/2295

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

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

Conflict

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

Delegation

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

Understanding Organizational Culture and Subculture

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

Emotional Intelligence

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

Ethical Leadership

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

Please be sure to see AMA's important new seminar **Human Resources Essentials for Non-HR Managers**, seminar #8109, on page 61.



Faculty Spotlight*

Dianne Faieta works with individuals and groups to help them achieve their personal and professional potential. Clients have included G.E. Capital, Genentech, University of California Office of the President and Stanford University. She is co-author of the popular textbook, *Communicate! A Workbook for Interpersonal Communication!* and has contributed to publications such as *Human Resources Journal*.

*This seminar is also taught by other management experts.



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

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Schedule

JANUARY

Jan. 18-20 Scottsdale, AZ 2295-EC8-01617
Jan. 25-27 Arlington, VA 2295-EC8-01586
Jan. 30-Feb. 1 Atlanta, GA 2295-EC8-01587

FEBRUARY

Feb. 6-8 San Francisco, CA 2295-EC8-01589
Feb. 8-10 New York, NY 2295-EC8-01591
Feb. 29-Mar. 2 Arlington, VA 2295-EC8-01593
Feb. 29-Mar. 2 Boston, MA 2295-EC8-01594

MARCH

March 5-7 Chicago, IL 2295-EC8-01595
March 7-9 Anaheim, CA 2295-EC8-01566
March 12-14 Dallas, TX 2295-EC8-01596
March 19-21 New York, NY 2295-EC8-01597

APRIL

April 2-4 Chicago, IL 2295-EC8-01624
April 9-11 Atlanta, GA 2295-EC8-01625
April 11-13 San Francisco, CA 2295-EC8-01627
April 16-18 Arlington, VA 2295-EC8-01628
April 23-25 Cincinnati, OH 2295-EC8-01629
April 25-27 New York, NY 2295-EC8-01630
Apr. 30-May 2 Chicago, IL 2295-EC8-01631

MAY

May 2-4 Houston, TX 2295-EC8-01634
May 2-4 Scottsdale, AZ 2295-EC8-01635
May 9-11 New York, NY 2295-EC8-01637

May 14-16 Minneapolis, MN 2295-EC8-01638
May 21-23 Arlington, VA 2295-EC8-01639

JUNE

June 4-6 Denver, CO 2295-EC8-01656
June 4-6 New York, NY 2295-EC8-01640
June 6-8 Chicago, IL 2295-EC8-01641
June 6-8 Newport Beach, CA 2295-EC8-01642
June 11-13 Boston, MA 2295-EC8-01643
June 13-15 Arlington, VA 2295-EC8-01644
June 18-20 Atlanta, GA 2295-EC8-01645
June 18-20 San Francisco, CA 2295-EC8-01646
June 20-22 Philadelphia, PA 2295-EC8-01647

JULY

July 9-11 New York, NY 2295-EC8-01649
July 11-13 Chicago, IL 2295-EC8-01648
July 16-18 Arlington, VA 2295-EC8-01650
July 18-20 Atlanta, GA 2295-EC8-01651
July 18-20 San Francisco, CA 2295-EC8-01652
July 23-25 Seattle, WA 2295-EC8-01653
July 25-27 Dallas, TX 2295-EC8-01654
July 25-27 Morristown, NJ 2295-EC8-01655

AUGUST

Aug. 6-8 Arlington, VA 2295-EC8-01658
Aug. 8-10 Chicago, IL 2295-EC8-01659
Aug. 8-10 New York, NY 2295-EC8-01660
Aug. 13-15 San Francisco, CA 2295-EC8-01661



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012 2295-EC8-01600
Apr. 23-May 14, 2012 2295-EC8-01672

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

Aug. 22-24 Anaheim, CA 2295-EC8-01662
Aug. 22-24 Austin, TX 2295-EC8-01681

SEPTEMBER

Sept. 5-7 Houston, TX 2295-EC8-01663
Sept. 5-7 New York, NY 2295-EC8-01664
Sept. 10-12 Arlington, VA 2295-EC8-01665
Sept. 10-12 Boston, MA 2295-EC8-01666
Sept. 10-12 Chicago, IL 2295-EC8-01667
Sept. 12-14 San Francisco, CA 2295-EC8-01669
Sept. 26-28 Atlanta, GA 2295-EC8-01668
Sept. 26-28 Las Vegas, NV 2295-EC8-01671

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



Managing a World-Class IT Department SEMINAR #6547

Enable your department to fulfill its promise, improve its image and extend its influence.

Effectively run the IT department, make good management and technical decisions and leverage your resources to support the business and enhance organizational profitability.

Operational expertise is key, so 80% of the seminar focuses on finance and operations, while 20% is devoted to people skills.*

HOW YOU WILL BENEFIT

- Help your IT team meet and exceed organizational requirements
- Understand what it takes to excel as an IT manager
- Acquire budgeting, forecasting and scheduling skills
- Recognize the benchmarks and framework of a management position in IT
- Learn concepts, processes and documentation necessary for superior managerial performance
- Understand the basic principles of project management and business analysis as these professions relate to IT

WHAT YOU WILL COVER

- Challenges facing IT departments
- Influencing peers, direct reports and other employees: making your position more powerful
- The IT manager's job: leading and managing the department and its daily operations
- Developing an IT strategic plan and budget
- Linking corporate strategy with IT strategy and implementation
- Decision-making tools for best vendor selection
- Balancing daily operations with ongoing improvements
- Pinpointing weaknesses and improving team performance
- Understanding the role of business analysis, project management concepts and processes
- Strategies and metrics for measuring IT performance
- Responding effectively to industry trends

WHO SHOULD ATTEND

IT managers, business analysts, infrastructure managers, database administrators and master IT architects.

*To focus on people skills, consider seminar #2285, *Managing Today's IT and Technical Professionals*, on the right.



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

Schedule

Feb. 13-15	Arlington, VA	6547-EC8-00121
March 12-14	Chicago, IL	6547-EC8-00125
May 9-11	San Francisco, CA	6547-EC8-00123
July 16-18	New York, NY	6547-EC8-00124

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



Also available as a

Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline



A Blend of Dynamic Live Training & Online Tools

Managing Today's IT and Technical Professionals

SEMINAR #2285

You have the experience and the technical skills. Now add the management know-how to drive results. Managing technical professionals demands a whole new set of skills. In just three days, you'll learn how to get your project teams, work groups and task forces working together more efficiently and productively.

HOW YOU WILL BENEFIT

- Understand what drives or motivates technical people
- Develop a broader organizational perspective
- Learn which combination of best management approaches works best for your team
- Align the technical professional's goals with business goals
- Analyze performance based on business requirements

WHAT YOU WILL COVER

- Using the MBTI® Instrument to understand your type and the working styles of those you manage
- How the characteristics of the "typical" IT and technical professional affects your management actions
- Planning—the foundation of managing technical pros
- Communicating, making decisions with technical professionals
- Delegating, motivating and coaching
- Choosing talented technical professionals
- Managing progress and evaluating performance

WHO SHOULD ATTEND

IT and technical professionals who have been—or are about to be—promoted to a management position, experienced managers who are new to the technical environment.



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Schedule

May 14-16	New York, NY	2285-EC8-00470
June 27-29	Chicago, IL	2285-EC8-00464

3 days/1.8

CEUs/18 PDUs

\$2,345/AMA

Members \$2,095

AMA Members

save \$250



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012	2285-EC8-00457
April 2-23, 2012	2285-EC8-00468
July 9-30, 2012	2285-EC8-00469

1.2 CEUs

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

NEW! The Psychology of Management: Why People Do What They Do

SEMINAR #2159

Understand and harness the inner workings of the subconscious mind. Do you know how perceptions impact behavior? Why are actions and intentions sometimes misconstrued? And why do rational people do things that seem so irrational?

Success in management and interpersonal dynamics is rooted in understanding the factors that shape individual and group behaviors. Utilizing key dimensions of behavioral science in social, behavioral and cognitive psychology, this seminar will help you gain a different perspective on self-awareness, behaviors, actions and accountability. You will learn practical techniques to facilitate change and get the voluntary effort you want from people in order to achieve better results.

HOW YOU WILL BENEFIT

- Tap into psychology to build on the strengths of your people and yourself
- Increase inspiring messages to influence others to action
- Understand how to manage employees' perception of reality
- Become aware of bias decisions and actions
- Understand the phenomena of "group think" and its impact
- Get better results from underperformers
- Recognize how your own style and personal "unawareness" may be contributing to missed opportunities to get better results

WHAT WILL BE COVERED

- Knowing what psychology is and why it's important to business
- Exploring perception as reality: Gestalt Figure/Ground demonstrations
- Analyzing examples from behavioral, cognitive and social psychology
- Applications in Business: Hawthorne Studies; Psychology of Decisions; Social Loafing
- Behavioral psychology: fundamental assumptions and needed paradigm shifts
- Predicting patterns of behavior: schedules of reinforcement
- Pinpointing behaviors and identifying reinforcers
- Using behavioral psychology to identify and solve a performance problem
- Cognitive psychology: the relationship between thoughts and behavior
- Recognizing common errors in judgment and strategies
- Dealing with changing perceptions that get in the way

WHO SHOULD ATTEND

Managers looking for practical techniques and different perspectives to facilitate change and improve performance.

Schedule

May 7-8	New York, NY	2159-EC8-00001
June 18-19	San Francisco, CA	2159-EC8-00002
July 30-31	Arlington, VA	2159-EC8-00003

2 days/1.2 CEUs

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

AMA Members save \$200

NEW! Social Media for Managers: New Tools for Communication, Innovation and Collaboration

SEMINAR #2148

Build a community of highly engaged customers and employees. Social media has transformed the business world. Do you know how to guide your staff so they can use social media to help you achieve better business results?

Using contemporary research, this seminar will expand your skills to help you create social media "HEROes"* among your employees, so you can innovate through internal and external customers. You will increase your power to manage in a highly connected environment, create your own social media initiatives and pave the way for you and your team to build a new kind of growth and success.

HOW YOU WILL BENEFIT

- Build your own social media skills and strengths
- Improve your understanding of customer needs and industry trends
- Capitalize on business opportunities and minimize risks
- Take initiative to create open innovation and collaboration
- Develop strategies driven and supported by social technologies
- Empower your employees to innovate and engage with customers
- Give your employees the support and structure to implement your initiatives

WHAT WILL BE COVERED

- Understanding key tools and influential technologies in social media
- Improving your customer knowledge, connection and service
- Using social media to generate, evaluate and prioritize new ideas
- Adopting collaboration tools for ongoing dialogue and engagement
- Practicing social media tools to research, collaborate and innovate
- Customizing social media strategies for yourself and your team
- Developing guidelines for social media use within your department
- Empowering and managing tech-savvy employees to achieve more
- Using the HERO model to develop empowered employees

WHO SHOULD ATTEND

All midlevel managers who recognize the importance of managing social media to stay competitive and achieve growth. No prior knowledge of or facility with social media is required.

Note: Mobile devices with internet access will be used in this workshop, so please bring your own device (though it is not required).

*HERO is a Highly Empowered and Resource Operative. "HERO" is a model and related concepts from Josh Bernoff and Ted Schadler, *Empowered: Unleash Your Employees, Energize Your Customers and Transform Your Business*.

Schedule

April 9-10	New York, NY	2148-EC8-00008
May 10-11	Chicago, IL	2148-EC8-00009
July 30-31	Arlington, VA	2148-EC8-00010
Sept. 10-11	San Francisco, CA	2148-EC8-00011

2 days/1.2 CEUs

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

AMA Members save \$200



A Blend of Dynamic
Live Training
& Online Tools

Improving Your Managerial Effectiveness

SEMINAR #2508

Develop proactive approaches to meet complex challenges with your team. Designed for midlevel and developing managers, the focus here is on knowing yourself and how your behavior affects the actions of your team. You'll learn the importance of team dynamics and understanding others, which can lead to more effective motivation, delegation, conflict management and overall team performance.

HOW YOU WILL BENEFIT

- Ensure long-term business results by focusing on employee development
- Meet the diverse needs of all your team members
- Align motivation with work and goals
- Anticipate and manage conflict with increased confidence
- Instill a culture based on trust, partnerships and respect
- Encourage open communication and increase constructive feedback
- Partner with your team for productivity
- Use delegation to increase performance and individual growth

WHAT YOU WILL COVER

The Learning Workplace

- Dealing with significant changes
- Assessing your approach to challenges
- Understanding your behavioral profile and scoring matrix

The Manager's Style

- The four primary behavioral styles: relater, socializer, thinker, director
- How to recognize others' behavioral styles to increase support and communication
- Style adaptability to increase your managerial effectiveness

Managing Teams

- Teams, team stages and work groups
- How to develop, create and manage a successful team

The Transformational Coach—Partnership Coaching

- How to move from a boss to a coach
- The competencies and strengths of a transformational coach
- Identifying your developmental strategies

Style and Motivation

- Key values in determining various ways to motivate people
- The relationship between values and individual expectations
- Assessing your company's existing recognition, reward and benefit systems in relation to employee growth
- How to apply motivational techniques that meet individual needs

Managing Conflict

- Assessing your current preference
- Identifying the critical modes for reaching successful resolution
- Shifting your style to manage conflicts

Delegation for Growth

- Barriers and techniques to overcome resistance and minimize risks
- Re-examine the effectiveness of your current delegating styles
- Delegation styles and approaches

Managing Performance and Growth

- Applying concepts learned through simulation
- Promoting continuous learning among your staff



Faculty Spotlight*

Linda Alexander specializes in leadership, organizational effectiveness and general management. In her extensive corporate experience, she has developed plans with business leaders to move their organizations through substantial change efforts, including growth, major mergers and downsizing. This has included executive and management coaching, executive retreat and strategic business meeting facilitation and change management, among other business concerns.

*This seminar is also taught by other management experts.

WHO SHOULD ATTEND

Experienced managers with three to five years of management experience.

Note: To attend this seminar, we recommend prior attendance in at least one basic management course.



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

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Schedule

Jan. 18-20 New York, NY2508-EC8-01073	May 14-16 San Francisco, CA2508-EC8-01093	Sept. 5-7..... San Francisco, CA2508-EC8-01097
Feb. 27-29 Chicago, IL2508-EC8-01085	May 21-23 Chicago, IL2508-EC8-01090	Sept. 10-12..... Atlanta, GA2508-EC8-01099
Feb. 29-Mar. 2 New York, NY2508-EC8-01075	May 30-June 1 Arlington, VA2508-EC8-01091	Sept. 24-26..... New York, NY2508-EC8-01098
March 7-9 San Francisco, CA2508-EC8-01074	June 25-27 New York, NY2508-EC8-01092	
March 14-16 Arlington, VA2508-EC8-01076	July 25-27 New York, NY2508-EC8-01094	
April 16-18 Atlanta, GA2508-EC8-01086	Aug. 1-3 San Francisco, CA2508-EC8-01103	
April 25-27 Philadelphia, PA2508-EC8-01087	Aug. 13-15 Arlington, VA2508-EC8-01095	
Apr. 30-May 2 New York, NY2508-EC8-01088	Aug. 20-22 Chicago, IL2508-EC8-01096	

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



Also available as a

**Live Online Seminar**See page 6 or visit www.amaseminars.org/liveonlineA Blend of Dynamic
Live Training
& Online Tools

Moving from an Operational Manager to a Strategic Thinker

SEMINAR #2242

Create a strategic framework—and capture the opportunities of tomorrow. This is your seminar to move from being a good manager to being a great manager. You will be able to take away key insights, ideas and planned actions to add value to your organization and move your team forward for heightened success.

Take this opportunity to be proactive. Instead of being buried in your department's ongoing activities, you will become an innovator, a persuasive player and a champion for strategic change who adds value to your organization, your customers and your stakeholders.

HOW YOU WILL BENEFIT

- Inspire and direct your team to greater readiness and competitiveness
- Add value to your organization by understanding the needs and expectations of your customers
- Anticipate and innovate strategies to link strategic vision to core capabilities
- Recognize opportunities to influence and create strategic alliances
- Identify key strengths and weaknesses in your work group
- Encourage and support risk taking and innovation at all levels
- Develop persuasive skills to sell your strategic ideas

WHAT YOU WILL COVER

Developing and Balancing Operational and Strategic Management Skills

- Establishing a working definition of operational management
- Exploring the key attributes of today's strategic thinkers

Creating a Strategic Frame of Reference

- Understanding the key components of the strategic model
- Developing a strategic thinker's approach for your own work environment

Understanding Your Current Operational Mission: Your Team, Your Customers and Your Competitors

- Strategic thinking: moving from a limited context to a broader view
- Understanding how to apply a SWOT analysis to your team
- Creating a mission statement defining the operational reality of your work group

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

- How to identify priority issues to create your strategic advantage
- Encouraging innovative solutions
- Preparing a draft of a vision statement

Making Your Vision a Reality: Influencing Key Stakeholders

- Developing their persuasive skills
- Exploring options for influencing others

Your Personal Plan: Developing and Selling Your Vision of the Future

- Communication strategies to sell your strategic plan
- Conducting key conversations to encourage innovation and risk taking

WHO SHOULD ATTEND

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



Faculty Spotlight*

Christy Woods has trained business professionals in over 27 states and throughout the United Kingdom. She has presented motivational addresses to audiences at the National Institutes of Health, the National Press Club, Bell Atlantic, PricewaterhouseCoopers among other notable organizations. Prior to taking the platform, Christy was an administrative professional in the world of finance and accounting.

*This seminar is also taught by other management experts.



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

Schedule

Jan. 23-24	Chicago, IL	2242-EC8-00585	July 12-13	New York, NY	2242-EC8-00600
Feb. 2-3	New York, NY	2242-EC8-00571	July 19-20	Chicago, IL	2242-EC8-00602
Feb. 27-28	Arlington, VA	2242-EC8-00574	July 26-27	Arlington, VA	2242-EC8-00601
Feb. 27-28	Los Angeles, CA	2242-EC8-00591	July 30-31	San Francisco, CA	2242-EC8-00603
March 12-13	Chicago, IL	2242-EC8-00572	Aug. 6-7	New York, NY	2242-EC8-00604
March 22-23	San Francisco, CA	2242-EC8-00573	Sept. 10-11	San Francisco, CA	2242-EC8-00607
April 12-13	New York, NY	2242-EC8-00592	Sept. 13-14	Chicago, IL	2242-EC8-00608
April 26-27	Arlington, VA	2242-EC8-00595	Sept. 27-28	Arlington, VA	2242-EC8-00609
Apr. 30-May 1	Chicago, IL	2242-EC8-00594			
May 17-18	San Francisco, CA	2242-EC8-00596			
May 21-22	Boston, MA	2242-EC8-00597			
June 11-12	New York, NY	2242-EC8-00598			
June 21-22	Dallas, TX	2242-EC8-00599			

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

LIVE ONLINE SCHEDULE

Wednesday 2-5 pm ET • 4 Lessons

March 7-28, 2012.....2242-EC8-00577

Aug. 1-22, 2012.....2242-EC8-00611

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

Mastering Organizational Politics, Influence and Alliances

SEMINAR #2125

Are skills mastery and years-under-your-belt really enough to succeed in today's organization?

What really drives a high-performance management career? It's more than management skills—it's a 360-degree management mindset that enables you to understand and control all the forces that shape your career and get what you need for and from your team. This seminar presents a sophisticated approach to managing that reveals the hidden truths about management success today.

HOW YOU WILL BENEFIT

- Understand the processes that go into high performance—and how to drive the efforts you need from your team
- Better manage your interactions and relationships with colleagues across the organization
- Successfully manage your political image
- Use communication to influence others and strengthen your organizational alliances
- Manage your behavior and its impact on the team
- Improve your coaching, delegating and mentoring abilities

WHAT YOU WILL COVER

- Key competencies and critical success factors of effective management
- 360-degree approach to managing up, down and across your organization
- Negative politics and strategies to navigate an intense political climate
- The sources of organizational power and the relationship between politics and influence
- How to influence and manage beyond your own authority

WHO SHOULD ATTEND

Team managers, project managers and senior managers with significant experience under their belts.

Schedule

Feb. 27-28	Chicago, IL.....	2125-EC8-00148
Apr. 30-May 1	San Francisco, CA	2125-EC8-00144
July 19-20	Arlington, VA.....	2125-EC8-00145
Sept. 24-25.....	Chicago, IL.....	2125-EC8-00147

2 days/1.2 CEUs

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

AMA Members save \$200

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Also available as a

**Live Online Seminar**See page 6 or visit www.amaseminars.org/liveonlineA Blend of Dynamic
Live Training
& Online Tools

Fundamentals of Marketing

Your Action Plan for Success

 SEMINAR #5512

Need a fast, reliable way to get your marketing know-how up to speed? This intensive, action-oriented workshop is the answer. If you're new to marketing and need a basic—yet thorough—overview, this seminar is for you. In just three days, you'll learn the fundamentals behind successful marketing. You'll get a complete grounding in the essentials and begin to develop the skills and techniques necessary to become a marketer who can help your company develop a marketing orientation to enhance the bottom line.

HOW YOU WILL BENEFIT

- Acquire the basic marketing skills, tools and techniques to identify, evaluate and solve marketing problems
- Understand the components that make up compelling marketing plans that succeed in capturing customer value within a competitive environment
- Discover creative ways to apply marketing principles and practices to compete successfully in today's business environment
- Understand the "whys" behind basic marketing practices
- Begin to think like a world-class marketer

WHAT YOU WILL COVER

Understanding the Role of Marketing

- Defining what marketing is and how it fits into the organization
- Creating a marketing system exchange map
- Learning why marketing-oriented companies typically outperform other companies

Using Market Research and Market Intelligence Information Systems

- Identifying the types of information found in market research
- Defining the six steps of the market research process
- Exploring models of consumer decision making

Leveraging Marketing Strategies

- Summarizing strategic approaches to the planning process
- Comparing mass marketing to segmentation marketing

- Classifying ways to segment the market in both business-to-consumer and business-to-business environments
- Analyzing segments and the targeting process
- Constructing a differentiated positioning strategy

Understanding and Aligning the Components of the Marketing Mix

- Learning the components of marketing tactics and how they align with one another
- Learning how to see products as a bundle of customer-desired benefits
- Exploring various pricing objectives and strategies
- Comparing and contrasting various distribution options
- Discovering the strengths and weaknesses of various promotional methods

Creating Customer Value, Satisfaction and Loyalty

- Analyzing the benefits and rationale behind developing customer value, satisfaction and loyalty
- Understanding how marketing communication programs can cultivate strong customer relationship efforts
- Looking at the importance of CRM systems in supporting customer-relations efforts

WHO SHOULD ATTEND

Newly appointed marketers with fewer than three years of experience in marketing, as well as product, brand and advertising managers, business professionals and non-marketers who need to understand the importance of marketing's role in generating profits and a framework to think like a world-class marketer.



Faculty Spotlight*

Since 1991, **Stephen Rayfield** has assisted thousands of participants from over 37 countries to develop ways to market easier, faster and smarter. His unique business background includes strategic planning, sales promotion development, competitive planning and new product and service systems development for Fortune 100 companies. Mr. Rayfield is the author of *Why My Company Needs Integrated Marketing NOW*.

*This seminar is also taught by other marketing experts.



This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

Schedule

Jan. 23-25 San Francisco, CA 5512-EC8-01049
 Feb. 6-8 Chicago, IL 5512-EC8-01050
 Feb. 15-17 New York, NY 5512-EC8-01051
 March 12-14 San Francisco, CA 5512-EC8-01059
 March 19-21 Arlington, VA 5512-EC8-01052
 April 11-13 New York, NY 5512-EC8-01060
 April 16-18 Chicago, IL 5512-EC8-01061
 May 30-June 1 San Francisco, CA 5512-EC8-01067
 June 6-8 Chicago, IL 5512-EC8-01064
 June 13-15 New York, NY 5512-EC8-01065
 July 11-13 New York, NY 5512-EC8-01068
 July 16-18 Chicago, IL 5512-EC8-01069

July 23-25 Arlington, VA 5512-EC8-01071
 Aug. 1-3 Los Angeles, CA 5512-EC8-01072
 Aug. 1-3 New York, NY 5512-EC8-01070
 Sept. 5-7 San Francisco, CA 5512-EC8-01073
 Sept. 12-14 New York, NY 5512-EC8-01074
 Sept. 19-21 Atlanta, GA 5512-EC8-01066
 Sept. 19-21 Chicago, IL 5512-EC8-01075

3 days/1.8 CEUs

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

AMA Members save \$200



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Jan. 31-Feb. 21, 2012 5512-EC8-01056
 May 1-22, 2012 5512-EC8-01076
 Aug. 7-28, 2012 5512-EC8-01077

1.2 CEUs

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

NEW! Mobile Marketing From Platforms to Profits SEMINAR #5125

Reach more customers with an effective mobile marketing strategy. It's up close, it's personal, it's always on—and it *demands* attention. Wireless devices of all kinds are everywhere, and so are the potential customers carrying them. If you want to keep up with this “always-on, always-available” audience, you’ve got to know the fundamentals of this marketing/communications phenomenon, as well as the swift, direct paths you need to take to engage these on-the-move consumers. This fast-paced, 3-day workshop shows you what mobile marketing is and what it isn't. You'll learn how it works, how you can lay the groundwork to get an effective MM program up and running and how to drive customer interest and response. In addition, you'll be better equipped to make a convincing case that mobile marketing must become an essential tool and strategy all across your organization.

HOW YOU WILL BENEFIT

- Learn how to add this dynamic new component to your present marketing mix without breaking the bank
- See how to grab the attention of specific audiences anytime, anyplace
- Be able to implement a measurable marketing method that allows you to account for every dollar spent
- Find out how to take full advantage of mobile marketing's high “message-read” rate (an astounding 95%!)
- Implement strategies to convert customer service expense into a profit center via mobile marketing
- Learn how to maximize current customer activity and create new customers and markets

WHAT YOU WILL COVER

- Customer expectations and behaviors in a connected world
- Comprehensive analysis of mobile marketing concepts, methods and best practices
- New technologies and platforms: smartphones, tablets and eReaders
- Eleven must-have mobile marketing strategies that compel involvement
- Campaign design: before and after strategic decisions for every level of marketing involvement
- Legal, ethical and privacy issues; mobile security

WHO SHOULD ATTEND

Mid- to senior-level marketers, brand managers, directors, VPs and CMOs, as well as managers and executives involved in corporate planning, finance and sales.

Schedule

March 12-14	New York, NY	5125-EC8-00001
April 25-27	Chicago, IL	5125-EC8-00002
May 14-16	San Francisco, CA	5125-EC8-00003
Sept. 17-19	New York, NY	5125-EC8-00004

3 days/1.8 CEUs

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

AMA Members save \$250



Leveraging Social Media to Engage Customers and Build Your Brand SEMINAR #5521

Are you tapping into the web's amazing potential to turn users into customers? This seminar provides marketing professionals with concrete techniques for applying social media strategies and tools to their overall marketing portfolio. Learn to engage customers with blogs, social networks, podcasts and video. You'll return to work with ready-to-use job aids and templates, including media strategy checklists, reporting forms and more.

HOW YOU WILL BENEFIT

- Migrate traditional marketing activities to your online marketing
- Recognize the components of online communication programs
- Monitor the web for “buzz” about your brand
- Implement search engine optimization and paid search
- Initiate a measurement and metrics regime to demonstrate the ROI of your e-marketing efforts
- Generate interest and buy-in from organizational stakeholders

WHAT YOU WILL COVER

- Integrating online marketing into the overall marketing mix
- Using social networks and online community programs to create a web-friendly, open and transparent company by leveraging blogs, podcasts and videos
- Creating effective online marketing communications
- Search engine marketing—optimize and advertise
- Online marketing measurement and metrics
- The engagement scorecard—How well are you engaging your customer, building the brand and increasing sales?

WHO SHOULD ATTEND

Marketing professionals at every level who are involved in interactive marketing strategies and need a practical understanding of the latest techniques and tools available.

Schedule

Feb. 16-17	Arlington, VA	5521-EC8-00035
April 23-24	New York, NY	5521-EC8-00040
May 21-22	Chicago, IL	5521-EC8-00041
June 20-21	Arlington, VA	5521-EC8-00042
July 30-31	San Francisco, CA	5521-EC8-00044
Aug. 16-17	New York, NY	5521-EC8-00043

2 days/1.2 CEUs

\$2,095/AMA

Members \$1,895

AMA Members

save \$200



LIVE ONLINE SCHEDULE

Thursday 2-5pm ET • 4 Lessons

May 3-24, 2012 5521-EC8-00051

1.2 CEUs

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

NEW! How to Write a Killer Marketing Plan SEMINAR #5120

Learn how to develop and execute a more powerful, successful marketing plan. Whether you're a marketing newcomer or a long-time veteran of countless campaigns, you're always going to be under pressure to produce a smarter, more *effective* marketing plan—and the sooner, the better! This results-oriented seminar shows you how to build a detailed plan that wins the approval of your organization's key players. You'll see how to assemble all the critical elements of your customer-winning strategy (from financials to research to media selection) in just hours, instead of days or weeks.

HOW YOU WILL BENEFIT

- Sharpen the key skills necessary to devise a dynamic, comprehensive plan
- Consult effectively with all stakeholders to ensure plan accountability and success
- Focus the entire planning process on more efficient, revenue-driven goals
- Understand how to distinguish your product/service in the marketplace
- Become an indispensable player in your organization's annual strategic planning process

WHAT YOU WILL COVER

- Assessing your business: where it is now and where you want it to go
- Clarifying the core objectives for each element of the marketing mix (Product, Price, Place and Promotion)
- Defining the overall direction, advertising and promotion budgets and revenue expectations
- Identifying the key research and test-market plans needed to support your plan
- Aligning long-term objectives with short-term priorities
- Learning how to facilitate consensus for your plan among top decision makers

WHO SHOULD ATTEND

Anyone who must write, review or approve marketing plans—including new marketers, mid- to senior-level marketers, brand managers, directors, VPs and CMOs. Anyone in corporate planning, finance and sales will also find this course valuable.

EXTRA

Get a free copy of *The Little Blue Book of Marketing* by Paul Kurnit and Steve Lance (a \$21.95 value) when you attend this seminar.

Schedule

Feb. 23-24	New York, NY	5120-EC8-00008
March 12-13	Atlanta, GA	5120-EC8-00011
April 30-May 1	Arlington, VA	5120-EC8-00013
June 21-22	Chicago, IL	5120-EC8-00012
July 23-24	New York, NY	5120-EC8-00014
Aug. 20-21	Atlanta, GA	5120-EC8-00015
Sept. 27-28	San Francisco, CA	5120-EC8-00016

2 days/1.2 CEUs

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

AMA Members save \$200

Market Research How to Get the Right Data to Make the Right Decisions SEMINAR #5110

Gain a clear understanding of what your customers value—and how much they're willing to pay.

Learn to use market research to determine your company's competitive position and enhance its performance. By getting it right, you can save time and resources and begin to reap the benefits of your research right away. You'll discover a broad range of market research tools—including questionnaire design, focus groups, observational research, testing/sampling results and statistical analysis.

HOW YOU WILL BENEFIT

- Gain research techniques that work and know when to use them
- Focus on the products and services customers really demand
- Determine current customer behavior and predict future trends
- Identify the most conducive market research activities
- Create a custom market research program for your company
- Save time and money by avoiding common mistakes
- Conduct competitive research and monitor performance

WHAT YOU WILL COVER

- Market research in today's competitive environment
- Conducting internal research vs. outsourcing research
- Clearly defining marketing research objectives
- Sources for primary data: surveys, focus groups, observational research
- Core elements for developing an effective questionnaire
- Analytical tools for turning raw data into strategic information
- Linking results to product and service strategies

WHO SHOULD ATTEND

Marketing managers and directors, product and brand managers and all others involved in market research who have fewer than five years of market research experience.



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

Schedule

March 26-27	Chicago, IL	5110-EC8-00082
June 4-5	New York, NY	5110-EC8-00083

2 days/1.2 CEUs

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

AMA Members save \$200

Measuring and Maximizing Marketing ROI

SEMINAR #5105

Are your marketing programs really paying off?

With today's tougher competition and greater accountability, you must prove that your marketing efforts are getting the desired results. Discover various measurement tools—from financial techniques that measure traditional activities to research methods that measure attitudes, perceptions and other intangibles—and how to implement them. You'll learn how to use marketing ROI results to generate more competitive product and service strategies.

HOW YOU WILL BENEFIT

- Know exactly how effective your marketing spending is
- Measure each marketing activity to maximize sales and minimize costs
- Justify the value of your marketing efforts to your boss and your CEO
- Make better brand decisions using correct marketing ROI information
- Enhance and promote your company's image

WHAT YOU WILL COVER

- Marketing ROI: challenges, opportunities and roadblocks
- How leading companies track and assess marketing ROI
- Three key categories of marketing ROI: accounting, addition, attitudes
- Advanced strategic and tactical ROI measurements
- Market research: new ways to generate fast, effective feedback
- Key components to successful marketing ROI measurement
- Integrating measurement into the marketing plan and budgeting process
- Determining potential marketing ROI assessments

WHO SHOULD ATTEND

Marketers at all levels, including marketing vice presidents, directors and managers—as well as managers and executives in other departments (finance, operations, customer service, R&D) who work with or support marketing. An understanding of the fundamentals of marketing is highly recommended.



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

Schedule

April 23-24 Arlington, VA 5105-EC8-00085
Aug. 6-7 Chicago, IL 5105-EC8-00086

2 days/1.2 CEUs

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

AMA Members save \$200

Planning and Developing New Products

SEMINAR #4259

When it comes to new product development, it can be a long haul from concept to profitability.

Here's where you'll learn methods to get maximum mileage from market research, strategies for breakthrough ideas and tactics for innovative product development.

HOW YOU WILL BENEFIT

- Understand the eight critical keys to success
- Define objectives and strategies for your new product program
- Analyze from a financial perspective
- Bring innovation to market quickly
- Effectively handle product testing and launch issues
- Use market research to identify profitable new markets
- Successfully manage your team

WHAT YOU WILL COVER

- How to generate ideas for new products
- Surveying your competition
- Determining if new products are in line with overall corporate strategy and with your current portfolio
- Conducting small-scale tests to eliminate unprofitable ideas
- Techniques of market testing
- Developing a market-driven business plan
- The team approach to managing new products
- Managing the product life cycle: the launching process and evaluating market performance results

WHO SHOULD ATTEND

Professionals with six months to five years of new product development experience, managers of new product planning and development, corporate planners, R&D directors and managers, project managers and directors and specialists in new product design, product managers, marketing vice presidents, directors and managers.

Note: Attendees should have at least two years of marketing experience.

Schedule

Jan. 9-11 San Francisco, CA 4259-EC8-00351
March 21-23 Chicago, IL 4259-EC8-00352
May 21-23 New York, NY 4259-EC8-00355
June 25-27 San Francisco, CA 4259-EC8-00356
Sept. 24-26 Atlanta, GA 4259-EC8-00357

3 days/1.8 CEUs

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

AMA Members save \$200

Successful Product Management SEMINAR #5597

Gain the business skills you need to manage your product's profitability. Discover the tools and techniques you need to effectively manage the increasingly complex product management process and gain more control of the myriad tasks at hand.

HOW YOU WILL BENEFIT

- Understand the whys and hows of the product management system—and how to make the best use of it
- Gain marketing savvy and use it to perform your job effectively
- Set priorities and manage the profitability of your products or service
- Build effective working relationships with suppliers and with external and internal business partners
- Manage the financial aspects of product management
- Learn how to develop an effective business plan

WHAT YOU WILL COVER

- Benefits of the product management process
- Strategies and models for marketing success
- The main tasks of a product manager
- Key reports and relationships
- Managing new product or service development
- Preparing your marketing plan

WHO SHOULD ATTEND

Product and brand marketing managers and directors and those who interact with them.

Note: Attendees should have at least two years of marketing experience.



This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

Schedule

Jan. 25-27	Chicago, IL.....	5597-EC8-00505
March 12-14	Chicago, IL.....	5597-EC8-00506
April 9-11	San Francisco, CA	5597-EC8-00509
May 14-16	Chicago, IL.....	5597-EC8-00510
June 13-15	Chicago, IL.....	5597-EC8-00515
June 18-20	New York, NY	5597-EC8-00511
July 11-13	Chicago, IL.....	5597-EC8-00512
Aug. 20-22	Philadelphia, PA	5597-EC8-00516
Sept. 10-12.....	Chicago, IL.....	5597-EC8-00513

3 days/1.8 CEUs

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

AMA Members save \$200

AMA's Advanced Course in Strategic Marketing SEMINAR #5537

Take the next step toward becoming a marketing guru. You'll discover cutting-edge strategic marketing models—and their real-world applications. Get the knowledge and tools you need to increase the spending rate of current customers and cost-effectively acquire new ones, integrate your marketing mix elements with corporate goals and maximize the benefits of e-commerce technology.

HOW YOU WILL BENEFIT

- Understand the strategic value of sales vs. the strategic value of marketing
- Learn the stages of the customer buying process—and generate incremental value at each stage
- Use the growth audit gap model to select the most effective options for marketing programs
- Efficiently target your campaigns to core buying influences
- Successfully develop and manage new product and service launches and increase overall market share

WHAT YOU WILL COVER

- Strategic growth perspectives: the SMART growth segmentation
- Marketing strategies for distinct psychographic groups
- Moving beyond pricing as an objective to pricing as a strategy
- The role of marketing in CRM: understanding the lifetime value of a customer
- Changing the buying structure through the Internet
- Promotions and communications as an integrated process
- The seven stages of new product/service development

WHO SHOULD ATTEND

Experienced marketing managers, directors and vice presidents of marketing—as well as executives and managers in finance, operations, customer service, R&D and other departments who interact with colleagues in marketing. Knowledge of the fundamentals of marketing is highly recommended.



This course qualifies for 18 CEUs toward your recertification as a Certified Professional Services Marketer (CPSM). For more information please visit www.cpsmnow.org.

Schedule

Feb. 8-10	New York, NY	5537-EC8-00092
Feb. 29-Mar. 2	San Francisco, CA	5537-EC8-00093
March 5-7	Arlington, VA.....	5537-EC8-00095
April 18-20	Los Angeles, CA.....	5537-EC8-00096
May 14-16	New York, NY	5537-EC8-00097
May 30-June 1	Chicago, IL.....	5537-EC8-00098
July 18-20	New York, NY	5537-EC8-00100
July 23-25	San Francisco, CA	5537-EC8-00099
Aug. 13-15	Atlanta, GA	5537-EC8-00101
Sept. 5-7.....	New York, NY	5537-EC8-00102

3 days/1.8 CEUs

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

AMA Members save \$250



A Blend of Dynamic
Live Training
& Online Tools

Management Skills for Administrative Professionals

SEMINAR #2294

Expand your managerial expertise for heightened professional growth and career development. Bring your current challenges and brainstorm with colleagues and your course leader to solve your most pressing problems. Leave with a concrete action plan.

HOW YOU WILL BENEFIT

- Juggle multiple responsibilities
- Learn better ways to think on your feet
- Create win-win solutions that leave everyone feeling positive
- Become a strategic partner to your boss
- Understand different team player styles for more effective collaboration
- Control your time and workload
- Build your repertoire of managerial skills and abilities
- Keep your boss and team functioning as efficiently as possible—by use of planning, prioritizing and follow-through techniques
- Build a winning professional image
- Master communication skills to add to your credibility and influence
- Handle conflict and discourse with agility and professionalism
- Discover the secrets of an effective negotiator
- Write an action plan for future success
- Create take-home proposals and solutions using powerful presentation skills
- Present your ideas powerfully as you practice your new skills

With group exercises, case studies and time for questions and answers, this “learn-by-doing” seminar gives you the confidence and know-how you need to succeed.

WHAT YOU WILL COVER

Mastering Change with Management Skills

- Finding your place on the team
- Empowering yourself to achieve growth
- Discovering what it takes to become a “change master”



Fine-Tuning Your Team Skills

- Matching business goals with administrative support goals
- Assessing your leader/manager preference in teams
- Mapping your management team's priorities for the year

Dealing Productively with Conflict

- Using persuasion and negotiation to gain better outcomes from conflict
- Defining sources of workplace conflict
- Mastering five techniques for dealing with difficult people

Communicating with Credibility

- Enhancing your image to help pursue specific goals
- Strengthening your active listening skills
- Managing your own emotions and detaching from others' emotions

Controlling Your Workday

- Clarifying priorities to include team goals
- Setting criteria to validate your risk/value priorities
- Planning projects using The SMART Method
- Solving urgency/importance dilemma
- Eliminating your worst time wasters
- Using task maps to control multi-workloads

Putting Your Skills to Work

- Improving your personal impact as you present proposals or plan negotiations
- Trying new tools for effective meeting management
- Providing feedback to your colleagues

WHO SHOULD ATTEND

Experienced administrative professionals, including executive assistants, administrative assistants or senior secretaries who are striving to refine their managerial skills in order to enhance their careers and add to their organization's effectiveness.

Schedule

Jan. 18-20	Arlington, VA	2294-EC8-00865	Aug. 6-8	Boston, MA	2294-EC8-00882
Jan. 23-25	Philadelphia, PA	2294-EC8-00872	Aug. 27-29	San Francisco, CA	2294-EC8-00884
March 26-28	Chicago, IL	2294-EC8-00867	Sept. 5-7	Chicago, IL	2294-EC8-00885
April 23-25	New York, NY	2294-EC8-00875	Sept. 24-26	Arlington, VA	2294-EC8-00887
May 2-4	Arlington, VA	2294-EC8-00876			
May 21-23	Dallas, TX	2294-EC8-00877			
June 4-6	Atlanta, GA	2294-EC8-00878			
June 6-8	Las Vegas, NV	2294-EC8-00879			
July 11-13	New York, NY	2294-EC8-00883			
July 25-27	Arlington, VA	2294-EC8-00881			

3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200



LIVE ONLINE SCHEDULE

Tuesday 2-5 pm ET • 4 Lessons

Apr. 24-May 15, 20122294-EC8-00888

1.2 CEUs

\$1,895/AMA Members \$1,695

Also available as a

**Live Online Seminar**See page 6 or visit www.amaseminars.org/liveonline

Partnering with Your Boss

Strategic Skills for Administrative Professionals SEMINAR #2268

Become a proactive partner with your boss. You are often called upon to communicate, plan, organize, negotiate and participate in decision making at very high levels. Attend this seminar and master techniques for effective goal setting, prioritizing, planning, decision making, relationship building and listening. Learn how to communicate confidently and assertively—and develop and use power and authority.

You'll return to work better able to support your organization's and boss's goals. Adapt to various communication styles to successfully influence and work with your boss and others, establish trust, credibility and authority to strengthen your working relationship.

HOW YOU WILL BENEFIT

- Consistently anticipate your boss's needs
- Gain the respect of your boss and be taken seriously
- Get what you need from others to accomplish your job and achieve your boss's goals
- Have the authority to make—and act on—decisions
- Confidently represent your boss
- Be seen by your boss and by others as a valuable professional resource
- Develop a trusting relationship with your boss
- Partner with multiple bosses and other office professionals
- Effectively use time and get more things done in a day

WHAT YOU WILL COVER

Defining Your Strategic Partnership

- Identifying the characteristics of effective partnering and using these features to create a positive partnership

Developing a Trusting Relationship with Your Boss

- Adapting methods to complement your boss's preferences by completing a self-evaluation exercise and creating a blueprint for change

Planning Skills to Anticipate and Proactively Support Your Boss

- Choosing and applying the active listening skills that will allow you to anticipate your boss's needs by completing a communication assessment and enacting a listening skills role play

Extending the Partnership

- Defining and integrating your personal power bases by revisiting trust and by completing a "power-base planner"

Aligning and Expanding Your Partnering Relationship

- Using influencing and persuasive communication skills in planning and delivering a business case presentation

WHO SHOULD ATTEND

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



Faculty Spotlight*

Carrie Spell-Hansson specializes in organizational behavior, cross-cultural communication, conflict, employee development, social equity, organizational development and culture change. Clients have included TimeLife, PepsiCo, USG, Prudential and the American Counseling Association. She received her undergraduate degree in business administration from the University of South Florida, and a master's degree in human resource management from the University of Scranton.

*This seminar is also taught by other career-building experts.

Schedule

Jan. 30-31	Arlington, VA	2268-EC8-00395
March 1-2	New York, NY	2268-EC8-00397
April 19-20	Arlington, VA	2268-EC8-00408
May 3-4	Chicago, IL	2268-EC8-00407
June 21-22	San Francisco, CA	2268-EC8-00406
June 28-29	New York, NY	2268-EC8-00409
July 16-17	Arlington, VA	2268-EC8-00413
Aug. 6-7	Atlanta, GA	2268-EC8-00419

Aug. 27-28	Chicago, IL	2268-EC8-00412
Sept. 27-28	New York, NY	2268-EC8-00414

2 days/1.2 CEUs

\$1,645/AMA Members \$1,495

AMA Members save \$150



LIVE ONLINE SCHEDULE

Thursday 2-5 pm ET • 4 Lessons

March 1-22, 2012	2268-EC8-00401
Sept. 6-27, 2012	2268-EC8-00417

1.2 CEUs

\$1,645/AMA Members \$1,495

Stepping Up to Leadership

A Course for Administrative Professionals SEMINAR #2119

You are asked to take on the challenge of leadership—now master the skills you need to succeed.

Form and lead administrative teams, cross-train administrative professionals, supervise staff members and make decisions that impact the bottom line. Here's your opportunity to deal with setting work expectations, influencing and motivating people to perform well and providing feedback and coaching.

HOW YOU WILL BENEFIT

- Acquire the confidence and self-esteem to help you step up to an administrative leadership role
- Understand leadership behaviors
- Gain an understanding of how your work impacts other parts of the organization
- Develop strategies to influence and motivate up, down and across the organization
- Learn to set expectations and provide feedback and coaching whether you directly or indirectly supervise people
- Identify and apply emotional intelligence
- Discover career development strategies and opportunities

WHAT YOU WILL COVER

- Stepping up to the leadership challenge: behaviors and styles
- Thinking strategically about your role and your organization
- Creating partnerships that get you the information and resources you need
- Leading teams and individuals without direct authority
- Emotional Intelligence (EI): assessing and developing skills
- Creating your own personal development plan

WHO SHOULD ATTEND

Senior level administrative assistants, executive secretaries, administrative support staff or office support personnel with formal and informal supervisory responsibilities.

NEW! Organizing Your Work

New Techniques for Administrative Professionals SEMINAR #2160

Tackle the tougher job challenges of today's workplace with new organizational skills. As an administrative professional, you're trying to manage a workflow that's getting bigger and more intense each day—frequently on demand and at the last minute. To handle all of this and continue to perform your job successfully, you need fresh ways of thinking about your workflow and new ways with which to conquer it. This seminar gives you the tools and techniques that can get all the work on your desk moving in the right direction. You'll get hands-on practice applying them, as well as systems and templates you will customize during the seminar—so they'll be ready to use on your first day back at work.

HOW YOU WILL BENEFIT

- Replace outdated tools like “to do” lists with high-productivity task systems and templates
- Learn to create a planning process that allows you to “think only once a week”
- Debunk the five biggest myths of time management
- Get the latest ideas on how to streamline voice mail and email
- Learn three magic questions that can cut workload by at least 20% and streamline stress
- Customize systems and templates to use back on the job day one

WHAT YOU WILL COVER

- Defining what the terms *productivity*, *organization*, *efficiency* and *effectiveness* mean in today's world
- Debunking myths and getting rid of antiquated tools
- The power of systematizing your work: thinking it through once and “working the work”
- De-stressing to eliminate productivity loss
- Problem solving with templates
- Making technology work for you and your boss

WHO SHOULD ATTEND

Administrative assistants at all levels in an organization who are looking for better, more effective ways to manage the increasingly demanding work requirements of their jobs.

Schedule

Feb. 1-3	Chicago, IL.....	2119-EC8-00125
April 16-18.....	New York, NY	2119-EC8-00126
June 4-6	Arlington, VA.....	2119-EC8-00127
Aug. 27-29	San Francisco, CA	2119-EC8-00128

3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200

Schedule

March 12-13	Atlanta, GA	2160-EC8-00005
April 9-10	New York, NY	2160-EC8-00006
June 4-5	San Francisco, CA	2160-EC8-00007
Sept. 17-18.....	New York, NY	2160-EC8-00008

2 days/1.2 CEUs

\$1,645/AMA Members \$1,495

AMA Members save \$150

Business Writing for Administrative Professionals

SEMINAR #2296

Meet the challenge of writing business correspondence. Does your boss feel comfortable turning to you with writing assignments? And, once the project is yours, how do you get started? How do you gain the confidence to stare down the blank page? Is your grammar up to snuff? What's the right tone for your business correspondence? Now you can gain the skills and techniques you need to write and edit all types of documents and win the confidence of your boss.

HOW YOU WILL BENEFIT

- Master the principles of good grammar and punctuation
- Organize and write memos, minutes and procedures
- Confidently write and ghostwrite for your boss(es), using appropriate style and tone
- Learn how to write effective email
- Write effective letters for all occasions
- Save time through proven tricks of the trade
- Gain recognition as your boss's backup and representative

WHAT YOU WILL COVER

- Basic formats—and when to use them
- Ten principles for readability
- Letters that get results: four techniques for power and persuasion
- Using your writing to gain recognition
- Understanding your reader and selecting the appropriate approach; handling criticism
- How to turn dictation into a readable document
- Using mind-mapping to help you get started

WHO SHOULD ATTEND

Administrative assistants, administrative support personnel, office managers and executive secretaries/assistants.

Project Management for Administrative Professionals

SEMINAR #2298

Confidently take on the added pressure and challenges associated with projects—and get the job done right. Now you can get the skills that spell project success—scheduling, budgeting and planning. As an administrator within the project team, learn how to conquer the project cycle and gain the confidence you need to take a project from conception to completion.

HOW YOU WILL BENEFIT

- Learn the skills to plan, organize and control projects of any size
- Organize and track all resources to maximize productivity
- Anticipate problems and solve them as they arise
- Manage time while juggling multiple projects with ongoing daily responsibilities
- Gain the ability to exert influence without authority

WHAT YOU WILL COVER

- Defining project management
- Planning and controlling projects
- Using basic project management tools
- Meeting project objectives
- Solving project problems effectively
- Managing time and priorities
- Learning from each project and tracking resources
- Organizing effective project team meetings
- Improving communication skills
- Documenting project success and using your experience constructively in your career

WHO SHOULD ATTEND

Executive secretaries and assistants, administrative assistants and support personnel, office managers, sales assistants and any administrative professional responsible for projects.

Schedule

March 5-7	New York, NY	2296-EC8-00237
April 25-27	Arlington, VA	2296-EC8-00240
May 2-4	New York, NY	2296-EC8-00244
June 13-15	San Francisco, CA	2296-EC8-00241
July 25-27	Morristown, NJ	2296-EC8-00242
Aug. 15-17	Arlington, VA	2296-EC8-00245
Sept. 19-21	New York, NY	2296-EC8-00247

3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200

Schedule

Jan. 11-13	San Francisco, CA	2298-EC8-00279
Feb. 6-8	Arlington, VA	2298-EC8-00283
March 28-30	San Francisco, CA	2298-EC8-00282
April 4-6	New York, NY	2298-EC8-00287
May 16-18	Arlington, VA	2298-EC8-00289
June 20-22	Los Angeles, CA	2298-EC8-00297
July 16-18	New York, NY	2298-EC8-00294
Aug. 1-3	Arlington, VA	2298-EC8-00292
Sept. 5-7	San Francisco, CA	2298-EC8-00296

3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200

Fundamentals of Finance and Accounting for Administrative Professionals

SEMINAR #2518

Gain confidence in dealing with financial information.

Increase your value to your boss and company, especially when financial acumen is expected at every organizational level. An introduction to the fundamentals of accounting for administrative assistants, secretaries, executive secretaries and other administrative professionals, this seminar gives you an understanding of the financial aspects of business to ensure budgets and expenses stay on track.

HOW YOU WILL BENEFIT

- Understand accounting language, key terms and financial definitions
- Understand financial statement analysis and balance sheet analysis
- Study annual reports to determine your company's overall condition
- Gain familiarity with the accounting process
- Assist your manager in making bottom-line decisions with knowledge of the numbers end of the business
- Dramatically expand your professional expertise and open up new career possibilities for yourself

WHAT YOU WILL COVER

- Different methods of cash flow
- Basic accounting and budgeting
- Double-entry accounting
- The annual report and the auditor's role
- Evaluating a company's financial statements
- Learning the difference between debt and equity financing, liquidity, leverage and profitability

WHO SHOULD ATTEND

Administrative assistants and executive secretaries working with managers or executives who handle financial matters.

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

Schedule

Jan. 25-27	Arlington, VA	2518-EC8-00619
March 14-16	New York, NY	2518-EC8-00620
May 7-9	Arlington, VA	2518-EC8-00627
June 20-22	New York, NY	2518-EC8-00629
Aug. 1-3	San Francisco, CA	2518-EC8-00632
Sept. 19-21	Arlington, VA	2518-EC8-00630

3 days/1.8 CEUs

\$1,895/AMA Members \$1,695

AMA Members save \$200

Managing Chaos

Dynamic Time Management, Recall, Reading and Stress Management Skills for Administrative Professionals

SEMINAR #2194

This seminar will show you how to deal efficiently with the overflow of information and still be able to produce effective results.

It goes beyond theory: it's practical, hands-on and technique-oriented. Throughout the two days, you'll be taught accelerated learning skills, advanced memory/recall methods and increased reading comprehension techniques. The results are immediate and will last a lifetime. You'll not only develop your mind, but also gain the skills needed to control your workday in today's chaotic business environment.

HOW YOU WILL BENEFIT

- Pinpoint where you need to take control
- Conquer procrastination and stress
- Effectively process and retain critical information
- Improve comprehension and focus
- Perform better when juggling people, paper and priorities

WHAT YOU WILL COVER

- Prioritizing: the SMART way to set goals, the five-step time management plan
- Using your power skills to handle the mass of information on your desk
- Accessing your memory and recall skills
- Staying in control: how to use stress to your advantage and handle burnout
- Reading more effectively by increasing comprehension
- Delegation strategies that work

WHO SHOULD ATTEND

Secretaries and executive secretaries, administrative assistants, administrative support personnel, office managers, executive assistants and sales assistants.

Schedule

Feb. 23-24	New York, NY	2194-EC8-00181
April 2-3	Arlington, VA	2194-EC8-00182
May 14-15	San Francisco, CA	2194-EC8-00184
July 26-27	New York, NY	2194-EC8-00185
Aug. 6-7	Arlington, VA	2194-EC8-00186

2 days/1.2 CEUs

\$1,645/AMA Members \$1,495

AMA Members save \$150



Essentials of Project Management for the Non-Project Manager

SEMINAR #6548

Learn and apply basic elements of project management to your job to support project success. To work together effectively on any project, everyone on the team needs to use a common language and tools, plus have a clear understanding of all expectations. This unique seminar is designed for individuals with little or no prior knowledge of project management but who serve on project management teams—or those who simply want to know more about PM or are making the transition to project management. In just two days, you'll develop an understanding of essential terminology and apply basic PM tools and techniques to increase your effectiveness both on the team and in your own functional area.

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Getting Your Hands Around Project Management

- Distinguishing between projects and operations
- Considering factors that contribute to project success or failure
- Identifying the framework for project management

Getting the Project Off the Ground

- Knowing why/how a project is important to you and the organization
- Identifying the elements of a charter and its relevance to initiating a project
- Identifying stakeholders and their role(s) on a project

Planning the Work

- Defining the scope of the project: project scope statement
- Identifying the work to be done; work breakdown structure, activity lists
- Estimating resources, cost and hours for the project
- Scheduling the project work
- Identifying roles and responsibilities for the project
- Planning for potential risks to the project

Working the Plan

- Building an effective status report
- Recognizing the types of meetings and their purpose
- Identifying action items and issues
- Recognizing the importance of managing change

Putting the Project to Bed

- Contributing to the "lessons learned" database
- Identifying the project records and files that must be archived for historical purposes
- Using a project closure checklist
- Comparing closing out successful vs. unsuccessful or cancelled projects

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Faculty Spotlight*

Patricia Ensworth has worked with clients from a wide range of industries, government agencies and nonprofit organizations. At Moody's Investors Service, she worked on the creation of the firm's first Project Management Office, among other projects. She holds certifications as a Project Management Professional (Project Management Institute) and Certified Software Quality Engineer (American Society for Quality).

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

WHO SHOULD ATTEND

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



Scan with your smartphone to see a short video from this seminar or visit www.amaseminars.org/6548

Schedule

Jan. 19-20	San Francisco, CA	6548-EC8-00023
Jan. 30-31	Morristown, NJ	6548-EC8-00039
Feb. 23-24	New York, NY	6548-EC8-00025
March 22-23	Arlington, VA	6548-EC8-00024
April 5-6	New York, NY	6548-EC8-00042
April 23-24	Chicago, IL	6548-EC8-00056
April 26-27	Atlanta, GA	6548-EC8-00040
May 3-4	San Francisco, CA	6548-EC8-00041
May 21-22	Lake Buena Vista, FL	6548-EC8-00062
June 11-12	Arlington, VA	6548-EC8-00044
June 25-26	New York, NY	6548-EC8-00063
July 12-13	Dallas, TX	6548-EC8-00047

July 19-20	San Diego, CA	6548-EC8-00045
July 30-31	Chicago, IL	6548-EC8-00043
July 30-31	Morristown, NJ	6548-EC8-00064
Aug. 23-24	New York, NY	6548-EC8-00046
Sept. 6-7	Arlington, VA	6548-EC8-00065
Sept. 13-14	Boston, MA	6548-EC8-00048
Sept. 17-18	San Francisco, CA	6548-EC8-00050

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



LIVE ONLINE SCHEDULE

Thursday 2-5pm ET • 4 Lessons

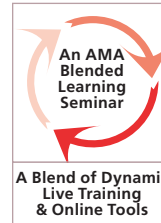
Jan. 12-Feb. 2, 2012	6548-EC8-00028
Apr. 26-May 17, 2012	6548-EC8-00052
July 12-Aug. 2, 2012	6548-EC8-00051

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

Improving Your Project

The Basics for Success

SEMINAR #6503



Build a solid foundation of project management knowledge in this hands-on workshop that covers the entire project lifecycle.

In this seminar, you will learn and practice the latest tools and techniques necessary for project management success. In lectures, discussions and exercises, you'll cover every aspect of managing projects.

While aligned with the Project Management Institute's (PMI) framework, this course is specifically designed to focus on the practical application of concepts.

HOW YOU WILL BENEFIT

- Ensure that your projects are set up for success from the start
- Learn the basics for effectively gathering and documenting requirements
- Understand the role of the project manager, business analyst and others in managing projects
- Develop an integrated project plan including realistic scope, schedule, budget and risks
- Learn how to track and report on progress
- Gain the respect of your project team and build credibility with top management

WHAT YOU WILL COVER

An Overview of Key Project Management Concepts

- Discussing key concepts, terminology and roles
- Defining a "project," the project triangle and core PM processes

Initiating the Project

- Creating a project charter and tying it to a business case
- Setting customer, sponsor and team member expectations

Identifying the Work

- Creating a work breakdown structure (WBS) based on the charter and product requirements
- Assigning ownership to tasks
- Identifying and assigning ownership

Estimating the Work

- Discussing best practices for creating realistic estimates

Scheduling the Work

- Creating network logic diagrams
- Producing GANTT charts for project timelines
- Determining the critical path and calculating float

WANT TO JUMP-START YOUR PROJECT MANAGEMENT CAREER?

You've got a budget to monitor, you've got deadlines to meet, you've got to manage scope and risk. Do you have the skills to achieve project success?

You have to create a Work Breakdown Structure, develop realistic estimates and devise an integrated project plan. Do you have confidence in your abilities?

Your project scope has increased. Now, your plan has to be changed and you've got to negotiate a revised schedule. Do you have the flexibility to carry on?

AMA Blended Learning—a blend of dynamic live training, seminar materials, plus powerful online tools including pre- and post-assessments, tune-up courses, GANTT and PERT charts, critical path worksheets and other relevant PM articles and tips. AMA Blended Learning lets you measure and build on what you have learned. Refresh, reinforce and apply your learning long after your seminar ends.



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

Management Skills

Also available as a
Live Online Seminar



See page 6 or visit
www.amaseminars.org/liveonline

Creating the Budget

- Estimating and tracking personnel expenses

Completing the Plan

- Communicating project information
- Identifying, assessing and dealing with risks
- Acquiring goods and/or services

Executing the Plan

- Measuring progress against the plan
- Reporting on project status
- Managing changes

Closing the Project

- Running "lessons learned" session
- Capturing historical data

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

WHO SHOULD ATTEND

Individuals who are new to project management, "accidental" project managers (for whom PM is a secondary part of their jobs), business analysts, subject-matter experts who contribute to projects and experienced project managers looking to review current tools, techniques and processes.

SPECIAL FEATURE

This seminar features fictional case studies that allow participants to immediately practice course concepts in group exercises. Participants will create key project documents: business case, charter, product requirements, project plan, status reports and lessons learned.

EXTRA

Participants have access to online blended learning components, including a full toolkit of integrated project management templates to download for immediate use after the seminar.



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

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



Faculty Spotlight*

Walter Antonelli has held senior vice president positions with Olivetti, Xerox, Citibank, N.A., Bertelsmann and Booz Allen Hamilton. He has installed MIS systems for several Fortune 500 companies. In addition, Mr. Antonelli holds two patents, has lectured for the AMA, APICS and DPMA, and is listed in *Who's Who in America*, *American Publishers Who's Who* and the *Directory of Distinguished Americans*.

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

Schedule

JANUARY

Jan. 9-11	Arlington, VA	6503-EC8-01943
Jan. 18-20	Atlanta, GA	6503-EC8-01947
Jan. 18-20	Chicago, IL	6503-EC8-01948
Jan. 18-20	New York, NY	6503-EC8-01945
Jan. 23-25	Los Angeles, CA	6503-EC8-01924
Jan. 25-27	Morristown, NJ	6503-EC8-01950
Jan. 25-27	San Francisco, CA	6503-EC8-01952
Jan. 30-Feb. 1	Arlington, VA	6503-EC8-01955

FEBRUARY

Feb. 1-3	Phoenix, AZ	6503-EC8-02010
Feb. 6-8	San Francisco, CA	6503-EC8-01954
Feb. 8-10	Chicago, IL	6503-EC8-01956
Feb. 15-17	Houston, TX	6503-EC8-01959
Feb. 15-17	New York, NY	6503-EC8-01960

MARCH

March 5-7	Arlington, VA	6503-EC8-01962
March 5-7	Boston, MA	6503-EC8-01963
March 7-9	Chicago, IL	6503-EC8-01964
March 12-14	Atlanta, GA	6503-EC8-01965
March 12-14	San Francisco, CA	6503-EC8-01966
March 19-21	New York, NY	6503-EC8-01967
March 21-23	Dallas, TX	6503-EC8-01968
March 28-30	Minneapolis, MN	6503-EC8-01969

APRIL

April 2-4	Atlanta, GA	6503-EC8-02015
April 4-6	Arlington, VA	6503-EC8-02014
April 9-11	New York, NY	6503-EC8-02017
April 11-13	Chicago, IL	6503-EC8-02018

April 16-18	Cincinnati, OH	6503-EC8-02019
April 25-27	Philadelphia, PA	6503-EC8-02032
April 25-27	San Francisco, CA	6503-EC8-02020

MAY

May 2-4	Arlington, VA	6503-EC8-02021
May 7-9	Atlanta, GA	6503-EC8-02024
May 9-11	Chicago, IL	6503-EC8-02025
May 9-11	Dallas, TX	6503-EC8-02026
May 9-11	San Francisco, CA	6503-EC8-02027
May 16-18	Hartford, CT	6503-EC8-02029
May 21-23	New York, NY	6503-EC8-02028
May 30-June 1	Boston, MA	6503-EC8-02030

JUNE

June 4-6	Chicago, IL	6503-EC8-02031
June 6-8	Arlington, VA	6503-EC8-02033
June 6-8	San Francisco, CA	6503-EC8-02035
June 11-13	Atlanta, GA	6503-EC8-02036
June 11-13	New York, NY	6503-EC8-02037
June 18-20	San Diego, CA	6503-EC8-02034
June 25-27	Overland Park, KS	6503-EC8-02038

JULY

July 9-11	Chicago, IL	6503-EC8-02040
July 9-11	San Francisco, CA	6503-EC8-02045
July 11-13	Arlington, VA	6503-EC8-02041
July 16-18	Houston, TX	6503-EC8-02044
July 18-20	New York, NY	6503-EC8-02046
July 23-25	Morristown, NJ	6503-EC8-02023
July 23-25	Seattle, WA	6503-EC8-02047
July 30-Aug. 1	San Francisco, CA	6503-EC8-02049



LIVE ONLINE SCHEDULE

Monday 2-5 pm ET • 4 Lessons

Jan. 23-Feb. 13, 2012	6503-EC8-01972
April 2-23, 2012	6503-EC8-02069
June 4-25, 2012	6503-EC8-02073
Aug. 6-27, 2012	6503-EC8-02072

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

AUGUST

Aug. 6-8	Arlington, VA	6503-EC8-02050
Aug. 6-8	Boston, MA	6503-EC8-02051
Aug. 8-10	Chicago, IL	6503-EC8-02052
Aug. 13-15	New York, NY	6503-EC8-02055
Aug. 20-22	Atlanta, GA	6503-EC8-02056

SEPTEMBER

Sept. 5-7	New York, NY	6503-EC8-02061
Sept. 10-12	Arlington, VA	6503-EC8-02060
Sept. 10-12	Minneapolis, MN	6503-EC8-02054
Sept. 12-14	Chicago, IL	6503-EC8-02063
Sept. 12-14	Denver, CO	6503-EC8-02043
Sept. 12-14	San Francisco, CA	6503-EC8-02065
Sept. 17-19	Dallas, TX	6503-EC8-02058
Sept. 19-21	Atlanta, GA	6503-EC8-02068
Sept. 26-28	Philadelphia, PA	6503-EC8-02064

3 days/1.8 CEUs/18 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200





A Blend of Dynamic
Live Training
& Online Tools

Technical Project Management SEMINAR #4251

A bestselling seminar for managers and team members of technical projects. This enriched 3-day program gives you valuable knowledge and practice in managing projects related to R&D, new product development and more. Working in teams, you will use a real-world case study to develop a logical framework for planning and managing technical projects. Guided discussions will accelerate your learning and allow you to share your experiences and challenges with other project managers in a variety of industries. This course is much more than just theory, because you will take home a toolbox full of practical tools to help you jump-start projects, get them right the first time and keep projects on track.

HOW YOU WILL BENEFIT

- Understand how unclear product requirements impact project work
- Learn how to make more accurate estimates
- Determine the best order for work to be accomplished
- Avoid "fighting fires" by planning for project risks
- Learn the value and application of management review meetings
- Create status reports that show top management how the project is performing against established baselines
- Bring a project to an orderly end

WHAT YOU WILL COVER

The Project Management Framework

- Comparing technical projects to other types of projects
- Defining the basic project management framework
- Key project management terminology
- The art of stakeholder management

Initiating the Project

- Defining the scope of the project
- Project and product requirements
- The purpose and content of the project charter and product requirements document

Identifying the Work

- Using the SMART model when writing objectives
- Creating a customized WBS
- Planning the project kickoff meeting

Estimating the Work

- Estimating considerations for technical projects
- Demonstrating the concept of rolling wave planning

Scheduling the Work

- Identifying the sequence of tasks via precedence diagramming
- Task relationships and dependencies
- Overview of the critical path methodology

Creating the Budget

- Determining the necessary expense and personnel costs
- Responsibility Assignment Matrix

Completing the Plan

- Creating the project communications plan
- Describing the project risk management processes
- The purpose of the project procurement plan

Executing the Plan

- Identifying the project's performance measurements
- Creating a management status report
- The purpose of management review meetings

Closing the Project

- The elements of administrative and contractual project closure procedures
- The importance of a repository and lessons learned

WHO SHOULD ATTEND

R&D professionals, engineers, scientists and principal investigators, project engineers, facility engineers, plant managers, project managers, project team leaders and anyone else who administers technical projects.

Note: IT professionals are asked to attend *Information Technology Project Management* (Seminar #6515) page 109.



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



Faculty Spotlight*

Denise Brown, PMP employs innovative techniques and established methodology to guide clients through the difficult stages of goal definition and planning to achieve timely and cost-effective results. Her 15 years of experience include holding full-time positions with Lockheed Martin IMS, Cambridge Business Solutions, Ogden Environmental, Frito-Lay World Headquarters and Jones Lang Wootton, U.S.A. Ms. Brown is a certified Project Management Professional (PMP) and a member of the Project Management Institute (PMI).

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

AMA Blended Learning—a blend of dynamic live training, seminar materials, plus powerful online tools including pre- and post-assessments, tune-up courses, GANTT and PERT charts, critical path worksheets and other relevant PM articles and tips. AMA Blended Learning lets you measure and build on what you have learned. Refresh, reinforce and apply your learning long after your seminar ends.



This course qualifies for 18 Professional Development Points towards renewal of ISA's Certified Automation Professional (CAP®) program.

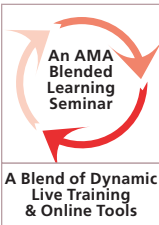
The course must be completed during the three year certification period for the points to be accepted. For more information on CAP visit www.isa.org/cap.

Schedule

Feb. 13-15	Chicago, IL	4251-EC8-00495	June 11-13	Houston, TX	4251-EC8-00509
Feb. 22-24	Atlanta, GA	4251-EC8-00497	June 25-27	Chicago, IL	4251-EC8-00510
March 5-7	New York, NY	4251-EC8-00498	June 27-29	Atlanta, GA	4251-EC8-00512
April 16-18	Arlington, VA	4251-EC8-00506	Aug. 27-29	New York, NY	4251-EC8-00514
May 7-9	New York, NY	4251-EC8-00508	Sept. 19-21	Boston, MA	4251-EC8-00520

3 days/1.8 CEUs/18 PDU's
\$2,195/AMA Members \$1,995
AMA Members save \$200





Information Technology Project Management

SEMINAR #6515

Master the skills and techniques that can help make you a top-notch IT project manager. From defining, planning and executing IS/IT projects to managing critical interfaces with users and vendors, you'll find your solutions here. Discover how to optimize IT projects to bring business/software systems online more quickly and effectively—whether you work in a traditional waterfall environment or an agile/iterative one. Through case study work and in-class application, you'll reinforce your new knowledge. You will also have the opportunity to analyze and discuss the real-world challenges you're facing on complex HW/SW projects with both the course leader and your fellow participants. Return to work with an action plan you can immediately apply to these projects.



Faculty Spotlight*

Gary Chin, PMP is a project management consultant, author and trainer with more than two decades of project management and business analysis experience in product development, IT, operations and sales. A member of the project management faculty at Portland State University, Mr. Chin is the author of *Agile Project Management*.

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

HOW YOU WILL BENEFIT

- Correctly initiate projects
- Understand the different types of IT/software requirements
- Create balanced and predictable plans
- Plan for the unexpected
- Budget more effectively
- Maintain control of your projects and deliver quality systems on time
- Use PM (software) tools to improve your efficiency

WHAT YOU WILL COVER

Overview of Core Project Management Concepts

- Project management framework and terminology—process groups and the nine knowledge areas of the *PMBOK® Guide*
- Priorities, making the business case and management of stakeholder expectations
- Understanding the triple constraint

Initiating Projects: How the Software Development and Project Management Processes Work Together

- The waterfall and agile software development lifecycles (SDLCs)
- Creating the project charter
- Understanding the relationship/hierarchy of requirements
- Using the SMART model when writing requirements

Defining Project Work

- Creating a customized Work Breakdown Structure (WBS)
- Decomposition guidelines that facilitate project control

Project Estimating Techniques

- Key considerations when making estimates
- Software-specific estimating techniques
- Estimating in an agile/iterative environment

Scheduling

- Task dependencies and relationships
- Precedence/network diagramming
- Determining the critical path and key milestones

Creating the Budget

- Responsibility Assignment Matrix (RACI)
- Top-down vs. bottom-up cost planning

Creating a Complete Plan

- Communication considerations
- Team-user collaboration
- Risk management

Executing the Plan

- Understanding project baselines
- Determining variances and taking corrective action
- Running effective meetings
- Status reporting
- Change control in the waterfall vs. agile environment

Project Closure

- Closing down the project
- Capturing archival information and lessons learned

WHO SHOULD ATTEND

IT managers, project managers and team leaders, developers, business analysts, systems analysts, DBAs and project office staff. Technical or nontechnical individuals who are new to IT/software project management and/or experienced individuals wanting a refresher on the latest processes, concepts and thinking.



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

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Schedule

Jan. 30-Feb. 1	Chicago, IL.....	6515-EC8-01152	June 18-20	Chicago, IL.....	6515-EC8-01170
Feb. 6-8	New York, NY	6515-EC8-01153	July 9-11	Atlanta, GA.....	6515-EC8-01171
Feb. 27-29	San Francisco, CA	6515-EC8-01155	July 23-25	New York, NY	6515-EC8-01173
April 2-4	New York, NY	6515-EC8-01165	Aug. 6-8	New York, NY	6515-EC8-01174
April 4-6	Chicago, IL.....	6515-EC8-01166	Aug. 13-15	San Francisco, CA	6515-EC8-01178
April 30-May 2	New York, NY	6515-EC8-01167	Sept. 5-7	Chicago, IL.....	6515-EC8-01176
May 21-23	San Francisco, CA	6515-EC8-01168	Sept. 17-19	New York, NY	6515-EC8-01177
June 4-6	New York, NY	6515-EC8-01169			

3 days/1.8 CEUs/18 PDU's
\$2,195/AMA Members \$1,995
AMA Members save \$200



AMA's Comprehensive Project Management Workshop

SEMINAR #6595

In just five days, refresh your PM expertise and chart a journey toward PM certification. Want to move ahead toward achieving your Project Management Professional (PMP®) certification while gaining new PM skills and enhancing existing ones? In this week-long, active learning program, you'll examine a complete arsenal of PM competencies and methods and learn a common and precise language to communicate and define project needs effectively. In addition, you'll acquire skills to resolve project issues through an alignment with *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.

HOW YOU WILL BENEFIT

- Learn all aspects of project management from the perspective of *The PMBOK® Guide*
- Acquire necessary prerequisite knowledge to enter a PMP® Exam Prep training program
- Achieve competence in the nine PM knowledge areas and five process groups
- Master the 44 competencies outlined in *The PMBOK® Guide*
- Learn the techniques of documenting project risks, assumptions and constraints
- Become skilled at identifying and performing stakeholder analysis
- Develop a WBS and create a project charter
- Determine the critical path of a project
- Staff your project for optimum results
- Execute, monitor, and control the tasks defined in your project plan

WHAT YOU WILL COVER

DAY 1

Examining the PM Framework

- Exploring characteristics of projects
- Reviewing project management terminology
- Considering environmental influences

Reviewing the PM Body of Knowledge

- The project management process groups
- The project management knowledge areas
- Project management competency standards

Initiating the Project

- Using project selection methods
- Defining project scope
- Documenting project risks, assumptions and constraints
- Performing stakeholder analysis
- Evaluating the project charter

DAY 2

Planning the Project

- Defining and recording requirements, constraints and assumptions
- Identifying project team members and defining roles and responsibilities
- Creating the work breakdown structure (WBS)
- Developing the change management plan
- Identifying risks and defining risk strategies
- Obtaining plan approval
- Conducting the kickoff meeting

DAY 3

Executing the Project

- Executing the tasks defined in the project plan
- Ensuring an understanding and expectations
- Implementing a quality management plan
- Executing changes, actions and workarounds
- Improving team performance

DAY 4

Monitoring and Controlling the Project

- Measuring project performance
- Verifying and managing changes
- Ensuring that project deliverables conform to quality standards
- Monitoring all project risks

DAY 5

Closing the Project

- Obtaining final acceptance for the project
- Financial, legal and administrative closure
- Releasing project resources
- Identifying lessons learned
- Creating and distributing a final project report
- Archiving and retaining project records
- Measuring customer satisfaction

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Faculty Spotlight*

Jerry K. Okeson, PhD is an experienced engineer who has had a rich variety of technical assignments as both a researcher and project manager during his 35-year professional career. Dr. Okeson currently prepares case studies of recent major R&D projects for DuPont to aid in improving execution of future projects.

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

WHO SHOULD ATTEND

Project managers, program managers and project team leaders who have several years' experience initiating, planning and managing projects and project team members who are interested in enhancing their career by preparing to become a certified PMP.

For those who are interested in taking the PMP® exam, AMA recommends you also attend #6590, *AMA's PMP® Exam Prep Express*. See page 112.

EXTRAS

Attendees will receive a complimentary copy of: *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—4th Edition* by PMI® (a \$65.95 value) and *The AMA Handbook of Project Management* by Paul C. Dinsmore, PMP, Jeannette Cabanis-Brewin (a \$79.95 value).

NOTE: Attendees from *How to Develop the Project Management Plan* (Seminar #6596, page 111) may join your session for Days 2 and 3. Attendees from *Managing Project Execution and Closing* (Seminar #6597, page 111) may also join your session for Days 4 and 5. This can offer you the unique opportunity of working with additional PM professionals at different points in the project management process, just as you may have experienced with your own projects. See page 111 for more information.



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Schedule

Jan. 23-27 New York, NY 6595-EC8-00072	May 14-18 New York, NY 6595-EC8-00078	Sept. 10-14 New York, NY 6595-EC8-00087
Feb. 6-10 Arlington, VA 6595-EC8-00073	June 4-8 Atlanta, GA 6595-EC8-00079	Sept. 24-28 San Francisco, CA 6595-EC8-00089
Feb. 27-Mar. 2 Atlanta, GA 6595-EC8-00063	June 11-15 San Francisco, CA 6595-EC8-00081	
March 19-23 San Francisco, CA 6595-EC8-00091	June 25-29 Houston, TX 6595-EC8-00093	
March 26-30 New York, NY 6595-EC8-00061	July 9-13 New York, NY 6595-EC8-00082	
April 9-13 Arlington, VA 6595-EC8-00076	July 23-27 Arlington, VA 6595-EC8-00085	
April 23-27 Los Angeles, CA 6595-EC8-00077	Aug. 6-10 San Diego, CA 6595-EC8-00083	
Apr. 30-May 4 Chicago, IL 6595-EC8-00084	Aug. 20-24 Boston, MA 6595-EC8-00086	

5 days/3.0 CEUs/35 PDUs
\$3,095/AMA Members \$2,795
AMA Members save \$300





Is your main interest in developing your project planning skills?

Register for the new 2-day course, **How to Develop the Project Management Plan** (Seminar #6596, below). You'll join the #6595 seminar to cover this critical part of the PM process. This will give you the experience of working with a new group of colleagues in a focused, highly interactive setting, just as you might often do in the course of an actual project.

Want to focus just on project execution and closure?

Register for the new 2-day course, **Managing Project Execution and Closing** (Seminar #6597, below). You'll join the #6595 seminar for these important sections of the project process and get the chance to collaborate with a diverse group of PM professionals.

NEW! How to Develop the Project Management Plan

SEMINAR #6596

Get the skills to build a practical, useful and project-specific plan. This 2-day seminar will show you how to assemble the list of essential contents for your PM plan, based on both the *The PMBOK® Guide* and your own experience. You'll work in groups to analyze the contents of your plan, validate the project scope using a Work Breakdown Structure (WBS) and evaluate a draft project schedule. You'll also learn how to define realistic project quality metrics and determine how to approach and conduct risk management activities.

HOW YOU WILL BENEFIT

- Identify and perform stakeholder analysis
- Document and analyze project risks, assumptions and constraints
- Be able to evaluate a WBS and create a project schedule
- Know how to staff your project for optimum results
- Become proficient at planning stakeholder communications
- Learn how to establish a sound quality and cost baseline
- Understand how to analyze project procurement requirements

WHAT YOU WILL COVER

See **DAYS 2** and **3** on facing page.

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WHO SHOULD ATTEND

Project management professionals who seek in-depth project planning knowledge and skills to do so effectively.

EXTRA FOR BOTH SEMINARS: Attendees will receive a complimentary copy of: *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—4th Edition* by PMI® (a \$65.95 value) and *The AMA Handbook of Project Management* by Paul C. Dinsmore, PMP, Jeannette Cabanis-Brewin (a \$79.95 value).

NEW! Managing Project Execution and Closing

SEMINAR #6597

Proactively address risks before they sabotage your projects. Attend this 2-day seminar to learn how to undertake an effective project kickoff, manage the project team and manage and deal with changes to the project's scope, schedule and budget. You'll also learn how to communicate project information effectively to key stakeholders and monitor essential project parameters. In addition, you'll practice building an End Project Report that documents the success of the project.

HOW YOU WILL BENEFIT

- Effectively execute, monitor and control project plan tasks
- Forecast future project performance and perform trend analysis
- Identify, track and monitor project issues and risks
- Identify lessons learned for successful and unsuccessful projects

WHAT YOU WILL COVER

See **DAYS 4** and **5** on facing page.

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WHO SHOULD ATTEND

Project management professionals who need more specific skills in order to execute, monitor and close projects effectively.

Schedule

Jan. 24-25	New York, NY	6596-EC8-00001
Feb. 7-8	Arlington, VA	6596-EC8-00002
Feb. 28-29	Atlanta, GA	6596-EC8-00003
March 20-21	San Francisco, CA	6596-EC8-00004
March 27-28	New York, NY	6596-EC8-00005
April 10-11	Arlington, VA	6596-EC8-00006
May 1-2	Chicago, IL	6596-EC8-00007
May 15-16	New York, NY	6596-EC8-00009
June 5-6	Atlanta, GA	6596-EC8-00010
June 12-13	San Francisco, CA	6596-EC8-00012
July 10-11	New York, NY	6596-EC8-00013

For a complete list of dates and locations, visit www.amaseminars.org

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



LIVE ONLINE SCHEDULE
Tuesday 2-5pm ET • 4 Lessons

June 5-26, 2012.....6596-EC8-00020

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

Schedule

Jan. 26-27	New York, NY	6597-EC8-00001
Feb. 9-10	Arlington, VA	6597-EC8-00002
March 1-2	Atlanta, GA	6597-EC8-00003
March 22-23	San Francisco, CA	6597-EC8-00004
March 29-30	New York, NY	6597-EC8-00005
April 12-13	Arlington, VA	6597-EC8-00006
May 3-4	Chicago, IL	6597-EC8-00007
May 17-18	New York, NY	6597-EC8-00009
June 7-8	Atlanta, GA	6597-EC8-00010
June 14-15	San Francisco, CA	6597-EC8-00012
July 12-13	New York, NY	6597-EC8-00013

For a complete list of dates and locations, visit www.amaseminars.org

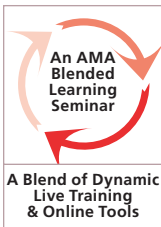
2 days/1.2 CEUs
\$2,095/AMA
Members \$1,895
AMA Members
save \$200



LIVE ONLINE SCHEDULE
Wednesday 2-5pm ET • 4 Lessons

June 6-27, 2012.....6597-EC8-00020

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



AMA's PMP® Exam Prep Express

SEMINAR #6590

Customers report 100% pass rate on their certification exam.

Ace the Project Management Professional certification exam. Guaranteed. Get on track to achieving this prestigious credential—and greater career potential. At this seminar, we'll help you prepare for today's more

rigorous PMP® exam based on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. You'll cover all the process and knowledge areas—including professional responsibility—through instruction and testing and increase the probability of quickly gaining your PMP® certification.

HOW YOU WILL BENEFIT

- Cover the PMP® certification exam from every angle
- Study under PMP-certified instructors who know the certification process
- Understand the exam and develop a clear plan for passing it
- Assess where you are and where you need to be in terms of readiness to take the exam
- Learn how to tackle tough questions and avoid common mistakes
- Differentiate between “need to know” and “nice to know” information
- Measure your knowledge by taking a practice exam of 100 questions in class—and then concentrate on the areas you need to review
- **Blended Learning:** Access AMA's pre- and post-seminar website for additional help on key concepts including more than 100 sample questions and additional tools.

WHAT YOU WILL COVER

How to Take the Exam

- The PMP® certification process
- Test-taking strategies

Overview of *The PMBOK® Guide*

- The five project management process areas and nine knowledge areas
- PMP professional responsibility

The Project Management Framework

- Overview of the framework
- Project life cycle and organization

Project Integration Management

- Project charter/scope statement
- Managing project execution

- Monitoring and controlling project work
- Integrated change control
- Closing the project

Project Scope Management

- Scope planning and definition
- Creating the WBS
- Scope verification and control

Project Time and Cost Management

- Cost estimating, budgeting and control

Project Quality Management

- Quality planning
- Performing quality assurance
- Conducting quality control

Project Communication Management

- Communication planning
- Performance reporting
- Managing stakeholders

Project Risk Management

- Risk identification
- Qualitative and quantitative risk analysis
- Risk monitoring and control

Project Procurement Management

- Planning the purchase and contracting
- Contract administration and closure

Project Human Resource Management

Professional Responsibility

- Code of conduct
- Legal, ethical and professional behavior

Practice Exam of 100 Questions



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Also available as a

Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline

Faculty Spotlight*

Mike Levesque, PMP has extensive experience in the banking, electronics manufacturing and aviation industries. His specialties include knowledge in resource management, establishing long-term customer relations, organizational dynamics, change management, negotiations and instructional system design. Mr. Levesque has been actively involved in implementing new technologies and methodologies for product development and introduction, resulting in improved efficiencies.

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

WHO SHOULD ATTEND

Project managers, program managers and project team leaders who have experience leading and directing projects and who have met the PMP credential eligibility requirement. The requirements state: minimum of 35 hours of PM classroom instruction plus—4,500 hours+ and 3 years' experience for those with a bachelor's degree or—7,500 hours+ and 5 years' experience without an undergraduate degree. For more information call 1-800-262-9699.

FREE Books—Required Reading

- ✓ *PMP: Project Management Professional Exam Study Guide, 5th Edition* by Kim Heldman and Vanina Mangano (a \$29.99 value)
- ✓ *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 4th Edition* by PMI® (a \$65.95 value)

Schedule

Jan. 25-27 Boston, MA.....6590-EC8-00131
 Feb. 22-24 New York, NY6590-EC8-00123
 March 12-14 Morristown, NJ6590-EC8-00134
 March 14-16 Arlington, VA6590-EC8-00122
 April 25-27 Chicago, IL.....6590-EC8-00136
 May 9-11 New York, NY6590-EC8-00137
 June 18-20 Los Angeles, CA.....6590-EC8-00143

July 18-20 Arlington, VA6590-EC8-00138
 Aug. 1-3 New York, NY6590-EC8-00140

3 days/1.8 CEUs/18 PDUs
\$2,195/AMA Members \$1,995
AMA Members save \$200



LIVE ONLINE SCHEDULE

Mon.-Thurs. 2-5 pm ET • 4 Lessons

April 16-19, 20126590-EC8-00144
 Sept. 24-27, 20126590-EC8-00147

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



Managing Projects Using Microsoft® Project 2010

SEMINAR #6550

Leave this seminar equipped to use the powerful Microsoft Project tool. You'll get intensive, hands-on training and expert instruction, advice and assistance.

HOW YOU WILL BENEFIT

- Learn to access the project planning and scheduling capabilities
- Practice using Microsoft Project on simulated real-life projects
- Monitor and control your project using a dynamic schedule
- Walk away with customized templates
- Return to work with a job aid and sample project cases
- Develop an integrated project plan including realistic scope, schedules, budgets and risks

WHAT YOU WILL COVER

- Examining the data structure: pros and cons
- Taking a "tour" of and personalizing your project file
- Effectively incorporating data such as work breakdown structure (WBS), tasks, relationships, durations, resources, costs and effort to build a solid project plan
- Producing a dynamic schedule vs. a static schedule
- Controlling and monitoring the project
- Techniques for tracking and reporting project progress

WHO SHOULD ATTEND

Project managers who understand the principles of PM and who now want to learn to manage projects with a software tool. You should be proficient in the use of other Windows-based software before coming to this course.

Note: Bring a laptop loaded with Microsoft Project Standard or Professional 2010. (Please note this class will only use Microsoft Project 2010 and will not discuss earlier versions. The course leader uses Project Professional 2010, so there will be a slight difference in data/screen views if you use Project Standard 2010.)



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Schedule

May 3-4	New York, NY	6550-EC8-00079
May 31-June 1	Chicago, IL	6550-EC8-00080
Sept. 13-14	Arlington, VA	6550-EC8-00081

**2 days/1.2 CEUs/
12 PDUs**
**\$1,795/AMA
Members \$1,595**
**AMA Members
save \$200**



LIVE ONLINE SCHEDULE

Tues. 2-5pm ET • 3 Lessons

Jan. 10-24, 2012.....6550-EC8-00074
July 17-31, 2012.....6550-EC8-00083
.9 CEU/9 PDUs
\$1,795/AMA Members \$1,595

Project Scope and Requirements Management

SEMINAR #6586

Manage project stakeholders and requirements to deliver satisfying solutions to the customer. Weaknesses and flaws in the scope definition process—including poor stakeholder analysis and project management—can easily lead to costly and unnecessary project failures. Gathering requirements, managing scope and meeting customer expectations are a major part of a project manager's work. Learn how to achieve project success by mastering scope control.

HOW YOU WILL BENEFIT

- Gain the tools, techniques and templates to manage project scope and requirements
- Identify project stakeholders and involve them in documenting their product or process requirements
- Get commitment on deliverables, schedules and resources
- Manage changes and define the "known unknowns"
- Gain early agreement on project scope to avoid scope-creep—or anticipate and manage risks
- Achieve increased customer satisfaction with project deliverables and effective execution of project

WHAT YOU WILL COVER

- Why scope management is critical to project success
- Setting high-level business objectives; requirements; gathering techniques and constraints
- Analyzing the cost/benefit to the organization and customer
- User needs analysis for developing preliminary requirements
- Project scope planning and verification
- Developing the work breakdown structure
- Converting requirements into product specs
- Project scope control and change management
- Project closure

WHO SHOULD ATTEND

Project and program managers, directors and sponsors, as well as PMO managers, team leaders and business analysts.

Note: Attendees should have formal basic PM training.



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

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Schedule

April 19-20	Chicago, IL	6586-EC8-00062
July 26-27	New York, NY	6586-EC8-00061

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200

Process Management Applying Process Mapping to Analyze and Improve Your Operation

SEMINAR #6531

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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



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Schedule

Feb. 6-8	San Francisco, CA	6531-EC8-00145
March 12-14	New York, NY	6531-EC8-00144
May 14-16	Arlington, VA	6531-EC8-00147
Aug. 20-22	San Francisco, CA	6531-EC8-00148
Sept. 5-7	New York, NY	6531-EC8-00150

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250

Project Team Leadership Building Commitment Through Superior Communication

SEMINAR #6585

Create more project successes through enhanced leadership, communication and negotiation skills.

Master the skills that can help you build team commitment and create a more predictable project environment.

HOW YOU WILL BENEFIT

- Build high-performance teams that can lead projects to successful implementation
- Keep the team on track through consensus and conflict resolution
- Minimize communication misunderstandings
- Prevent team “breakups” by using constructive feedback
- Achieve better results through clear, open and honest communication and negotiation
- Optimize time, money and resources by putting the right people on the right projects

WHAT YOU WILL COVER

- The ins and outs of communication skills
- Team dynamics: what’s unique about project teams
- Conflict management, successful team behaviors
- How to delegate
- Communicating during project implementation and closure: conveying appreciation, what to do when crisis hits, performance reporting
- Negotiating agreements: a PM’s sources of power
- Achieving commitment and creating project successes

WHO SHOULD ATTEND

Mid- to high-level project and program leaders, managers and directors.



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

Schedule

Feb. 13-15	San Francisco, CA	6585-EC8-00131
April 9-11	Chicago, IL	6585-EC8-00139
April 25-27	New York, NY	6585-EC8-00140
May 21-23	Arlington, VA	6585-EC8-00145
May 30-June 1	Atlanta, GA	6585-EC8-00148
July 25-27	Boston, MA	6585-EC8-00142
Aug. 15-17	Chicago, IL	6585-EC8-00143
Sept. 24-26	New York, NY	6585-EC8-00149

3 days/1.8 CEUs/18 PDUs

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

AMA Members save \$250

Keep Your Career Strong by Maintaining Your PMP® Certification

74 seminars offer you PDUs—
and the skills to meet new challenges



PMI® accredited training is essential to getting and keeping your PMP® Certification. AMA seminars are a great way to accumulate PDUs as you enhance your project management skills—and acquire new ones in such crucial business areas as **management, leadership, finance, communication** and more.

BUSINESS ANALYSIS

Business Analysis Essentials 21 PDUs
Certified Business Analyst Professional (CBAP®) and Certification of Competency in Business Analysis (CCBA®) Exam Prep Boot Camp 36 PDUs

Requirements Development, Documentation, and Management 28 PDUs

BUSINESS ENHANCEMENT SKILLS

AMA's 5-Day "MBA" Workshop 30 PDUs

High-Impact Decision Making: Reducing Risks, Maximizing Results 12 PDUs

Time Management 12 PDUs

BUSINESS WRITING

Effective Technical Writing 18 PDUs

COMMUNICATION SKILLS

The 7 Habits of Highly Effective People® –3 Day Signature Program 18 PDUs

The 7 Habits of Highly Effective People for Managers 12 PDUs

Building Better Work Relationships: New Techniques for Results-Oriented Communication 18 PDUs

Communicating Up, Down and Across the Organization 12 PDUs

Communication and Interpersonal Skills 18 PDUs

Communication Boot Camp 18 PDUs

Dynamic Listening Skills for Successful Communication 12 PDUs

Getting Results Without Authority 18 PDUs

How to Communicate with Diplomacy, Tact and Credibility 12 PDUs

Negotiating to Win 18 PDUs

Responding to Conflict: Strategies for Improved Communication 18 PDUs

FINANCE AND ACCOUNTING

AMA's Budgeting Workshop 12 PDUs

AMA's Course on Financial Analysis 18 PDUs

AMA's Finance Workshop for Non-Financial Executives 24 PDUs

AMA's Financial Modeling and Forecasting Workshop 18 PDUs

AMA's Financial Statement Workshop 12 PDUs

Debits & Credits: How Accounting Really Works 12 PDUs

Fundamentals of Cost Accounting 15 PDUs

Fundamentals of Finance and Accounting for Non-Financial Managers 18 PDUs

INFORMATION TECHNOLOGY MANAGEMENT

Leadership Skills and Team Development for IT and Technical Professionals 18 PDUs

Managing A World-Class IT Department 18 PDUs

Managing Today's IT and Technical Professionals 18 PDUs

ITIL®

ITIL® v3 Foundation 18 PDUs

ITIL® Service Lifecycle: Continual Service Improvement 21 PDUs

ITIL® Service Lifecycle: Service Design 21 PDUs

ITIL® Service Lifecycle: Service Operation 21 PDUs

ITIL® Service Lifecycle: Service Strategy 21 PDUs

ITIL® Service Lifecycle: Service Transition 21 PDUs

ITIL® Service Capability: Operational Support and Analysis 30 PDUs

ITIL® Service Capability: Planning, Protection, and Optimization 30 PDUs

ITIL® Service Capability: Release, Control, and Validation 30 PDUs

ITIL® Service Capability: Service Offerings and Agreements 30 PDUs

ITIL® v3: Managing Across the Lifecycle 30 PDUs

ITIL® Service Catalog 21 PDUs

How to Create an ITIL® Service Desk and Incident Management Process 18 PDUs

How to Define and Value IT Services 18 PDUs

How to Get Started with ITIL® 12 PDUs

How to Master Problem Management 18 PDUs

How to Measure and Justify IT Services 18 PDUs

LEADERSHIP

Achieving Leadership Success Through People 18 PDUs

Advanced Leadership Communication Strategies 18 PDUs

Critical Thinking 18 PDUs

Developing Executive Leadership 18 PDUs

Leading Virtual and Remote Teams 18 PDUs

Preparing for Leadership: What It Takes to Take the Lead 12 PDUs

The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results 18 PDUs

MANAGEMENT & SUPERVISORY SKILLS

Improving Your Managerial Effectiveness 18 PDUs

Interpersonal Skills for Managers 18 PDUs

Management Skills for New Supervisors 18 PDUs

Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure 12 PDUs

Managing Emotions in the Workplace: Strategies for Success 12 PDUs

Taking On Greater Responsibility: Step-up Skills for Non-Managers 12 PDUs

PROJECT MANAGEMENT

AMA's Comprehensive Project Management Workshop 35 PDUs

AMA's PMP® Prep Express 18 PDUs

Best Practices for the Multi-Project Manager 12 PDUs

Improving Your Project Management Skills: The Basics for Success 18 PDUs

Information Technology Project Management 18 PDUs

Managing Projects Using Microsoft® Project 2010 12 PDUs

Process Management: Applying Process Mapping to Analyze and Improve Your Operation 18 PDUs

Project Scope and Requirements Management 12 PDUs

Project Team Leadership: Building Commitment Through Superior Communication 18 PDUs

Technical Project Management 18 PDUs

STRATEGIC PLANNING

Essentials of Strategic Alliances and Partnerships 12 PDUs

Fundamentals of Strategic Planning 12 PDUs

Launching and Managing Strategic Alliances and Partnerships 12 PDUs

Strategy Execution: Getting It Done 18 PDUs

Strategic Planning 18 PDUs

Best Practices for the Multi-Project Manager

SEMINAR #6523

Ace multiple-project assignments by balancing time and resources. This updated seminar provides you with examples of best practices within the profession through use of instructor-led exercises and dynamic case studies. Learn how to develop a culture for consistent, standardized Multi-Project Management (MPM) practices, utilize proven metrics for MPM performance and gain the tools and techniques for successful completion of multiple projects.

HOW YOU WILL BENEFIT

- Align work and projects with the strategic direction of the organization
- Keep projects on track and on budget
- Assess project resources
- Set and maintain priorities
- Improve communication on all projects
- Increase your effectiveness and efficiency
- Manage stakeholder relationships
- Determine your organization's ability to conduct additional projects

WHAT YOU WILL COVER

Projects and the Enterprise

- Describing the role projects play within the organization
- Demonstrating how projects act as change agents in the organization
- Identifying techniques to prioritize projects effectively

Project Resourcing

- Describing how to allocate the necessary resources to projects
- How to negotiate for the right resources to get your projects done
- Determining the ability of the organization to take on more projects
- Identifying MPM tools and practices required for success
- The vital importance of resource utilization in the context of MPM
- How to balance resource supply and demand
- How to effectively gain the resources your projects require
- Multitasking and its effect on project outcomes

Standardizing the Approach to Accessing and Communicating Project Health

- Identifying the characteristics of Key Performance Indicators (KPIs)
- Developing and tracking KPIs to assess a project's "health"
- How to use dashboards and other tools to measure project success
- Developing and using a standard communication plan across all projects
- Characteristics of successful meetings
- Conducting effective meetings as a multi-project manager
- Identifying effective project reporting techniques
- How to reduce and streamline administrative work

Effectively Managing Stakeholder Relationships

- Why stakeholder relationship management is important
- The different types and roles of stakeholders
- Describing how changes to the project impact stakeholder expectations
- Using project communication to align and maintain stakeholder expectations
- Connecting the relationship between project requirements and expectations for ultimate project success



Faculty Spotlight*

Joseph Heagney provides a wide range of management learning solutions to clients including KPMG Peat Marwick LLP, Federal Express and Estée Lauder. A trained educator, Mr. Heagney is an adjunct professor with the World Trade Institute/ Dowling College, New York, on both the graduate and undergraduate levels. He currently teaches multiple Executive MBA Programs.

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

WHO SHOULD ATTEND

Project managers who are working on multiple projects simultaneously and would like to learn tips and techniques to improve their effectiveness and efficiency.



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Schedule

Feb. 23-24 Arlington, VA6523-EC8-00306	June 28-29 New York, NY6523-EC8-00318
March 1-2 New York, NY6523-EC8-00305	July 26-27 Chicago, IL6523-EC8-00320
March 5-6 Chicago, IL6523-EC8-00307	July 30-31 New York, NY6523-EC8-00328
April 12-13 San Francisco, CA6523-EC8-00314	Aug. 2-3 San Diego, CA6523-EC8-00321
May 7-8 Arlington, VA6523-EC8-00327	Aug. 23-24 Arlington, VA6523-EC8-00322
May 17-18 St. Pete Beach, FL6523-EC8-00319	Sept. 6-7 New York, NY6523-EC8-00323

2 days/1.2 CEUs/12 PDUs
\$2,095/AMA Members \$1,895
AMA Members save \$200

Fundamentals of Purchasing for the New Buyer

SEMINAR #4265

Optimize your purchasing performance—attend the nation's #1 new-buyer training program. Walk through every step of the purchasing, negotiating, vendor and materials-management process. This fundamentals course is taught by leaders in the field using case studies to reinforce the latest procurement concepts.

HOW YOU WILL BENEFIT

- Understand today's procurement strategies
- Discover the criteria for successful supplier selection
- Benefit from e-procurement strategies and other purchasing tools
- Learn negotiation techniques for a global purchasing environment
- Understand legal and ethical requirements and issues
- Manage your suppliers to reduce costs and improve quality

WHAT YOU WILL COVER

The Buyer's Role in Today's Organization

- Value of purchasing and centralization of purchasing activities
- The purchasing cycle
- Key criteria to measure a buyer's performance

Managing the Supplier Base and Relationships

- Managing agreements and contracts
- Supplier capabilities: sources of information and online databases
- Supplier partnering and alliances
- ISO 9000 standards and purchasing
- Risk assessment of suppliers
- Follow-up, expediting, handling product defects and rejected goods
- Supplier evaluation

Making Effective Procurement Decisions: Applying Price, Cost and Value

- Price vs. cost
- The learning (or cost) improvement curves
- Life cycle costs

- Lease vs. purchase considerations
- Payback analysis and the purchase of equipment
- Outsourcing and purchasing
- Applying value analysis to purchasing

Tools for Enhancing Material and Product Flow

- The Pareto Principle: A-B-C classification analysis in purchasing
- Inventory and order placement costs
- Just-In-Time systems
- Supplier-managed inventory replenishment
- The bill of lading
- Domestic freight terms vs. sales terms
- International commercial terms
- Understanding financial instruments and payments

Specialized Purchase Instruments, Contracting Methods and Electronic Purchasing

- Types of purchase contracts/agreements
- Purchasing credit card responsibilities, policies and dollar limits
- Guidelines for making a service contract
- Electronic Data Interchange (EDI)
- Advanced Shipment Notice (ASN) and Evaluated Receipt Settlement (ERS)
- E-commerce B2B procurement model
- Open Buying on the Internet (OBI)

Professional Practices

- Ethics and questionable purchasing
- Contract law and the Uniform Commercial Code (UCC)
- Types of authority: the law of agency
- The four elements of a valid contract
- Breach of contract and damages
- Federal antitrust and price discrimination legislation



Faculty Spotlight*

Thomas L. Tanel is a specialist in logistics advisory, counseling and training. With more than 30 years of experience, Mr. Tanel is an expert on purchasing, logistics, procurement, supply chain management and business process outsourcing. He's designated as a Lifetime Certified Purchasing Manager by the Institute of Supply Management and a Certified Cost Analyst through the Institute of Cost Analysis.

*This seminar is also taught by other purchasing experts.

Negotiating Skills for the Buyer

- Ten rules that guarantee failure
- Negotiation planning model
- Tactics for effective negotiation

WHO SHOULD ATTEND

Newcomers who want to learn every facet of their job responsibilities—as well as veteran buyers who want to update their skills.

Schedule

Feb. 22-24..... Chicago, IL.....	4265-EC8-00810	June 13-15..... Atlanta, GA.....	4265-EC8-00829
March 12-14..... Las Vegas, NV.....	4265-EC8-00815	July 23-25..... New York, NY.....	4265-EC8-00822
March 28-30..... New York, NY.....	4265-EC8-00811	Aug. 13-15..... Chicago, IL.....	4265-EC8-00825
April 18-20..... Arlington, VA.....	4265-EC8-00816	Aug. 22-24..... Dallas, TX.....	4265-EC8-00823
May 9-11..... New York, NY.....	4265-EC8-00818	Sept. 12-14..... Los Angeles, CA.....	4265-EC8-00824
May 16-18..... Chicago, IL.....	4265-EC8-00819	Sept. 17-19..... New York, NY.....	4265-EC8-00826

3 days/1.8 CEUs

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

AMA Members save \$250



Import/Export Procedures and Documentation

SEMINAR #1267

Get your products to and from customers and suppliers on time and hassle-free—and protect your company's investment. The opportunities for exporting and importing have never been greater. But the details involved in these operations have never been more complex.

Learn how to deal successfully with banks, freight forwarders, customs brokers and foreign customers. And find out how to use the necessary documents to obtain the greatest cost benefits and timely execution of your orders.

HOW YOU WILL BENEFIT

- Discover the latest import/export guidelines
- Get freight forwarders and bankers to work together to solve your logistics problems
- Maximize the services of general and bonded warehouses
- Prevent excessive duties by using foreign trade zones
- Avoid the pitfalls of improper documentation

WHAT YOU WILL COVER

- Documenting your shipment
- Executing smooth import transactions
- Complying with NAFTA and other origin requirements, trademark and copyright regulations
- Observing industry standards
- Avoiding customs penalties
- Getting help from freight forwarders and customs brokers
- Establishing mutually beneficial relationships
- Getting paid and making payments using letters of credit and documentary collections

WHO SHOULD ATTEND

Import/export managers, traffic managers, shipping personnel, international marketing managers, customer service staff, credit managers, controllers, purchasing managers and directors of procurement or logistics.

Schedule

Feb. 15-17	Atlanta, GA	1267-EC8-00300
March 14-16	New York, NY	1267-EC8-00309
April 18-20	Chicago, IL	1267-EC8-00310
June 25-27	San Francisco, CA	1267-EC8-00305
Aug. 6-8	Chicago, IL	1267-EC8-00306

3 days/1.8 CEUs

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

AMA Members save \$200

Inventory Management Techniques: Planning, Replenishment and Activities Control

SEMINAR #4206

Improve your inventory turnover ratio and transform frozen assets into cash. Cutting-edge inventory control techniques are delivering results that go far beyond initial expectations.

HOW YOU WILL BENEFIT

- Reduce your cost of inventory obsolescence
- Become responsive to customers' needs
- Make scheduling and shop loading efficient
- Narrow the sales and stock replacement gap
- Fine-tune your recordkeeping
- Determine your exact material status and inventory dollar burden

WHAT YOU WILL COVER

- The strategic role of inventory management
- Establishing the optimal inventory level
- Inventory planning and replenishment
- Distribution center and warehousing
- Inventory accuracy and audits
- Managing, measuring and reporting inventory
- Forecasting and demand management
- Lead-time analysis and reduction

WHO SHOULD ATTEND

Factory and inventory control professionals, manufacturing and production control managers, industrial engineers, plant managers, material and purchasing managers, factory supervisors and customer/technical service managers.



APICS—The Association for Operations Management will accept professional development points from *Inventory Management Techniques: Planning, Replenishment and Activities Control* to maintain the CPIM and CFPIM designations.

Schedule

March 21-23	Arlington, VA	4206-EC8-00298
April 25-27	New York, NY	4206-EC8-00302
May 21-23	Chicago, IL	4206-EC8-00301
June 4-6	San Francisco, CA	4206-EC8-00303
June 25-27	Arlington, VA	4206-EC8-00304
Aug. 1-3	New York, NY	4206-EC8-00308
Sept. 17-19	Chicago, IL	4206-EC8-00309

3 days/1.8 CEUs

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

AMA Members save \$250



A Blend of Dynamic
Live Training
& Online Tools

Fundamental Selling Techniques for the New or Prospective Salesperson

SEMINAR #5510

Because sales plays such a dominant role in today's economy, this growing profession is becoming much more competitive. But many prospective sales professionals don't have a solid foundation and understanding of the fundamentals of selling. This intensive, highly interactive 2-day introduction to the art of selling will equip you with the tools and techniques you need to achieve sales success and improve your performance.

HOW YOU WILL BENEFIT

- Identify the behaviors and skills of a successful sales professional
- Describe different types of selling models
- Identify elements of the sales framework
- Understand prospecting basics and be able to conduct a sales call
- Use a customer-centered selling approach to provide value
- Complete a formula to achieve sales goals
- Use techniques to manage the customer relationship on an ongoing basis
- Develop an action plan to apply your new skills

WHAT YOU WILL COVER

Understanding the Importance of Sales to an Organization

- Sales and its organizational role
- The customer's buying cycle process
- Unique aspects of sales functions compared with the rest of an organization
- How the sales function creates market opportunities

Behaviors, Characteristics and Skills of a Successful Sales Professional

- Identifying successful selling skills
- Defining a sales success model
- Characteristics of a successful salesperson

The Various Selling Models and the Sales Framework

- Characteristics of different selling models
- Defining the sales framework

Planning for the Business

- Analyzing the territory
- Conducting account research
- Planning your calendar to achieve sales goals and build a sales pipeline
- Identifying resources and methods of generating leads



Finding and Qualifying New Business

- The "Find and Qualify New Business" process
- Defining categories of customers
- Strategies to respond to common new business objections

Earning the Business

- The "Earn the Business" process
- Ways of opening a call
- Questioning techniques to discover and confirm needs
- Strategies to present options/solutions and gain incremental agreement
- Strategies to resolve customer objections

Delivering the Business

- The "Deliver the Business" process
- The 3 Cs: Coordinate, Communicate and Confirm with your customer

Managing the Relationship

- The "Manage the Relationship" process
- Technologies or methods for maintaining customer information
- Strategies to maintain communication with a customer

WHO SHOULD ATTEND

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



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

Schedule

Feb. 13-14 New York, NY5510-EC8-01175	June 21-22 San Francisco, CA5510-EC8-01186	Sept. 13-14..... San Francisco, CA5510-EC8-01191
Feb. 27-28 Chicago, IL.....5510-EC8-01176	July 16-17 New York, NY5510-EC8-01184	
March 26-27 Atlanta, GA.....5510-EC8-01174	July 23-24 Atlanta, GA.....5510-EC8-01185	
April 9-10 San Francisco, CA5510-EC8-01181	Aug. 13-14 Los Angeles, CA5510-EC8-01189	
May 17-18 New York, NY5510-EC8-01182	Aug. 16-17 Chicago, IL.....5510-EC8-01188	
June 4-5 Chicago, IL.....5510-EC8-01183	Sept. 10-11..... New York, NY5510-EC8-01190	

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



Also available as a
Live Online Seminar

See page 6 or visit www.amaseminars.org/liveonline

Principles of Professional Selling

SEMINAR #5520

Benefit from today's advanced consultative approach to selling. Thousands of sales pros have prospered by attending this popular sales seminar. This highly interactive course guides you through the entire sales process and incorporates the modern method of consultative/solutions selling.

You'll return to work better equipped to develop presentations that meet your clients' real needs, create a specific plan to achieve your sales goals, influence the right buyers, anticipate any objections and close the deal with ease.

HOW YOU WILL BENEFIT

- Develop a master plan to manage the sales process
- Win the confidence and trust of prospects by learning as much as possible about their needs
- Successfully sell on a consultative level using effective interviewing techniques
- Effectively communicate your product/service superiority over that of the competition
- Build long-term sales relationships by offering solutions—not just products
- Increase your success by taking advantage of your personal selling style
- Uncover any hidden customer resistance and overcome any objection
- Know when and how to close the sale
- Productively use your time and effectively manage your territory

WHAT YOU WILL COVER

Defining Professionalism

- Goal setting and career planning
- Identifying the habits of productive salespeople
- Having the right attitude and motivation

Planning

- Using competitive analysis to gain more business
- Gathering customer information—and identifying key account contacts

Effective Listening

- The definition and elements of listening
- Identifying the barriers to effective listening
- Increasing your ability to listen while conversing with customers

Personality Styles

- Matching your sales approach to the personality style of your customer

Becoming a Problem Solver

- The difference between supplier-based selling and selling a solution
- The value-added selling approach and method

The Sales Process

- Applying the skills associated with each step of the process
- Conducting effective sales calls

New Business Development

- Developing new business while maintaining existing accounts
- Qualifying the business opportunity: Where is your time best spent?
- Making a prospecting call—by phone or in person—to a potential customer



Faculty Spotlight*

Eugene McLoughlin has extensive experience in corporate sales and marketing, advertising agency management and seminar leadership, training and development. His seminars on sales and marketing combine theory with practical knowledge based on his extensive marketing and advertising experience.

*This seminar is also taught by other sales experts.

Territory and Account Management

- Learning how to meet and exceed your quotas or goals
- Managing key-account as well as key-prospect relationships

Time Management

- Prioritizing your work using technology

WHO SHOULD ATTEND

Sales professionals with a minimum of one year of sales experience, veterans who want to refresh their skills and managers who want to train salespeople.

Note: This course is not for novices; see *Fundamental Selling Techniques for the New or Prospective Salesperson* (seminar #5510, page 119).

Schedule

Jan. 11-13 Chicago, IL.....5520-EC8-00994	June 25-27 New York, NY5520-EC8-01011
Jan. 25-27 Arlington, VA5520-EC8-00996	Aug. 8-10 Chicago, IL.....5520-EC8-01014
Feb. 1-3 New York, NY5520-EC8-00995	Aug. 15-17 New York, NY5520-EC8-01015
Feb. 6-8 Los Angeles, CA.....5520-EC8-01006	Sept. 5-7..... Atlanta, GA.....5520-EC8-01016
March 12-14 Morristown, NJ.....5520-EC8-01000	
April 18-20 Chicago, IL.....5520-EC8-01007	
April 23-25 New York, NY5520-EC8-01008	
May 9-11 Atlanta, GA.....5520-EC8-01009	
May 30-June 1 Chicago, IL.....5520-EC8-01010	

3 days/1.8 CEUs

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

AMA Members save \$250



LIVE ONLINE SCHEDULE
Monday 2-5 pm ET • 4 Lessons

July 9-30, 20125520-EC8-01019

1.2 CEUs

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





Customer Service Excellence: How to Win and Keep Customers

SEMINAR #5165

Providing better, faster service will keep your customers coming back. Quality service will give you the competitive advantage you need to survive in a tough business climate. In today's customer-oriented business environment, people skills are critical for personal and organizational success. How you handle your customers can directly affect your individual goals as well as your team's and company's performance. This seminar gives you the skills you need to enhance customer relationships and secure an overall competitive advantage.

HOW YOU WILL BENEFIT

- Deliver better, faster service and increase customer satisfaction
- Learn how to gain and maintain repeat business
- Know what customers expect
- Increase your credibility with customers—and your value to your organization
- Manage stressful situations more effectively
- Recognize the signals of customer irritation—and how to quickly find a workable solution to your customer's problem

WHAT YOU WILL COVER

- The benefits of excellent service
- Focusing on customer service success
- How customer service creates revenue
- Why customer satisfaction is based on perceptions
- Focusing on customers' top two expectations to save time and reduce stress
- Managing customer expectations by personality style
- Dealing with difficult customers
- Responding effectively to specific customer behaviors

WHO SHOULD ATTEND

Customer service representatives, technical and support personnel, field service representatives, account managers, credit and billing specialists, small-business owners—as well as managers who want to reinforce their skills and train their staffs.

Territory and Time Management for Salespeople

SEMINAR #5289

Learn to make the most productive use of your time as you mine your territory for sales. Poor territory management leads to missed opportunities and meager results. *Time* is a salesperson's most valuable asset. Lost hours mean lost sales and lower earnings. To survive in today's fiercely competitive marketplace, you need the best productivity training you can get.

HOW YOU WILL BENEFIT

- Control your territory with strategies that help you value accounts, target prime prospects, penetrate accounts and maximize coverage
- Stretch your selling day and spend more time with your customers
- Plan effectively and avoid losing sales to better organized competitors
- Sell more, earn more and accomplish more
- Set goals and priorities to maximize your selling effectiveness
- Increase selling time by minimizing distractions and procrastination
- Make more productive use of travel time
- Strike a balance between personal and professional goals

WHAT YOU WILL COVER

- How goals, attitudes and organizational skills impact territory and time management
- Managing your territory: assigning account priorities according to opportunity and probability
- Managing your time: setting and working with goals and quotas
- Getting organized: planning your day to accomplish what's important
- Managing information: improving your electronic communication, organizing your paperwork and making your CRM (Customer Relationship Management) system work for you
- "Territory bandits" and "time burglars": the causes of territory and time management problems

WHO SHOULD ATTEND

Sales representatives, account executives, sales managers and all sales staff with customer or field responsibilities.

Schedule

March 19-20.....	San Francisco, CA.....	5165-EC8-00190
April 19-20.....	New York, NY.....	5165-EC8-00223
June 11-12.....	Chicago, IL.....	5165-EC8-00224
Aug. 13-14.....	New York, NY.....	5165-EC8-00226
Sept. 24-25.....	San Francisco, CA.....	5165-EC8-00241

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Schedule

Feb. 27-28.....	Cincinnati, OH.....	5289-EC8-00162
April 26-27.....	Chicago, IL.....	5289-EC8-00159
May 14-15.....	San Francisco, CA.....	5289-EC8-00164
June 11-12.....	New York, NY.....	5289-EC8-00160
July 19-20.....	Arlington, VA.....	5289-EC8-00165
Aug. 27-28.....	Chicago, IL.....	5289-EC8-00161

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Collaborating for High Performance

BY HOWARD M. GUTTMAN



While collaboration has always been an important component of success, in the 21st century it has become a “must have.” For that to occur, companies must do more than talk about it. The most effective way to create a truly collaborative organization is to move past it in the abstract to make it a reality—one that leads to better results. And the most effective way to create a truly collaborative organization is to create a high-performance team on every level.

Gone forever are the days when organizations could be run effectively using the hierarchical, command-and-control model, with its clear leader-follower distinction and concentration of power at the top.

Teaming for Success

Collaboration is one of the hallmarks of a high-performance team. On such teams, the old leader-follower paradigm has been replaced by a radical new notion. Every member is a leader in his or her own right, and everyone is equally accountable for the success of the business. One executive with whom we work likens the mindset to that of the individuals on an athletic team: When the team wins, everyone wins; when it loses, everyone shares in the loss. It's a good analogy.

Another, from business rather than sports, is equally apt: The members of great teams think like members of a board of directors. They keep their eye on the overarching goal: the results the company needs to achieve to stay on top of the competition. And, knowing that time is money, they put a premium on swift, effective action. They are committed to maximizing ROI with every decision.

The first step in creating a high-performance team is aligning it in five key areas. When a team is clear about and committed to a common direction, when it focuses on business deliverables, or goals, that evolve from that direction, when it is clear about each member's roles and responsibilities, when protocols for decision making and interpersonal behavior are in place, and when business relationships are open and honest, then it acquires new performance muscle and the will to win. Its members also begin to collaborate in a way they have never done before.

Howard M. Guttman is principal of Guttman Development Strategies, Inc., a Mt. Arlington, NJ-based consulting firm. He is the author of *Great Business Teams: Cracking the Code for Standout Performance* (www.greatbusinessteams.com).



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Strategic Sales Negotiations SEMINAR #5535

Today's purchasers are more attuned to the "real value" of what they're buying. Discover how to influence them and improve your profits! Regain the seller's advantage over today's more sophisticated purchaser. Learn the tools, techniques and savvy negotiating tactics that enable you to influence your buyer's perception of cost, value and benefits. Close the sale by maintaining a flexible position that successfully counters your buyer's negotiating moves.

HOW YOU WILL BENEFIT

- Improve sales margins and closing ratios
- Influence how customers view your product's costs, benefits and value to them
- Anticipate buyer behavior and turn it into an advantage
- Establish your credibility with the buyer
- Develop confidence-building skills that maintain your control of negotiations
- Be ready to justify your price when meeting price specifications
- Use creative advantages to counter competitive offers

WHAT YOU WILL COVER

- Understanding the sales negotiation process from both perspectives—yours and the customer's
- Differentiating between selling and negotiating
- Using powerful sales negotiating/planning tools
- Addressing aggressive buyer demands face to face
- Developing stronger client relationships through win-win negotiations
- Applying strategies to favorably influence the four primary negotiating styles
- Creating a motivational climate for your buyer

WHO SHOULD ATTEND

Sales professionals, sales managers, account executives, contract negotiators and anyone involved in the negotiating process.

Note: Several years of sales experience is recommended.

Schedule

March 22-23	New York, NY	5535-EC8-00166
April 9-10	Chicago, IL	5535-EC8-00169
May 7-8	San Francisco, CA	5535-EC8-00170
June 28-29	Chicago, IL	5535-EC8-00171
Aug. 23-24	Chicago, IL	5535-EC8-00175
Sept. 27-28	New York, NY	5535-EC8-00172

2 days/1.2 CEUs

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

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Selling to Major Accounts A Strategic Approach SEMINAR #5235

Calling on major accounts is time-consuming and risky. Develop the account strategy that will get you the best return on your investment. You can no longer afford to expend energy on account development without a plan or focus. Major account selling requires a long cycle and a big investment of resources. That's why today's successful sales professionals are more than just tactical pros—they're strategic experts. Learn how to develop a strategic selling plan that will save you time, money and hassles by identifying the right account and project, why your offer matters to them, what it takes to assure their long-term relationship and how to move them along the pipeline quickly.

HOW YOU WILL BENEFIT

- Enhance sales performance while spending less energy
- Gain customers' loyalty by understanding their needs
- Increase business from existing accounts
- Shorten the sales cycle by identifying and removing internal and external bottlenecks
- Hone in on prospects predisposed to buy from you
- Become more efficient at account maintenance
- Create a clear sales plan that keeps you organized
- Learn ways to get referrals from existing customers

WHAT YOU WILL COVER

- The changing environment: the salesperson as strategist
- Developing the strategic plan: thinking "big picture"
- Establishing goals, objectives and indicators to enhance major account performance
- Skills needed for selling to major accounts
- Qualifying your best opportunities: your likeliest sources for ROITEM (Return on Investment of Time, Effort and Money)
- Managing and tracking pipeline performance

WHO SHOULD ATTEND

Sales professionals, including account managers, sales representatives and sales executives—as well as sales managers, vice presidents and directors of sales and marketing who are seeking best-practice techniques used in major account selling today.

Note: A minimum of three years of sales experience is recommended.

Schedule

Feb. 13-15	Chicago, IL	5235-EC8-00132
March 12-14	Las Vegas, NV	5235-EC8-00140
April 4-6	Chicago, IL	5235-EC8-00134
May 21-23	New York, NY	5235-EC8-00137
July 16-18	Chicago, IL	5235-EC8-00136
Aug. 8-10	San Francisco, CA	5235-EC8-00141
Sept. 24-26	Atlanta, GA	5235-EC8-00139

3 days/1.8 CEUs

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

AMA Members save \$250

Fundamentals of Sales Management for the Newly Appointed Sales Manager

SEMINAR #5227

You're a new sales manager, taking over a sales team with both rookies and pros. You also have an open territory that needs to be filled as quickly as possible. Where do you start? How do you gain the respect of your team? How can you maximize the skills of each team member? And how do you respond to your manager's demands?

HOW YOU WILL BENEFIT

- Make a smooth transition to sales management
- Win respect by building your management skills
- Ensure your team's productivity through recruiting, training and coaching skills
- Effectively plan—and target—customers and territories
- Successfully plan your logistical operations and organizational structure

WHAT YOU WILL COVER

- Making the transition to management
- Understanding management communication styles
- The Internal Motivation theory
- Developing SMART goals
- Recruiting and interviewing
- Creating for, and presenting information to, the salesperson
- Best practices in sales skills today
- Characteristics of appropriate delegation
- Positive approaches to problem solving
- Developing a win-win appraisal or goal-setting system
- Applying the principles of team building
- Recognizing the principles of leadership

WHO SHOULD ATTEND

Newly appointed or prospective sales managers who need the tools to respond to customer, team and company needs.

Note: Sales managers who are more experienced should attend *Advanced Sales Management*.

Schedule

Feb. 22-24	Chicago, IL.....	5227-EC8-01066
April 18-20	New York, NY	5227-EC8-01069
May 7-9	Chicago, IL.....	5227-EC8-01070
June 27-29	San Francisco, CA	5227-EC8-01071
July 9-11	Chicago, IL.....	5227-EC8-01072
Aug. 8-10	New York, NY	5227-EC8-01073
Sept. 17-19.....	Arlington, VA.....	5227-EC8-01075

3 days/1.8 CEUs

\$2,445/AMA Members \$2,195

AMA Members save \$250

Advanced Sales Management

SEMINAR #5598

Learn how to ensure your team's success. This advanced program shows you how to keep pace with all the issues that are revolutionizing salesforce management. It's the seminar to choose if you want to become a more effective manager—and advance further, faster, in your career. In three days, you'll discover the “can't fail” techniques that have already benefited thousands of your colleagues. You will learn how to achieve peak performance in every area indispensable to sales management success.

HOW YOU WILL BENEFIT

- Develop leadership and team-building skills
- Recruit and train a higher caliber of sales professional
- Improve your sales team's productivity
- Keep your team accomplishments in the spotlight
- Generate increased profits with fewer resources
- Understand the internal motivators of your salesforce
- Become a more effective communicator and decision maker by applying proven leadership principles

WHAT YOU WILL COVER

- The changing sales environment
- How to utilize a system for analyzing your sales planning
- The dimensions of effective sales management
- Understanding people: the basis for sales motivation and effective communication
- Organizing and structuring the salesforce
- The attributes of standards of performance
- Coaching, counseling and performance appraisals
- The challenges of special personnel situations
- Creative decision-making and problem-solving techniques
- The implications of sales compensation

WHO SHOULD ATTEND

Seasoned sales managers who want to refine sales planning techniques, build leadership skills and become more powerful decision makers, motivators, coaches and counselors.

Schedule

Jan. 23-25	Scottsdale, AZ.....	5598-EC8-00659
Feb. 6-8	New York, NY	5598-EC8-00660
March 5-7	Chicago, IL.....	5598-EC8-00661
April 18-20	San Francisco, CA	5598-EC8-00664
May 14-16	Chicago, IL.....	5598-EC8-00666
June 20-22	Hilton Head, SC	5598-EC8-00665
July 25-27	Chicago, IL.....	5598-EC8-00669
Aug. 22-24	New York, NY	5598-EC8-00667
Sept. 17-19.....	Chicago, IL.....	5598-EC8-00668

3 days/1.8 CEUs

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

AMA Members save \$250



Strategic Planning

SEMINAR #2526

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

HOW YOU WILL BENEFIT

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

WHAT YOU WILL COVER

Strategic Planning Principles

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

An Overview of the Planning Process

- Basic elements of strategic planning
- Developing and managing the strategy formation process

Understanding Your Organization's Mission

- Your organization's core values
- Creating a mission statement for your organization

Assessing the External Environment

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

Understanding Your Internal Environment

- How to become a high-performing organization
- Financial elements of developing strategy

Formulating a Strategy

- Data synthesis
- SWOT analysis

Competitive Strategy

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

Ensuring Strategic Alignment

- Creating organizational accountability
- How to translate the grand design into strategy execution

Strategy Execution

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

A Planning Process

- Determining the best processes for your business



Faculty Spotlight*

Elizabeth Scott has expertise in strategic planning, process-improvement and human capital development. Her wealth of experience managing complex projects is evident in her proven track record working with clients to increase organizational and business efficiency and effectiveness. Ms. Scott also provides a wide range of management consulting services to federal, state and local government clients.

*This seminar is also taught by other strategy experts.

WHO SHOULD ATTEND

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



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Schedule

Jan. 30-Feb. 1 Arlington, VA2526-EC8-01030	May 16-18 Arlington, VA2526-EC8-01041	Sept. 12-14 San Francisco, CA2526-EC8-01046
Feb. 13-15 San Francisco, CA2526-EC8-01029	June 18-20 New York, NY2526-EC8-01044	Sept. 26-28 Chicago, IL2526-EC8-01050
March 5-7 Scottsdale, AZ2526-EC8-01035	June 27-29 Chicago, IL2526-EC8-01045	
March 14-16 Chicago, IL2526-EC8-01028	July 23-25 San Francisco, CA2526-EC8-01051	
March 26-28 New York, NY2526-EC8-01027	Aug. 20-22 Arlington, VA2526-EC8-01048	
April 2-4 San Francisco, CA2526-EC8-01042	Aug. 27-29 New York, NY2526-EC8-01047	
May 2-4 San Diego, CA2526-EC8-01053	Sept. 5-7 Atlanta, GA2526-EC8-01049	

3 days/1.8 CEUs/18 PDUs
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Fundamentals of Strategic Planning

SEMINAR #2565

Know what senior management is thinking and why—and increase your value to your organization.

Here's an overview of strategic planning for those not directly involved in the planning process, but who want to understand the impact of strategy on their work and their organization's success. Gain a perspective and vocabulary to help you actively and constructively support your firm's strategic direction.

HOW YOU WILL BENEFIT

- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization's strategic success

WHAT YOU WILL COVER

- What strategy and strategic planning really mean
- How strategy creates value for customers and stakeholders
- How companies develop strategy: seven strategic planning processes
- The strategic planning process in action: five stages of a classic approach
- Assessing the environments
- The 3 Ds of strategy: Discussion, Decision, Development
- Implementing strategy: how strategy cascades through the organization

WHO SHOULD ATTEND

Managers and supervisors who want to expand their management perspective and anyone who must communicate with managers and leaders involved in the creation and implementation of strategy.



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



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Schedule

Jan. 26-27	New York, NY	2565-EC8-00107
March 8-9	Chicago, IL	2565-EC8-00110
April 26-27	Arlington, VA	2565-EC8-00111
May 10-11	New York, NY	2565-EC8-00112
June 25-26	Atlanta, GA	2565-EC8-00113
July 23-24	Chicago, IL	2565-EC8-00115
Aug. 27-28	Arlington, VA	2565-EC8-00120
Sept. 24-25	New York, NY	2565-EC8-00116

2 days/1.2 CEUs/12 PDUs

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

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Strategy Execution Getting It Done

SEMINAR #2209

Get the skills and knowledge to accomplish what so many others don't—the successful implementation of strategic goals. Whether it's entering new markets, repositioning, outsourcing or undertaking new initiatives or technology, execution of strategic goals is often a graveyard of good intentions. A recent strategy execution study of a broad group of leaders found that 65% of them do not consider their own organization successful at executing their strategies.

HOW YOU WILL BENEFIT

- Apply basic elements of strategy execution to your own strategic initiative
- Recognize factors affecting your ability to execute your organization's strategy
- Break large, long-term strategic initiatives into smaller, achievable projects
- Map your own strategic goals against the vital points of success, failure and resistance
- Utilize skills that can gain and sustain support across organizational boundaries
- Identify ways to better align your strategy with departmental and organizational goals

WHAT YOU WILL COVER

- Using Mind Mapping to define and refine a strategic initiative
- Designing a strategic execution goal for a successful outcome and preparing for results
- Planning and leading an energizing launch for a strategic initiative-focused project
- Using plans, schedules, budgets and controls to track the progress of your strategic initiative
- Overcoming opposition and unforeseen obstacles using political skills and creative problem solving

WHO SHOULD ATTEND

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

EXTRA

Two weeks before your seminar, you will receive a pre-work assignment. You will need to identify a strategic initiative you have responsibility for executing, meet with your manager to clarify the project specifications and complete the Strategic Initiative Summary Worksheet.

Schedule

March 21-23	New York, NY	2209-EC8-00043
April 4-6	Arlington, VA	2209-EC8-00046
May 9-11	Los Angeles, CA	2209-EC8-00051
June 20-22	Chicago, IL	2209-EC8-00047
July 18-20	New York, NY	2209-EC8-00048
Aug. 13-15	Arlington, VA	2209-EC8-00052
Sept. 10-12	Atlanta, GA	2209-EC8-00049

3 days/1.8 CEUs/18 PDUs

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Launching and Managing Strategic Alliances and Partnerships

SEMINAR #5228

Start your strategic alliances off on track and keep them healthy over time with the strategies and tools you'll gain in this seminar. If your organization has forged strategic alliances—or is planning to—you can't afford to miss this information-packed session. You'll gain insight into both the operational and cultural requirements of successful partnerships, as well as learn practical methods for ensuring top performance.

HOW YOU WILL BENEFIT

- Identify the five essential areas crucial to the success of an alliance relationship and use them to create a high-performing alliance team
- Anticipate and prevent potential pitfalls in your alliances
- Monitor your alliance relationships using the "health check" survey
- Diagnose and treat the hidden causes of underperforming alliances
- Adapt the alliance team charter—a proven framework

WHAT YOU WILL COVER

- Defining the role of an alliance manager
- Setting team direction and focusing on success
- Identifying the key components of an alliance team charter
- Developing and applying the alliance team charter
- Understanding the roles, responsibilities and expectations of high-performing teams
- Bridging cross-cultural challenges
- Creating effective inter- and intra-company communication
- Leading the organization to alliance success

WHO SHOULD ATTEND

VPs, leaders and experienced managers across all functional areas responsible for strategic alliance or partnership activities.

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ASAP is the leading global association dedicated to alliance professionals across all industries. The Association is focused on enhancing the success of alliance formation through best practices and professional development activities. Visit www.strategic-alliances.org



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Schedule

April 12-13	New York, NY	5228-EC8-00041
May 17-18	San Francisco, CA	5228-EC8-00040
July 30-31	Arlington, VA	5228-EC8-00042
Aug. 27-28	New York, NY	5228-EC8-00044

2 days/1.2 CEUs/12 PDUs

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

AMA Members save \$200



A Blend of Dynamic
Live Training
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Essentials of Strategic Alliances and Partnerships

SEMINAR #5221

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

HOW YOU WILL BENEFIT

- Articulate the factors common to all successful alliances
- Prioritize the key components necessary to guide each phase of the alliance life cycle
- Recognize today's best practices in alliance management
- Assess your organization's competency in forming partnerships
- Evaluate your organization's attractiveness as a "preferred partner"

WHAT YOU WILL COVER

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

WHO SHOULD ATTEND

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

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ASAP is the leading global association dedicated to alliance professionals across all industries. The Association is focused on enhancing the success of alliance formation through best practices and professional development activities. Visit www.strategic-alliances.org

Schedule

Jan. 30-31	San Francisco, CA	5221-EC8-00032
April 19-20	New York, NY	5221-EC8-00033
July 16-17	San Francisco, CA	5221-EC8-00036
Sept. 13-14	Chicago, IL	5221-EC8-00037

2 days/1.2 CEUs/12 PDUs

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