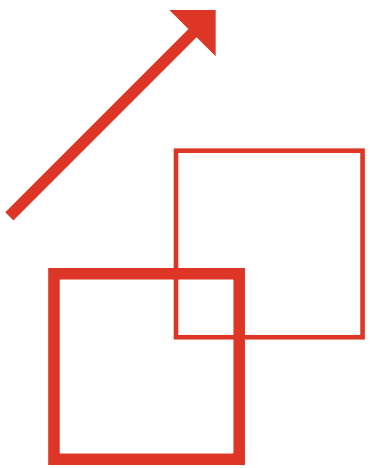
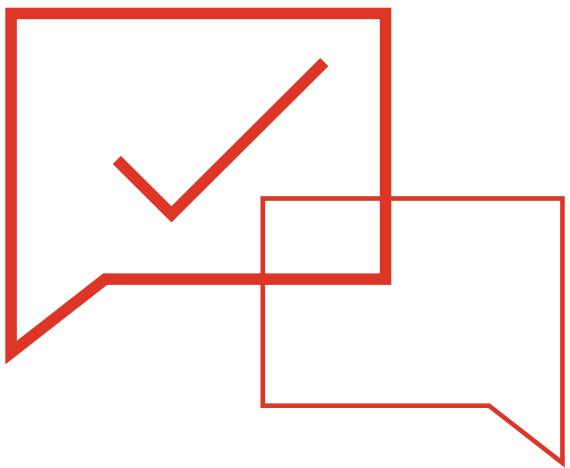
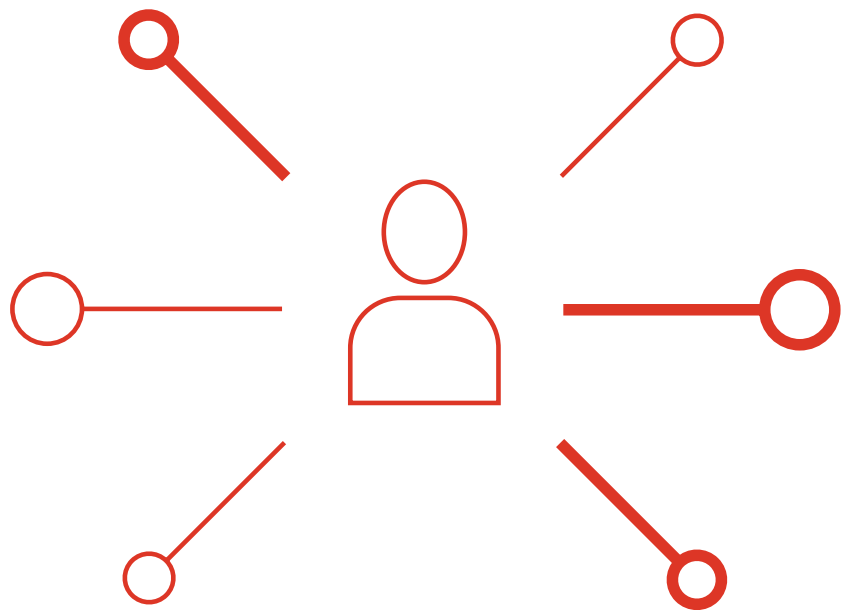
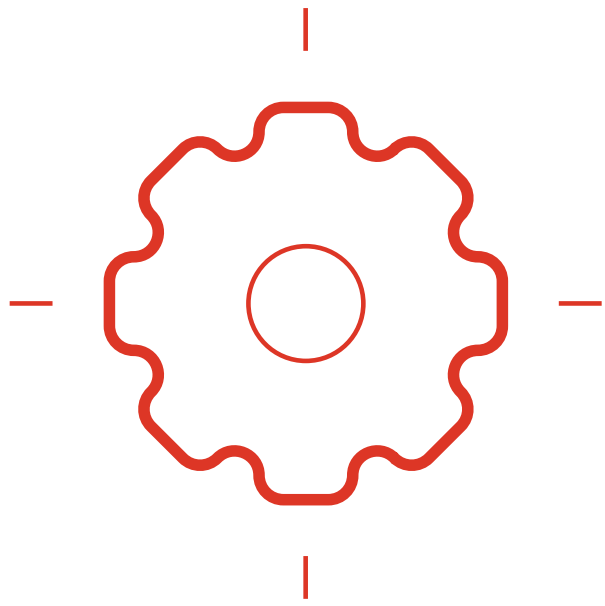




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PALATINE GROUP PROGRAM
CATALOGUE

EXPERIENCE. WE DELIVER IT.
IT CONNECTS US.





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PALATINE GROUP PROGRAM

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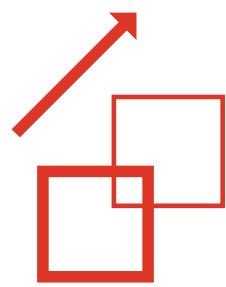


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PALATINE GROUP PROGRAM

INTRODUCTION



***Palatine Group Optimizes
Business Alignment Integrating
Leadership, Business
Acumen and Project and
Program Management for
Process Improvement.***

“Business alignment” refers to linking together an enterprise’s mission, goals, practices and outcomes in a strong chain to deliver maximum value to its stakeholders. Everyone wins with an aligned business: clients get the products and services they need for a good price, stakeholders get excellent returns on their investment and employees gain job satisfaction and security in a productive, creative work environment. Palatine Group helps your organization align its business by applying a scalable training approach to align leadership, process improvement and project management with your company’s mission and goals. We systematically integrate your company’s processes (what it does) with its practices (how its people carry out the processes). In short, Palatine integrates process improvement practices with project management practices. We are the acknowledged industry leader in designing and developing business simulations for training critical competencies. For 25 years we have been helping our clients achieve success by integrating our simulations with “the management” from project management. Recently, we added a number of core workshops based on PMI Seminars World senior level instructors’ learning designs to enrich our client offerings. Palatine will guide and support your organization in the integration of sound leadership, process improvement practices and project management principles to improve your processes by tailoring them to your unique business needs and desired business outcomes. Our approach ensures solutions that are business-focused and technically excellent.

Our professional senior level staff of instructors have an outstanding track record of quickly analyzing and understanding the essential elements of our clients’

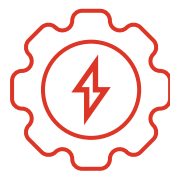
businesses. They identify the critical intersections of project management practices: leadership and process improvement principles, as well as helping you apply them in concert with sound strategies to achieve your company’s key business goals. Palatine’s established business model not only aligns Project Management, Process Improvement, and Leadership concepts to your company’s needs, but ensures that instruction and consulting are mapped to your business objectives. Palatine’s consulting and training professionals can also provide a customized approach to instruction, offering customized computer simulations, case studies and drawing from our extensive practical experience to provide real life examples of problem solving that target your company’s needs. Palatine’s instruction is highly interactive, not only increasing your employees’ foundational knowledge and helping them solve your actual business problems, but also taking advantage of emerging opportunities. There are a number of factors that differentiate us from other training and consulting firms: In-depth experience with robust simulation design strategies that integrate practical management and leadership practices; extensive experience with complex global science and technical organizations; and world class senior level consultants and instructors who are vetted by PMISeminars World staff and government and private sector organizations.



Diversity & Inclusion

Duration: 1-day
Primary Topic: Diversity, Leadership, Culture
Subtopics: Conflict Resolution

Description:
This interactive workshop covers all aspects of diversity & inclusion, such as definitions, business case, best practices, strategies and action planning. The systemic approach includes cognitive, emotional and behavioral components and addresses key diversity dimensions such as gender, ethnicity, sexual orientation, disability, generations, etc. Optionally modules on unconscious bias, cultural competence, and inclusive leadership can be included. Assessment tools are also included, both for individuals and for the organization. Topics covered in this workshop can include diversity dimensions, case studies on diversity and inclusion, unearned advantage, values prioritization, notions of equity and fairness, cultural dimensions and intercultural conflict styles, generational differences, the nature of bias and unconscious bias, and techniques to address bias and more.



Conflict & Management

Duration: 1-day
Primary Topic: Diversity, Leadership, Culture
Subtopics: Conflict Resolution

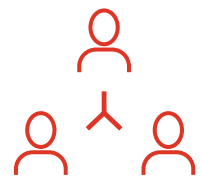
Description:
This interactive workshop provides participants with an introduction to conflict management especially from the vantage point of a leader or manager. Topics covered include roles and responsibilities of leaders/mangers in conflict management; conflict analysis; introduction to mediation; conflict coaching; organizational conflict cultures. By the end of the workshop participants will have gained new insights and a few practical tools to apply in their own personal and professional contexts. The methods used in the course include custom case studies; demonstrations; skill-building exercises; small and groups discussion; and role play. Usually a 1-day Workshop for anyone with Supervisory/Management Responsibilities.



Mediation

Duration: 2-day
Primary Topic: Diversity, Leadership, Culture
Subtopics: Conflict Resolution

Description:
This interactive workshop focuses on skills development for resolving and transforming workplace disputes. It is recommended that participants take the Collaborative Negotiation Skills workshop and/or the Conflict Management for Leaders and Managers workshops as a pre-requisite in order to develop the foundational skills necessary to gain maximum benefit from this course. Participants will have the opportunity to practice mediation techniques on several custom case studies. Topics covered in this workshop include preparatory interviews, conflict analysis, climate-setting techniques; listening for underlying interest and emotions; managing emotions; highlighting common ground; reframing; and making and reality-testing agreements. Usually a 2-day Workshop for Staff & Managers with Dispute Resolution Responsibilities



Leveraging Team Collaboration

Duration: 1 or 2 days

Primary Topic: Characteristics of High Performing Teams, Trust, Climate Factors

Subtopics: Conflict Resolution, Performance

Description:

This interactive workshop provides intact teams with a structured team-building program designed to increase collaboration and effectiveness. A pre-course online survey assessing the team's effectiveness on several dimensions is conducted in addition to interviews with leaders and other key stakeholders. The workshop employs an appreciative inquiry methodology focusing on building on the team's strengths. The program is customized to identify practical areas for improving team processes. Additional themes covered include team styles and roles; stages of team performance; characteristics of high performing teams; and creating trusting climates for performance and innovation.



Decision Making

Duration: 1 or 2 days

Primary Topic: Decision Making Methods, Styles, Problem Solving

Subtopics: Conflict Resolution, Performance

Description:

This interactive workshop provides participants with a toolkit of decision-making techniques to be applied across a range of simple to complex decision-making situations. Participants practice the techniques on several custom case studies as well as real-world scenarios generated from the participants themselves. Topics covered in this workshop include decision-making techniques (e.g. System Selection Procedure, Force Pairs Comparison, Payoff Matrix, etc...); the role of complexity in decision-making; managing cognitive and emotional biases and decision traps; fostering creativity in decision-making; integrating rational and intuitive approaches to decision-making and more.



Ethics and Integrity

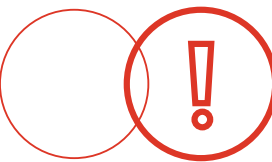
Duration: 1-Day or half-day

Primary Topic: Global Ethics, Codes of Conduct

Subtopics: Values, Misconduct

Description:

This interactive workshop focuses on the value of Integrity and the practice of making good ethical decisions at work. It is based on any existing standards or codes of conduct and can be customized to specific codes or policies. Topics covered include definition of ethics and integrity, trust and integrity, ethical roles models, reputational capital, an ethical decision-making tool which is then practiced over custom cases and dealing with barriers to making good ethical decisions. Additional topics may include ethical; risk management and benchmarking against global best practices. In the "Me Too" era, additional modules can address all forms of interpersonal misconduct including sexual harassment and bullying and the right to protection form retaliation.



Managing Difficult Stakeholders

Duration: 2-Days
Primary Topic: Project Leadership, Business Analysis, Stakeholder Engagement
Subtopics: Conflict Management, Negotiation

Description:
Managing the daily challenges of a project to complete objectives and meet client expectations is a challenge regardless of project size and complexity. Dealing with changing, and seemingly unreasonable, demands and requirements of the client often tests the ability of the project manager and project team to remain focused on the project deliverables. Project managers and teams must develop skills and techniques that will assist them in maintaining an effective working relationship with their clients and recognize behavior or situations that may lead to potential conflict, dissatisfaction or strained working relationships with clients. This program focuses on the importance of establishing a collaborative environment, setting and managing expectations, and dealing with clients who create difficult working environments.

The program is designed for project managers, project leaders, and managers who have direct contact with demanding clients and must establish effective working relationships, obtain requirements, negotiate changes, and manage client interfaces effectively. It is a highly interactive and enjoyable session.

Project Managers and Program managers encounter many issues in the pursuit of successful completion of objectives. Among the challenges is the possibility of working with stakeholders whose personalities and behaviors may create situations that are difficult to manage or cause significant conflict. In this seminar learn how to identify the characteristics and tactics of difficult stakeholders whether they are clients, suppliers, co-workers, or employees and develop strategies for creating a more productive work environment through emotional intelligence.

Learning Objectives:
• Develop an understanding of the benefits realized through effective management of difficult stakeholders

- Describe the key elements of Emotional Intelligence
- Identify and classify typical behaviors and tactics of difficult stakeholders
- Develop potential responses to effectively manage difficult stakeholders
- Minimize the negative effects of confrontations



Creativity and Innovation for Project Managers

Duration:

Primary Topic: Benefits Realization, Emotional Intelligence, Stakeholder Management

Subtopics: Leadership Development, Conflict Management

Description:

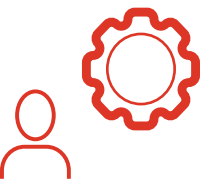
The creative and innovative project manager has become a business necessity. The challenges of managing projects in an environment of reduced resources, tight funding and schedule constraints and rapid technology changes require project managers who can solve problems quickly and cost effectively while minimizing impact to project objectives. In this seminar learn how to think more creatively by utilizing a balance of left and right brain thinking and a variety of idea generating techniques. Learn to identify a greater number of useful alternatives to project problems and learn about techniques that will assist in obtaining buy- in to your ideas. This is a highly interactive workshop that encourages teamwork and innovative thinking. In this seminar you will become learn how to generate, incubate, and implement your ideas and

practice performance-enhancing techniques that will drive professional, personal, and organizational growth. Through exercises and small team projects, gain practice in creative thinking methods. You will also learn how to align your ideas with corporate needs to add value and enhance overall organizational performance.

Learning Objectives:

- Develop an understanding of the benefits realized through effective management of difficult stakeholders
- Describe and develop a plan to practice the key elements of Emotional Intelligence
- Identify and classify typical behaviors and tactics of difficult stakeholders
- Develop potential responses to effectively manage difficult stakeholders
- Align actions and behavior with client viewpoints and perspectives





Integrating People, Organizational and Technical Skills: The Complete Project Manager

Duration: 4 Days
Primary Topic: Leadership Development
Subtopics: Communication and Presentation Skills, Leading Project Teams, Project Management

Description:
Are you seeking the missing ingredients to move from good to great? Are you looking for the next generation of skills, mindsets, and processes to transform your performance as a project manager or sponsor? This seminar demonstrates how to integrate key people, team, business, technical, and organizational skills. Develop the leadership, learning, means, and motivation to advance both personally and professionally.

Case studies and practice sessions help participants learn from each other and about successful practices. Through sharing insights, experiences, attitude, examples, stories, and passion that have motivated action, participants will learn how to apply these practices up, across, and down the organization, especially in politically charged situations. Participants better contribute to their organizations

by developing skills to:

- Update thinking about necessary skills to enhance on-the-job performance
- Apply proven practices drawn from multiple disciplines that are important for success in project, program, and portfolio management
- Achieve better results through improved leadership and influence skills
- Develop, support, and enhance project and program management professional careers.

Learning Objectives:

- Change thinking about twelve necessary people skills to become more complete as project managers, lead change, resolve conflicts, and enhance on-the-job performance.
- Apply different approaches to leading and managing projects, through assessment of skills and environments, sharing examples and case studies, and identifying proven practices.
- Realize what needs to be done to negotiate, sell, and achieve more optimized project outcomes; learn how to do it, especially in complex and political environments; integrate and practice

implementation strategies; and have more fun, both in the learning environment and in the workplace.

- Access tips and techniques from enthusiastic, experienced practitioners, seasoned colleagues, and facilitators.
- Better develop project and program management professional careers through enhanced abilities to influence all stakeholders



Team Member Engagement: Alignment, Up, Down and Across the Organization

Duration: 2-Days

Primary Topic: Business Skill Enhancement

Subtopics: Decision Making, Influencing, Leading
Project Teams

Description:

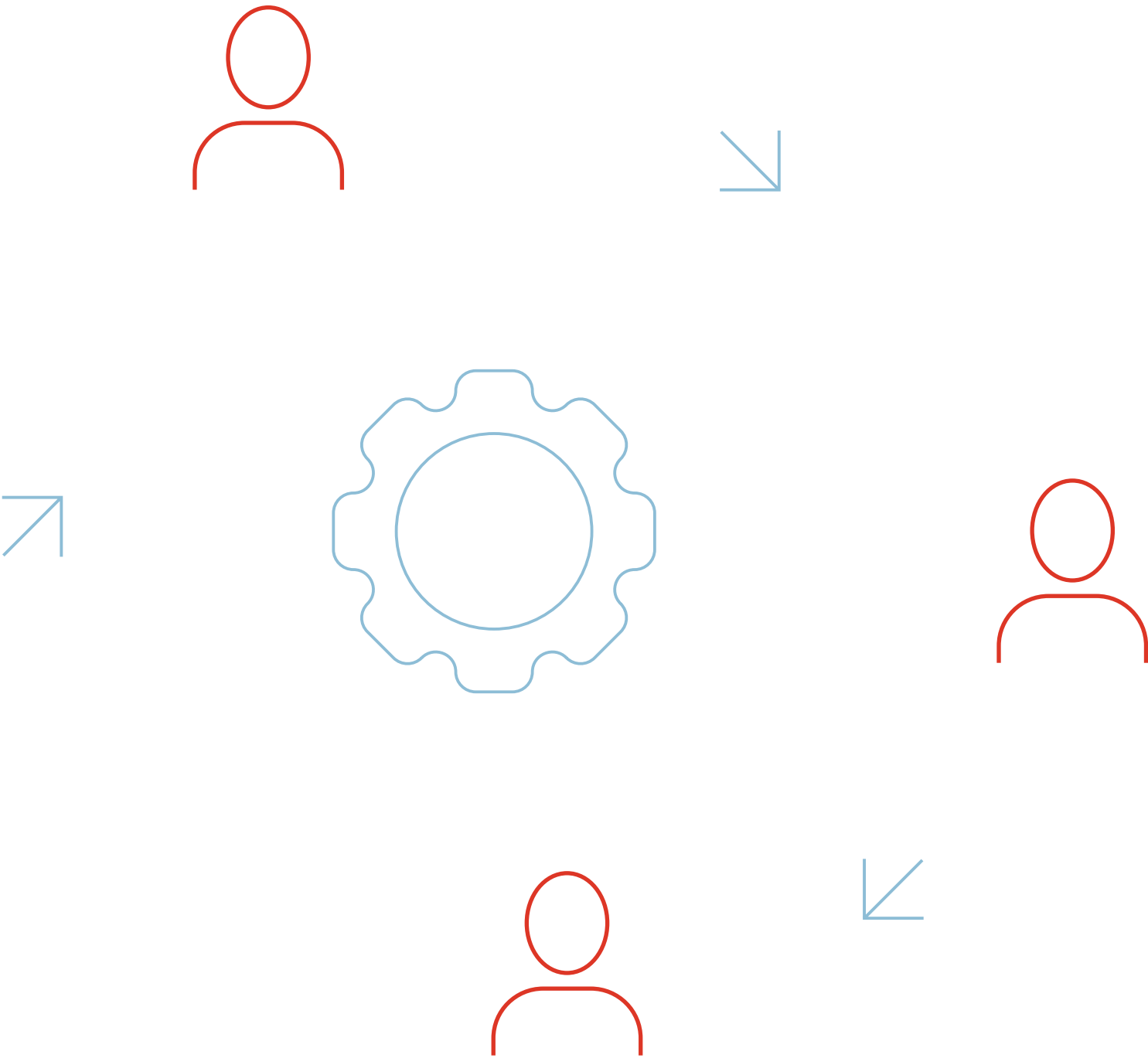
Organizations are complex! As a Project Manager your role frequently involves motivating and managing outside your direct span of control. Building tiers of cooperation between individuals and departments can reduce stress and add value to the entire organization. Often creating a sphere of influence can include identifying upstream and downstream internal customers and building a clear understanding of their personalities, styles of work and personal motivations in order to creating open communication and identify specific actions you can take to manage projects and build opportunities for collaboration.

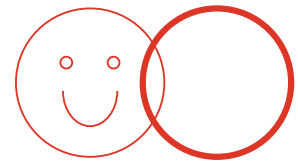
This workshop, based on internal customer service fundamentals, will allow the project manager to specifically identify and incorporate techniques, address perceptions and set expectations of others. It is designed for those team members who deal

primarily with internal customers. Participants will have the opportunity to learn and practice proven techniques to better manage expectations, service internal customers and discover how to keep communication flowing.

Learning Objectives:

- Identify and investigate sources of both positional and personal power and influence in an organization
- Maximize both team and personal efficiency using the power of personality
- Manage and lead more fluidly across departments when lines of authority and responsibility is absent or vague
- Clearly define team member's individual commitment and contribution to the organizational vision
- Successfully communicate progress accurately and honestly others using the “bad news first” rule





Managing the Human Side of Projects Facilitating Stakeholder Satisfaction Change Adoption and Organizational Value

Duration: 3-Days

Primary Topic: Change Management, Human Factors, Stakeholder Management

Subtopics: Leadership Development, Stakeholder Engagement

Description:

One of the most unpredictable elements of project success and value realization is people; the “human factors” that can influence the timeline, scope, budget, teamwork, stakeholder satisfaction, and the adoption and utilization of project outputs (which are the necessary prerequisites for value creation). But while traditional project management processes help to increase the chance of project success, they are often insufficient in developing plans to address the various stakeholder management expectations and change adoption needs required to facilitate value creation. Today’s well-rounded, forward-thinking project managers understand that good project management relies not just on managing requirements, but also on managing change and ever-revolving stakeholder needs. They do not “outsource” the human side

of projects to psychologists or implementers of outdated change management models. Rather, they incorporate principles of leadership, team building, organizational behavior, and people change management into project management practices and standards.

In this content-rich workshop you will delve into the essential Knowledge Areas within the PMBOK® Guide, but with an important twist. He will demonstrate how each of these Knowledge Areas can be augmented to include a greater emphasis on anticipating and mitigating the human, political, and organizational change factors that can make or break project success.

Learning Objectives:

- Demonstrate the skills necessary to address the myriad of issues affecting stakeholder satisfaction, change adoption, and organizational value
- Develop a clear understanding of why the project management and organizational change management disciplines are not mutually exclusive and how best to leverage the joint opportunities that exist between these two valuable perspectives

- Gain a deeper understanding of how organizational change management and other human factor concepts and principles are embedded throughout the PMBOK® Guide
- Learn to apply the Three Tier Method for Stakeholder Identification and Organizational Adoption, and why this approach can greatly simplify change management and stakeholder management activities
- Learn the foundational principles that will help project managers develop a comprehensive project plan that address many of the stakeholder and organizational change management elements which influence project planning and execution, stakeholder satisfaction, change adoption, and value realization



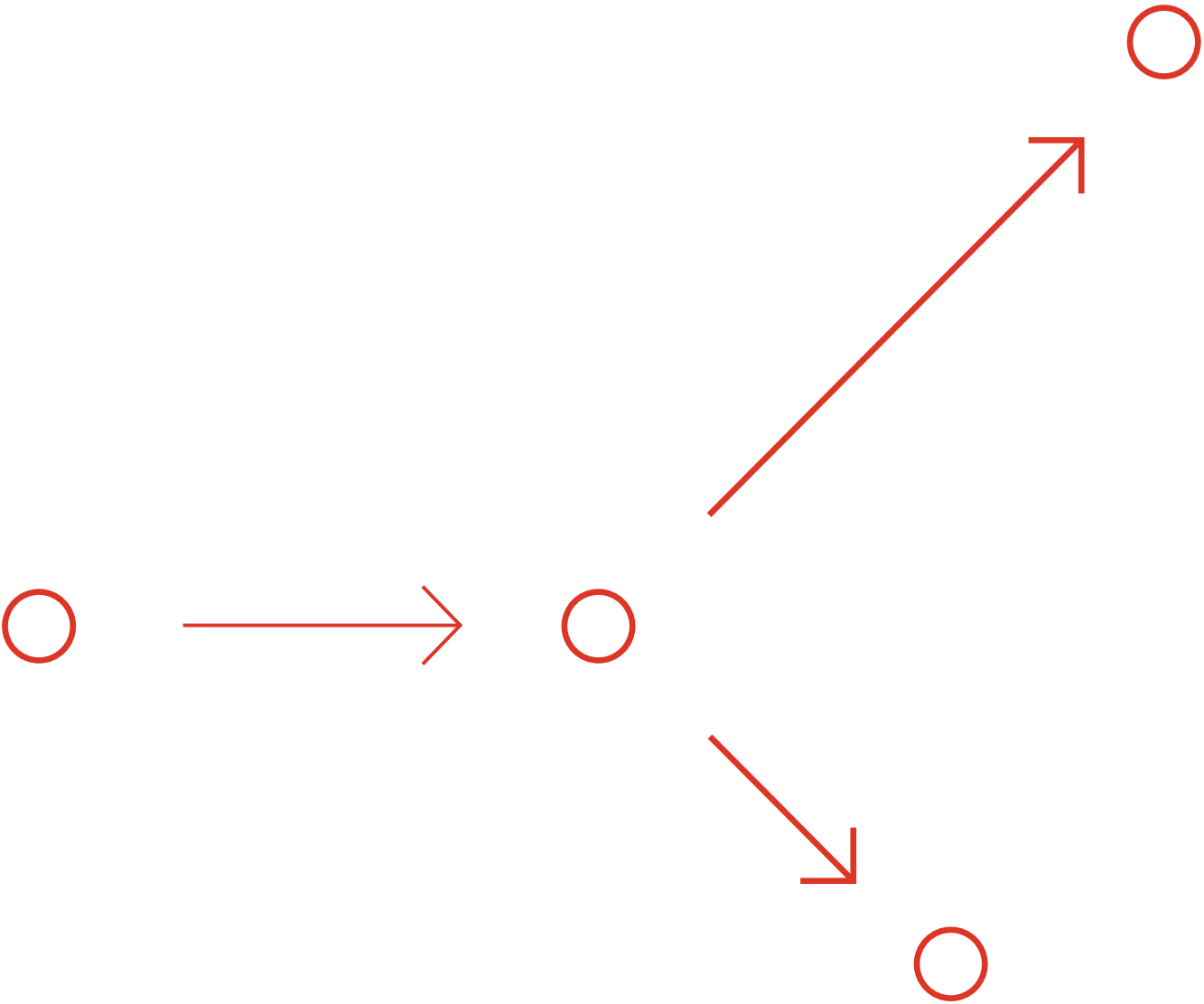
Coaching and Boosting Performance

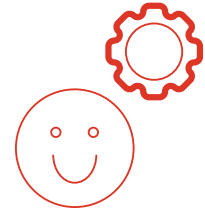
Duration: 1-Day
Primary Topic: Leadership Development
Subtopics: Conflict Management, Influencing, Motivation

Description:
Often project management involves coaching team members who are not as experienced or skilled as one would hope in their trade, working collectively or even collaborating for the best team output and project results. The point of failure for many unsuccessful project executions is often individuals who lack critical skills forcing the project manager or other team members to undertake most of the work individually. Incorporating True Colors International material, PMs will understand the distinctive ways in which different personalities approach communication and approach their individual performance. Participants will learn how to promote open, honest conduct by understanding and appreciating different communication contributions and approaches. The content is designed to allow each individual to become more effective in building performance, removing

roadblocks and incorporating team member skill building throughout the project life. In addition, this training will help the participant acquire critical information and identify the leadership traits necessary to better manage resources and complete projects successfully.

- Learning Objectives:**
- Identify your personal communication and coaching style
 - Build your personal inventory of interpersonal skills
 - Recognize your strengths and weaknesses and those of others, using personality analysis tools such as True Colors™
 - Practice and apply techniques to create and shape fair, positive and factual leading
 - Successfully identify personal and professional motivation or drivers allowing you to successfully lead rather than just manage your projects





Emotional Intelligence for Project & Program Leadership

Duration: Two-Days

Primary Topic: Leadership Development

Subtopics: Communication and Presentation Skills, Conflict Management, Influencing

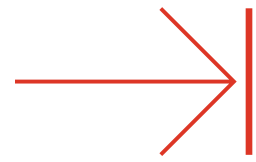
Description:

For every project manager, knowing the hard skills of project management is only the beginning. The most challenging part is building proficiency in such critical areas as leadership, communication, team building, conflict resolution and negotiating for scarce resources or changes in scope. These skills contribute the most to the success or failure of any project. Project and program managers who master these skills are much more successful than those who don't. The foundation for mastering these skills lies in understanding and harnessing the power of human emotions. This is where emotional intelligence comes in -- the ability to understand our emotions and those around us. It also includes the ability to use this awareness to manage our emotions and relationships. EQ affects how we manage our behaviors, navigate social complexities and make personal decisions

that helps us achieve positive results. People with high emotional intelligence are very good at using empathy and constructive communication to create a collaborative and cooperative work environment. These group of skills are imperative for managing projects. Research has shown that EQ contributes up to 58% of workplace success. As a project or program manager, you will discover how to work more effectively with your team members, including those with difficult and high-strung personalities. You will also learn how to keep your emotions in check, defuse tense situations, resolve conflicts and improve relationships within your project teams. Prior to the seminar, participants take the world-renowned EQ-i 2.0 emotional intelligence assessment and receive a personalized report. With your report in hand, this interactive seminar will help you evaluate where you are, and proffer specific behaviors and skills that will lead to increased EQ. As your level of emotional intelligence increases, you will begin to align yourself with opportunities that will give you success and increase your effectiveness in every area of your professional and personal endeavors.

Learning Objectives:

- Recognize their emotions and those of others on project teams
- Cope with stressful or difficult project situations in a positive manner
- Express their feelings and thoughts openly in a socially acceptable and non-destructive manner that will build trust within project teams.
- Adapt their emotions, thoughts and behaviors to unfamiliar and unpredictable project situations and circumstances and recognize when emotions or personal bias can cause them to be less objective while making decisions or expressing options



Advanced Leadership Development: Leadership Teams Objectives & Influence

Duration: 4-days

Primary Topic: Leadership Development

Subtopics: Influencing, Communications, Motivation

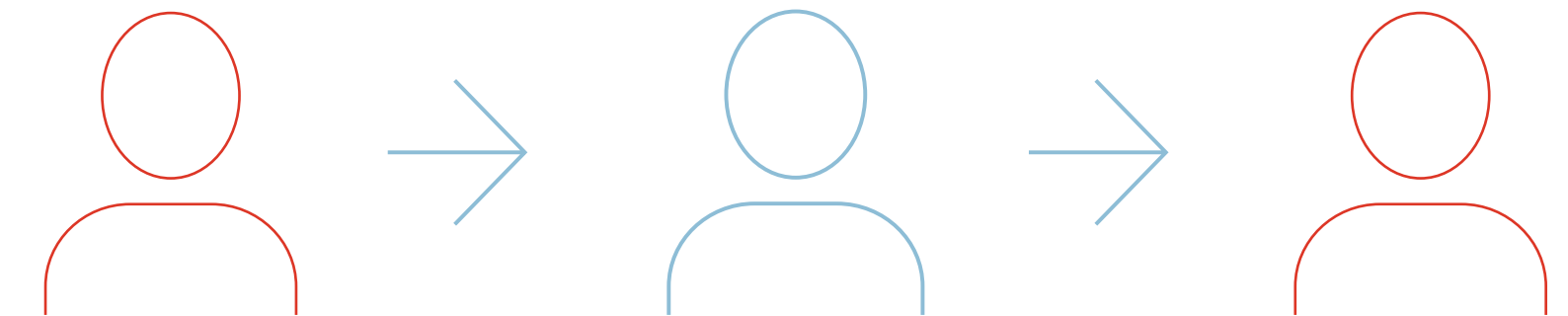
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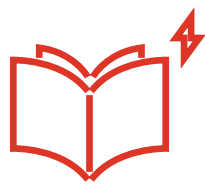
Leaders face unique challenges to keep their team members motivated and aligned to the organizational or project's strategy, often due to the difference between leadership and authority, power and influence. Leadership starts, of course, by one's self. Define a strategy for yourself with clear objectives, and verify if your aims, resources and environment contribute effectively to those objectives. Being clear about your own objectives and strategy will foster your leadership position and give you the means to give sense and inspiration for others to follow you. In this seminar, you will explore how to define individual and group objectives beyond the classical and outdated SMART model; discover how to identify individual drivers for action and use them to move a project forward; explore how to conduct effective and influential meetings to put your teams in an action and performance mindset; and learn to use Influence techniques to

overcome resistance in its different forms. Finally, this seminar is aimed at securing the business case of effective, positive and ethical leadership in today's competitive market and transform proper practices into a concrete and tangible differentiator toward competitors. The seminar is divided between lectures, interactive discussions, practical exercises, and self-assessments.

Learning Objectives:

- Define their own Leadership Strategy to empower and motivate their team members
- Identify individual drivers to engage their team members
- Use these individual drivers to commit and engage team members
- Explore the Cultural Configuration related aspects to consider in a leadership role
- Identify resistance factors and overcome them using Influence and conflict resolution techniques
- Develop a collaborative mindset and environment by fostering trust and integrity





Powerful Storytelling: Stories that lead Individuals to Action

Duration: 2-days
Primary Topic: Communication and Presentation Skills
Subtopics: Communication and Presentation Skills, Influencing, Motivation

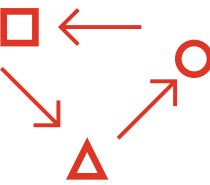
Description:
The ability to clearly communicate and motivate timely action is considered the single most important skill set of a successful project manager. Research indicates that the “art” of storytelling in a business setting is a key component of successful leadership, up, down and across the organization. Industry leaders understand the importance of breaking through the business “noise” by using storytelling to rewrite the rules of communication. The workplace is saturated with tasks driven by deadlines. And yet, it is only the emotions the individual experiences that lead to creating motivation and driving successful outcomes. To enhance organizational performance while ensuring emotional engagement requires mastering the art of painting verbal pictures; a skill known as storytelling.

We now understand that in a business environment relating only facts or timelines will typically be forgotten or misunderstood. The technique has been greatly discredited and is certainly not shown to be effective in today’s complex workplace. The use of effective storytelling not only makes the message memorable, but also relevant and easily shared. Participants will learn how to use the power of stories to engage, inspire and produce results. Stories spark the listeners deeper understanding and helps the listener grasp and remember the message. In addition, it will inspire and help retain action items with greater detail than just being handed facts.

Learning Objectives:

- Recognize the use and value of storytelling in leading and motivating
- Identify when to use tactical assignments to communicate information and when to use storytelling to motivate others without “micro-managing”
- Build personal inventory of useful skills to frame and control arguments and influence individual and team outcomes

- Practice and apply storytelling techniques to create/shape your own memorable stories successfully and shift emphasis based on immediate tactical feedback.
- Successfully identify motivational drivers you can use in your storytelling examples allowing to successfully lead rather than just manage projects



Orchestrating Total Project Success.
A Comprehensive Approach for Managing People, Projects, and Organizational Change

Duration: 3-days
Primary Topic: Strategic Planning and Implementation
Subtopics: Benefits Realization, Change Management, Project Management

Description:
Projects are the vehicles of change. Projects are funded and provided resources not so they can simply be delivered on time, within budget and according to scope, but because they help drive the necessary changes, both individually and organizationally, that create value. Unfortunately, many practitioners today still espouse the traditional inefficient approach to treating the organizational change management/people related side separately from the technical/project related side. This is a recipe for failure and frustration. Orchestrating Total Project Success details a better way by illustrating how to plan for and mitigate both the project related and people related challenges within each phase of the project life cycle. PMI® recognizes that change is delivered through projects and programs, and because of that, organizational change management,

along with deft stakeholder management, is something that should be integrated throughout the project life cycle.

From project initiation all the way through to supporting, sustaining and enhancing the value of project-driven change, this seminar will focus on all the tools, structure, techniques, and insights necessary to facilitate workforce readiness, user adoption, beneficial organizational change, and overall project success. Your conductor for this event will be Thomas Luke Jarocki, one of the world’s leading experts on integrating project and change management.

Learning Objectives:

- Understand what it takes to successfully plan an initiative all the way from project initiation through deployment, change adoption, and value creation
- Develop the skills necessary to advise, execute, and lay the necessary foundation for overall project success, regardless of what phase the project may currently be in or what the limitations of your formal job description may be

- Become competent in the use of essential tools and techniques from both the project
- Understand what the unique needs and challenges are for each stakeholder group, how these needs vary from phase to phase, and what tools and techniques are most appropriate for any given time or challenge
- Developing the skills necessary to execute in well-defined project phases that focuses resources, improves project quality, aligns stakeholders, maintains executive support, and eliminates costly rework



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The Project Coach: How to Stretch and Develop Others While Getting the Work Done

Duration: 2-Days

Primary Topic: Leadership Development

Subtopics: Communication and Presentation Skills, Influencing, Motivation

Description:

Business coaching has evolved from fad to fundamental. Having the ability to “coach and develop others” is a necessary skill for all project managers. But with so much to do and so little guidance, how do project managers successfully stretch and develop others while getting the work done?

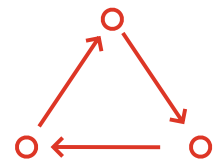
Successful coaching is based on asking rather than telling, on challenging rather than giving directions and by holding a person accountable for results.

Learning Objectives:

- Describe what coaching is and what it is not
- Understand the difference between coaching and mentoring
- Identify the skills that managers will need to be an effective workplace coach
- Understand how to structure a coaching session with team members

- Understand how to coach for development and higher performance
- Be able to suggest a useful framework for a coaching meeting





Develop Your Talent Triangle

Description: 2-Days

Primary Topic: Leadership, Technical Skills, Business Acumen

Subtopics: Benefits Realization, Strategy Planning and Implementation

Description:

Today's business context is becoming more and more complex and fast-moving, and organizations need to continually innovate and change. To succeed in this context, you are expected to take on broader and more challenging roles. During the seminar, you will develop your own innovation project with the help of the instructor and your peers and appreciate how to implement it on your return to work. You want to enhance your skills to become a leader of business initiatives!

The PMI Pulse of the Profession® surveys show that executives complain about the lack of good PM talent. They take for granted that any PM has the technical skills required for the job, but it is the PPPMs that also possess leadership and strategy/business skills that get promoted. PMI has called this the “PMI Talent Triangle and states that “you will need more than just

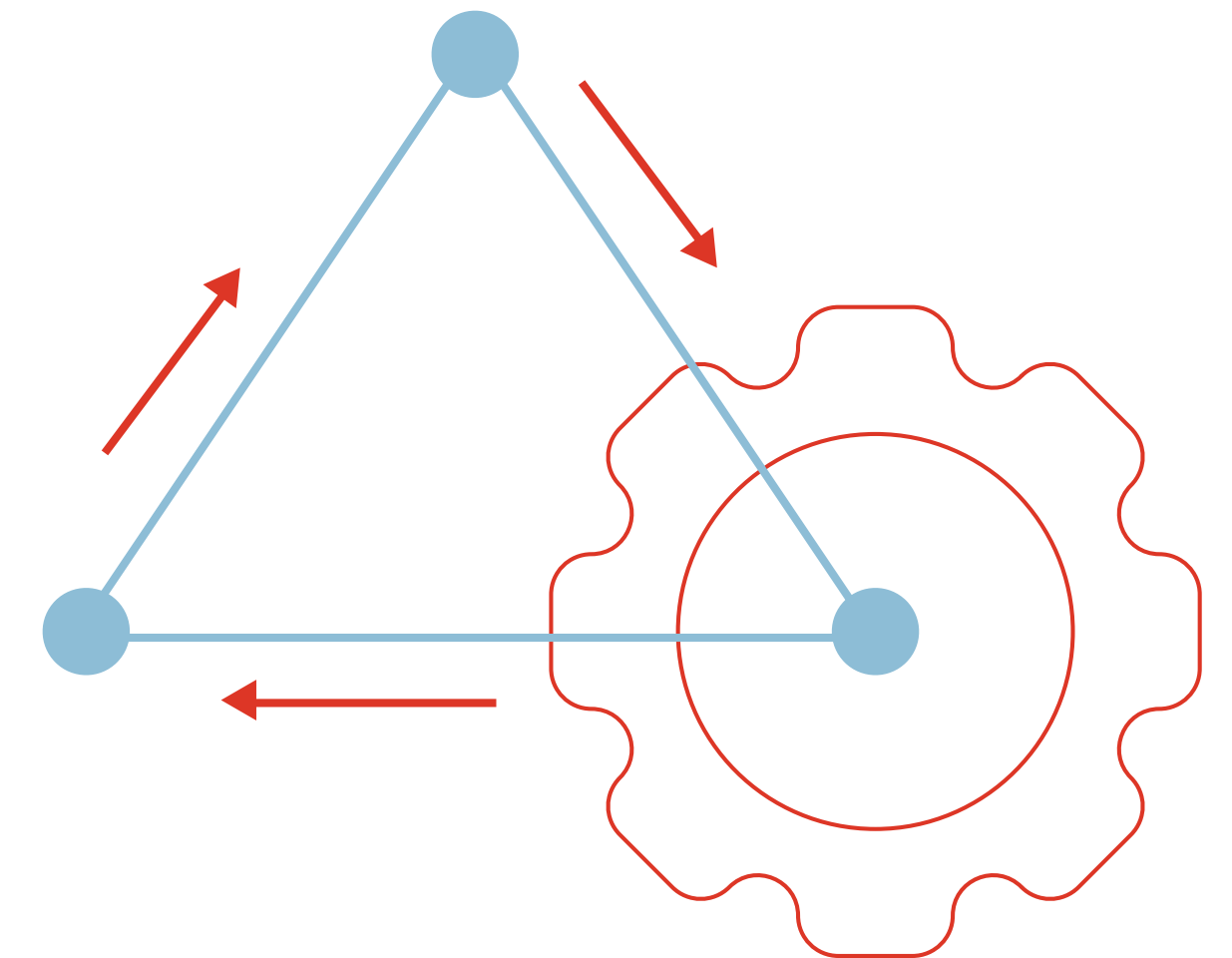
PM 101 skills to provide value to your organization.”

This seminar is based on real-world experience and discusses a pragmatic approach to expand your talent triangle. It draws on real-life experience to discuss example cases and provide you with a set of practical steps to start building the sought-after skill set that your organization expects.

DON'T MISS THIS OPPORTUNITY to get a head start in becoming the confident new breed of project executive that your organization seeks.

Learning Objectives:

- Understand what makes your business managers tick
- Include leadership and strategy/business skills in your repertoire
- Develop your creative, collaborative and innovative sides
- Share real-life examples with others and discuss practical steps to take
- Learn to market yourself and your organization's initiatives to your stakeholder





Mixing and Managing Generations

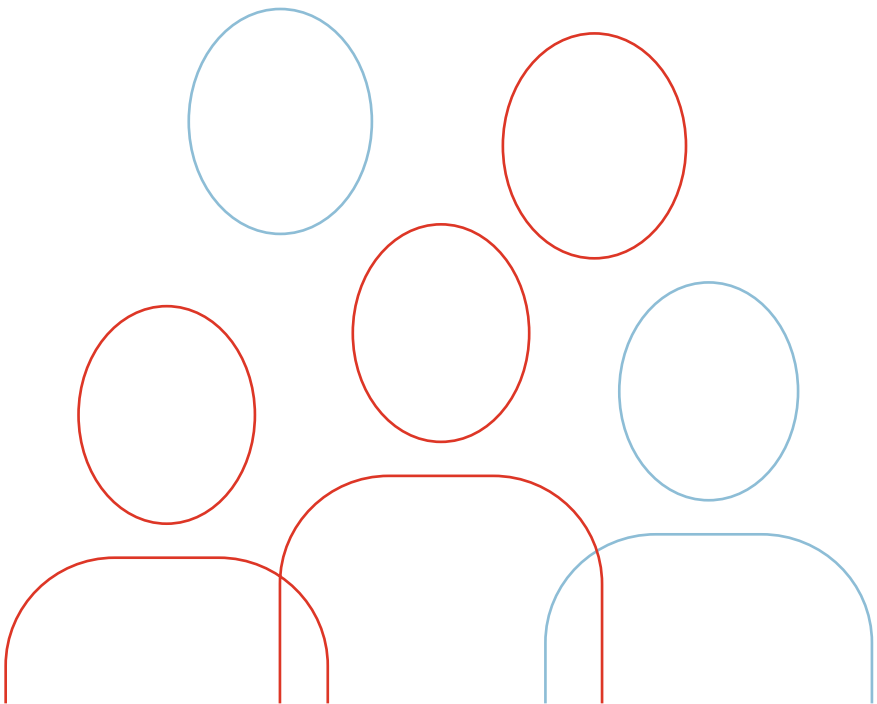
Duration: 1-Day
Primary Topic: Leadership Development
Subtopics: Conflict Management, Influencing, Negotiation

Description:
Today, for the first time in history there are four generations actively engaged in the workplace. This complex mixture of workers, each with its own set of characteristics, motivations and skill sets often can lead to misunderstandings and complicate or even jeopardize the management of projects.
In the end, the key to delivering any project successfully comes down to the human factor. The skills required to successfully manage and motivate across generations requires the project manager to possess high levels of self-awareness, the ability to empathize well and finally to build unambiguous trust. Understanding how different generations of workers relate, are motivated and engaged is critical to the individual project manager’s success.
This session will analyze the wants, needs and desires of each of the generations; what influences them, how that may affect the way they work and how priorities

are formed. In addition, this session will also share the top 5 ways to “play nice in the sandbox” and keep intergenerational conflict in the workplace from derailing the organization’s goals.

Learning Objectives:
Upon completion of this course, participants will be able to:

- Analyze and understand current generational trends in the workplace
- Successfully identify and practice leading teams based on generational differences and similarities
- Build your personal inventory of useful skills to construct collaborative relationships
- Develop action plan addressing issues around diversity and corporate culture allowing you to successfully lead rather than manage projects
- Design opportunities for cross-generational mentoring





Project Management: Your Professional Career Future Proof Yourself for Your Next Challenges

Duration: 2-Days

Primary Topics: Personal Change, Career Development, Talent Triangle

Subtopics: Performance, Resilience

Description:

Our world has always been changing, taking place progressively, sometimes over several generations. Today, change happens within one generation. How will we evolve within these challenges? What will our future as PM professionals look like, and what skills and competences will we develop? How will we position our roles as project, program, portfolio and project management officers (PMOs)? The current trends in the expansion and development of digitalization and artificial intelligence raise some key questions about the future of our related professions and practices. One thing is clear, everything that can be automated, will be automated. And it will go far beyond what we know today with the current project management information systems. The development of artificial intelligence capability in terms of data treatment reframes completely the way we can analyze the information we can collect. We can now

honestly say that the domains (if not the practice) of project, program and portfolio management is quite mature. The process structure of these governance layers is then well defined. And so, ready to be automated.

All these Project Management tasks, like scheduling, identifying and analyzing risks, estimating costs, conducting procurements, consolidating performance reporting and compiling various indicators will be automated sooner or later. Yes, all these activities, usually devoted to PMOs will be performed by systems.

How then in this context to develop the right set of skills and competences that will ensure the creation of value for your organization and your clients and sustain your position as a change and benefit agent? In this seminar, you will explore how to define your individual personal strategy, determine your personal SWOT and improvement action plan. The Seminar is divided between lectures, interactive discussions, practical exercises, and self-assessments.

Learning Objectives:

Participants will learn how to:

- Develop your ability to create value and competitive

advantage for your organizations and clients in a fast-changing business environment

- Determine the right skillset necessary to overcome the incoming challenges of the emergence of AI and digitalization
- Develop a personal strategy to strengthen professional resilience and adaptability using the Talent Triangle



Managing & Leading Difficult Transformations or The Politics of Human Systems

Duration: 4-Days

Primary Topics: Change Management, Benefits Management, Social Systems, Governance

Subtopics: Resistance, Stakeholder Management

Description:

Organizational Transformation has become a trendy and frequent tendency in many companies today. Businesses try to transform themselves to gain agility, productivity and efficiency to develop additional value triggers for their clients and employees. Much is coming the emergence of digital business models, globalization and integration of automated AI-powered data processing. But there's a harsh reality: 84% of digital transformations are deemed failures!

In this seminar, we will explore the context and continuum of organizational transformation. We will understand the application of the different levels of transformation to adjust the impact on the ability of the organization to absorb a certain level of change. We will then embrace the human aspects of transformation. What triggers resistance, what nurtures adherence... We'll look at the

political aspects related to any change in how people work and interact, which creates conflicts. We'll also debunk few myths, some of them might be even dangerous, such as the "5 why's." Finally, we'll see how to define and communicate the transformation strategy, translating it into a concrete set of actions and how to measure the progress and success of an organizational change. The tools, techniques, tips and tricks explored here come from my own experience in leading, managing, assisting organizational transformations for the past 15+ years in various industries and cultures. Some successfully, some less... but always a learning experience which I propose today to share with you.

Learning Objectives:

Develop and enhance the contributions you make to your organization by being able to:

- Understand the context and continuum of Organizational Transformations
- Determine the appropriate application of certain governance models based on the level of transformation

- Define the expected benefits of a transformation initiative
- Identify the concerned stakeholders and understand their factors of resistance or adherence
- Identify political games within the organization and efficiently influence the stakeholders of the transformation
- Develop the Transformation Strategy
- Deploy the Transformation Plan and Actions
- Measure the impact of the transformation on the people and the organization



Building and Transforming the Next Generation PMO and Portfolio Management

Duration: 3-Days

Primary Topic: Strategic Planning and Implementation

Subtopics: Agile, Portfolio Management, Project Management Office (PMO)

Description:

How do you build and sustain a PMO for today’s disruptive world? How do you enhance strategic execution capabilities? How do you transform your PMO to the next level? How do you provide sustainable PMO value and results? This seminar is designed to address these questions with real-world PMO and Portfolio Management practice and experience from leading PMOs worldwide, outlining the steps necessary to enhance your PMO to the next level. Find out how to build strategic execution capabilities while balancing the need for governance and discipline with responsiveness and agility, learning how to apply next generation approaches to transform your PMO to an adaptive and agile PMO as appropriate for your organization. Every organization is unique, and this engaging seminar will provide a framework that will help you to assess

your organizational environment and culture and chart an appropriate roadmap to evolve your PMO and portfolio.

Learning Objectives:

- DNA of a Successful PMO: Review the core elements and the building blocks necessary for a successful PMO based on lessons from leading PMOs around the world
- Next Generation Insights for Building and Transforming the PMO: Gain new perspectives on project management and PMO for today’s disruptive world – how to build strategic execution capabilities while balancing the need for governance and discipline
- PMO Maturity: Assess your organization’s maturity and chart a roadmap for improvement and optimization
- Agile PMO: Identify the necessary elements to transform your PMO to an agile and adaptive PMO to support and integrate appropriate agile or hybrid practices
- Portfolio Management: Practice project classification, selection, prioritization and balancing

techniques and cultivate a portfolio mindset along with roles, responsibilities and portfolio management challenges and lessons learned

- PMO-in-a-Box: Evaluate a project and process management framework suitable for your organization
- Developing Organizational Change Intelligence: Review key organizational change management (OCM) strategies necessary for a flourishing PMO – focus on change, culture, buy-in and political aspects of sustaining the PMO



Lean/Agile for IT and Business

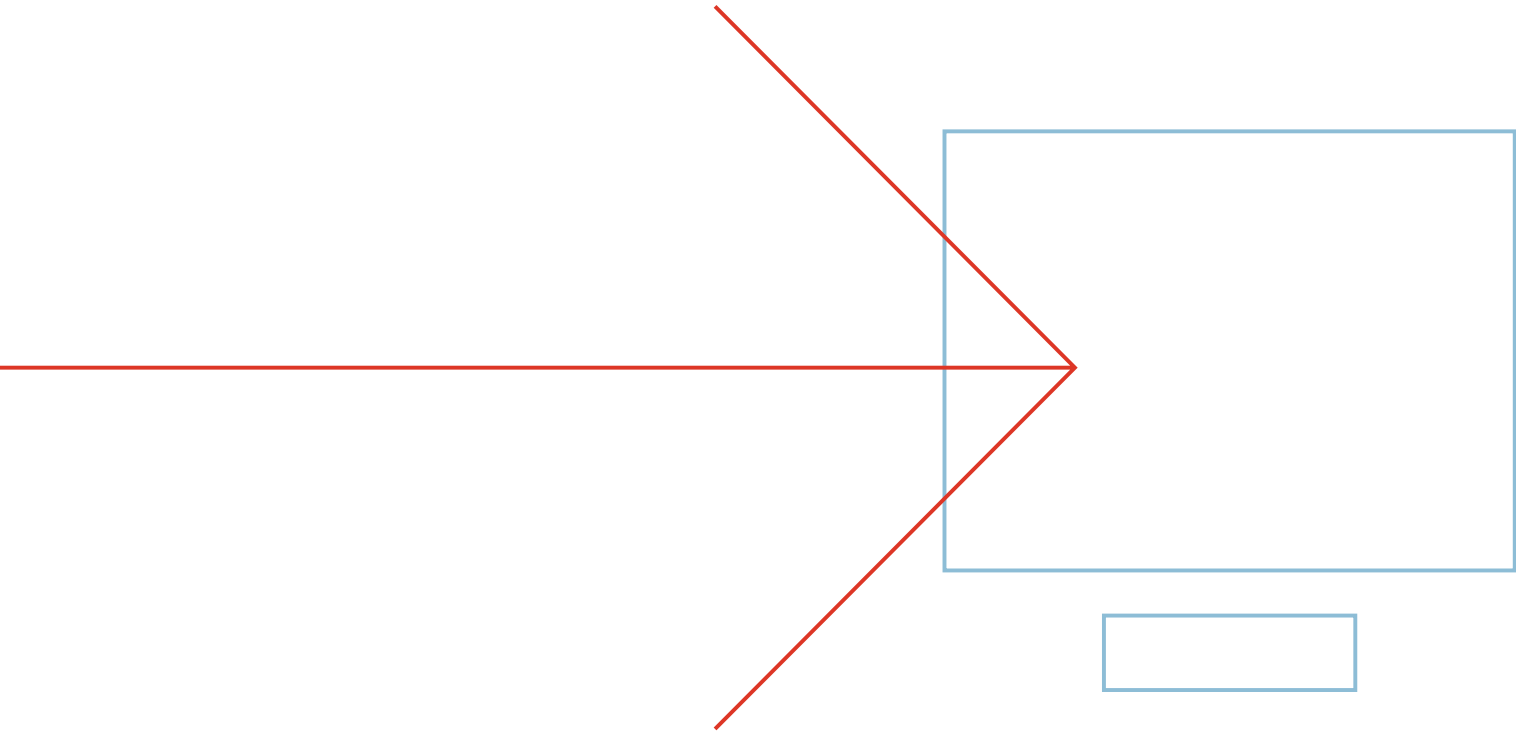
Duration: 2-day
Primary Topic: Business Skill Enhancement
Subtopics: Agile, Resource Optimization Techniques, Strategic Planning and Implementation

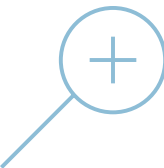
Description:
Did you know that you can achieve 15-40% efficiency gains and cost savings in 4-8 weeks using Lean/Agile? And that most of the time, these gains also lead to generating additional revenue? Other organizations and teams have experienced this phenomenon, and you can too if you invest 2 days in learning how.

In Lean/Agile for IT and Business Processes Workshop, you will learn about process flows and optimization from an IT and business standpoint using concepts such as value stream mapping, WIP limits, Kanban boards, and Agile. You and your team will identify areas of improvement, organize them into themes, visualize the current process, and build a Kanban board to identify opportunities for immediate improvement. You will leave the course with the ability to optimize and improve upon critical business and technical processes

demonstrated by key metrics. By implementing Lean/Agile training and process improvement, you could increase business efficiency by as much as 15-40% within 4-8 weeks.
The benefits of the workshop are increased exponentially when more than one individual from your team participates. This allows you to not only learn the Lean/Agile concepts but apply those to your specific technical/business processes during the workshop and walk away with a value stream map and Kanban board that you can start using right away.

- Learning Objectives:**
- Optimize workflows for key IT/business processes using value stream mapping (VSM)
 - Use Kanban boards to find bottlenecks in the process, resolve them quickly and improve the flow
 - Start continuous improvement of key IT/business processes using Lean/Agile practices



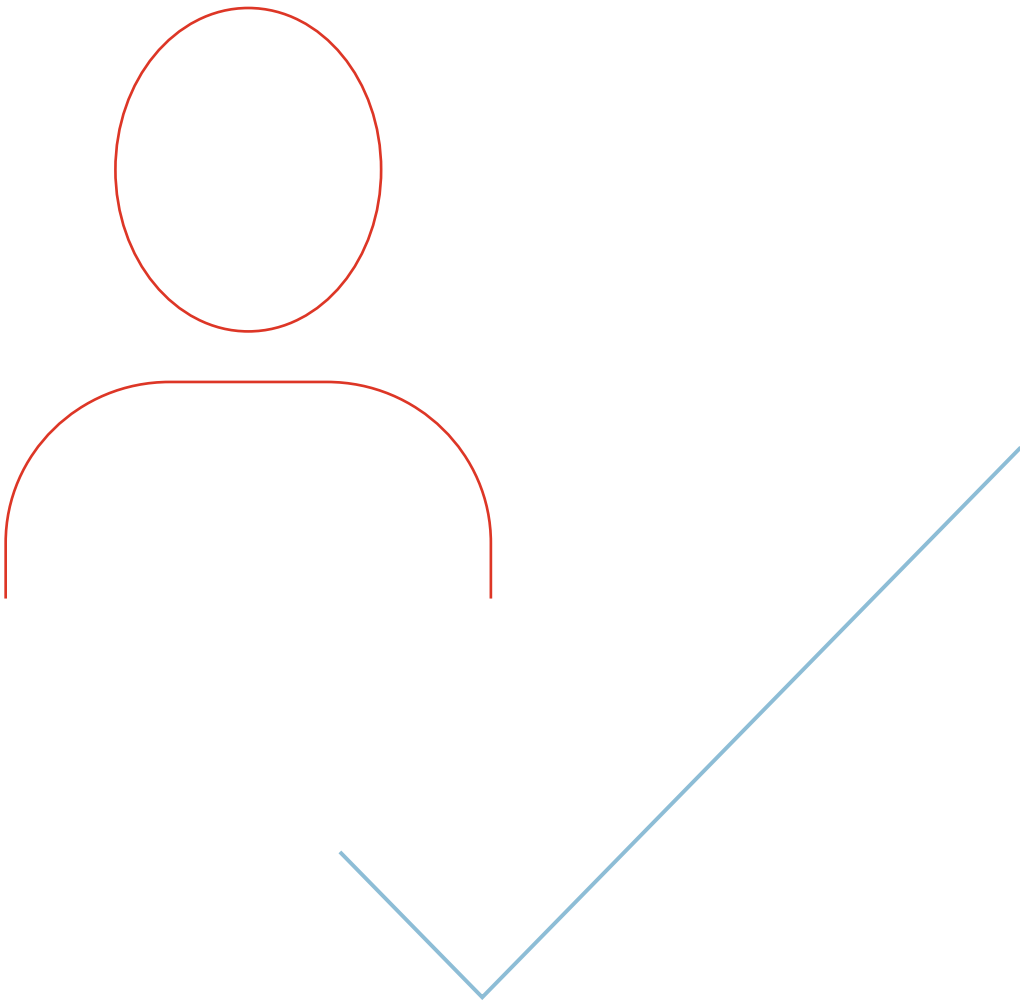


How to Capture Customer Requirements and Develop Project Scope

Duration: 2-Day
Primary Topic: Business Skill Enhancement
Subtopics: Requirements Management, Scope Management, Stakeholder Engagement

Description:
How can you better satisfy your customers’ needs, manage their expectations, banish scope creep and assure project success? By capturing correct and complete project requirements!
This popular seminar provides pragmatic techniques for capturing, specifying and managing requirements as part of a successful requirements management process. You will increase your skill in speeding delivery of the right solution and develop insights that help you delight the customer with innovative solutions. It is rich with examples that will help you recognize differences between good and bad practices. Through a step-by-step case study exercise, you will study basic concepts, as well as some of the best practices of effective organizations. This seminar is applicable to any kind of project, not just systems and software.

- Learning Objectives:**
- Discover both spoken and unspoken requirements
 - Design customer-centric solutions
 - Increase your leadership skills so that you can work collaboratively with customers
 - Develop insights that will allow you to be more innovative and better serve clients
 - Resolve ambiguity and appreciate the contributions of non-linear thinking





**First Steps Toward Agility:
Incorporating Agile Practices in a
Waterfall Environment**

Duration: 2-Days

Primary Topic: Project Management/Business
Analysis

Subtopics: Agile, Change Management, Strategic
Planning and Implementation

Description:

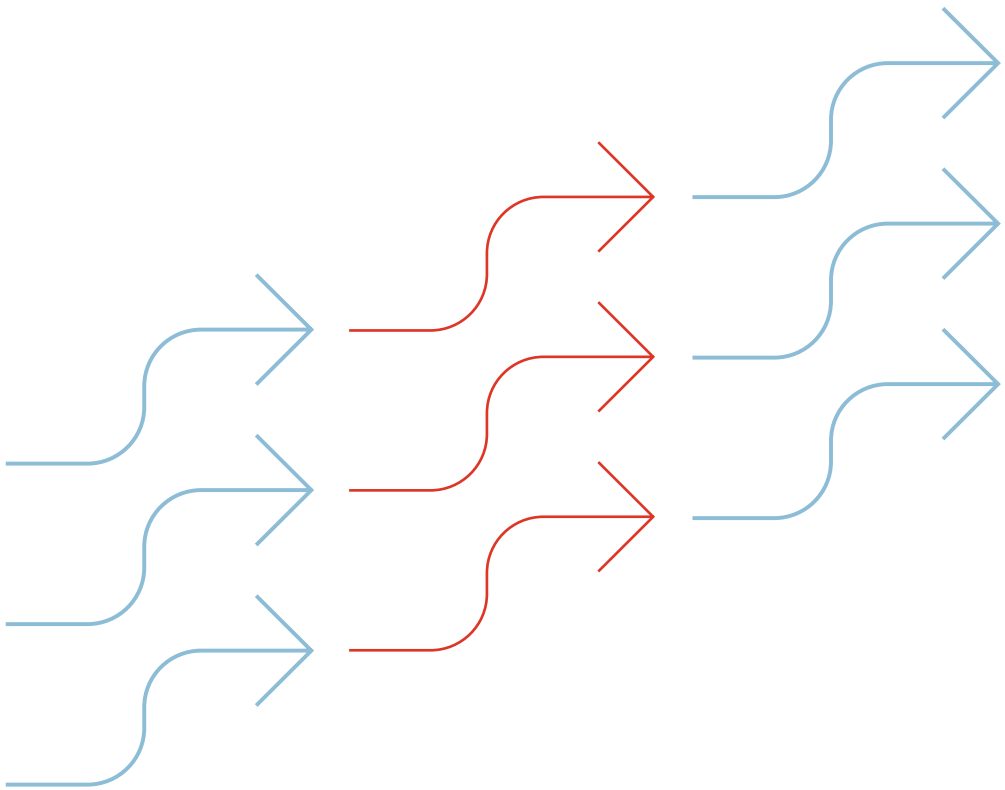
Both traditional (Waterfall) methodology and Agile methodology have pros and cons and can be effective ways to structure a project. For teams that are not practicing Agile, there are still Agile practices that can benefit them. Daily standups, retrospectives, and many other key Agile practices and ceremonies can benefit even a Waterfall team. For many, the most arduous part of transitioning to Agile in a waterfall environment happens at the beginning—in the uncertainty of how to put the initiative into motion.

In this seminar, strategies and best practices to begin incorporating Agile practices are revealed. Real-world experiences working with existing project teams to begin incorporating Agile practices and ceremonies are shared. By initiating practices, teams start to understand Agile principles and mindset

and become better prepared to take the next steps on their Agile journey. Specific Agile practices, and how to adapt each one to a traditional environment, are covered.

Learning Objectives:

- Develop a strategy to introduce Agile in their organizations
- Understand the first steps to take toward becoming Agile
- Learn Agile practices that can be utilized by a Waterfall team





Resource estimation in a multiple-project, shared-resource matrix environment must be a collaborative effort between resource managers, project managers, and portfolio managers. Most organizations rarely have these roles work together in the formation, application, tracking and correlation of resource and project estimates. They also rarely collaborate in developing the tools to be used – and thus the tool suite is designed in a silo-based approach with a specific purpose in mind: portfolio management system, resource management system, project management lifecycle; and project schedules. This workshop will discuss the knowledge which can and must be shared in order for estimation to become more accurate and for critical resources to be used more effectively.

- Recognize the different types of estimates and estimating processes and use the variety of tools which can be used to determine and track estimates
- State the definitions of precision, accuracy, assumptions, constraints, uncertainty and risk
- Apply the use of a phased or gated project life cycle in the continual refinement of estimates
- Collaboratively share estimating information within the organization and continually update the resource and project forecasts
- Know the distinction of the roles and responsibilities of Project Managers, Resource Managers, Portfolio Managers, and Project Team Members
- Refine estimates based on tracking and communicating status, progress and forecasting





Managing Risk on Projects

Duration: 2-Days

Primary Topic: Project Management/Business Analysis, Risk Management

Subtopics: Complexity, Problem Solving, Risk Mitigation

Description:

Risk management is often seen as the tedious pursuit of bad things that may happen. Nothing could be further from the truth! Risk management is an opportunity to look into the crystal ball of project management and identify opportunities to build in best practices. It’s an opportunity to be a hero before the heroism is required. It’s an opportunity to develop organizational structures that create consistent risk behaviors and attitudes.

In this powerful hands-on, two-day experience, participants have the opportunity to work through the entire PMBOK Risk Management process and develop a sample risk model to clarify which projects are truly “risky” and which projects merit higher levels of management and team member attention. Participants will learn the tools and understand how things like Monte Carlo work,

and how those analyses are a way to talk “truth to power” by sharing validated information to management.

Learning Objectives:

- Identify risks using at least three different tools, including the Crawford Slip, Delphi Technique and Nominal Group
- Establish the core elements of a risk management plan, especially tolerances, thresholds and triggers
- Apply risk qualification and quantification at a detailed and project-wide level-select the best responses using a response strategy matrix to limit their level of effort in risk response
- Construct a risk model to establish (at a project- or portfolio-level) the degree of risk associated with projects as a whole





PalatineGroup



Managing the Dance: Leading Projects/Programs in a Complex World

Duration: 2-Days

Primary Topic: Leadership Development

Subtopics: Agile, Complexity, Program Management

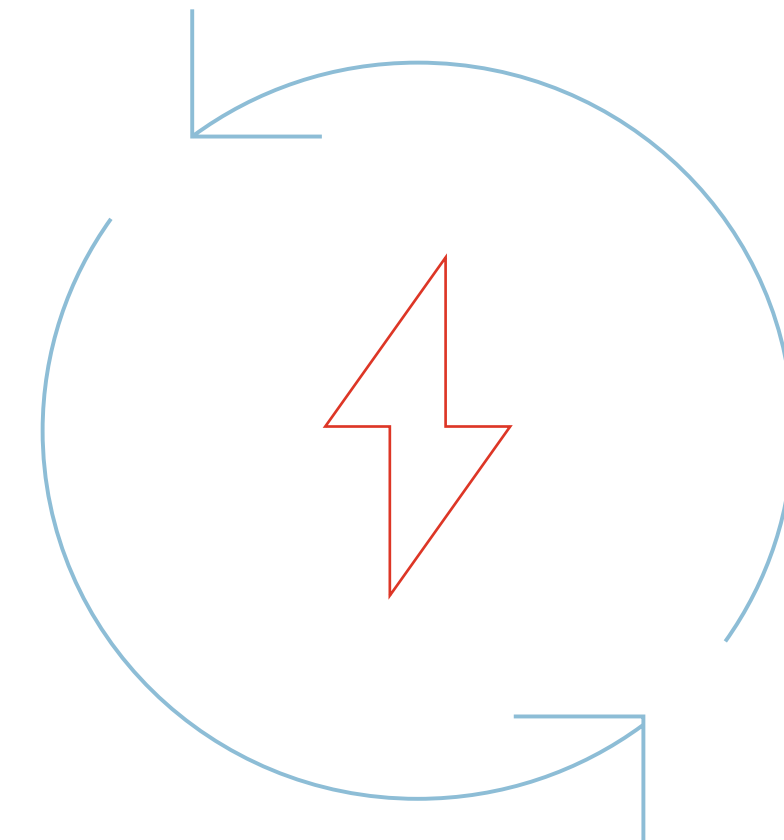
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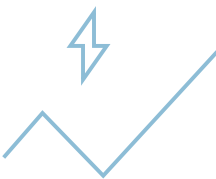
Have you ever wondered why, no matter what you do, some projects, programs or strategic initiatives are out of control and hard to manage? You work hard to carefully manage, but the more you try to control the harder it gets? What you have is a problem managing the DANCE - Dynamic, Ambiguous, Non-linear, Complex and Emergent and unpredictable nature of some projects. This seminar will highlight the reality of today's disruptive and complex project environment and challenge the existing beliefs of how we deal with it. In today's projects and programs of any size, there is a lot of uncertainty and it is challenging to identify the multitude of variables to be managed, let alone to anticipate how they might interact to create unexpected challenges. Managing these projects and strategic initiatives requires a new way of thinking and next generation agility. This seminar provides new lenses and different perspective to deal with

today's uncertain project environment. You will learn how to assess complexity and uncertainty and apply unconventional techniques to deal with it. Apply timely leadership insights and practical ideas and learn to dance on the edge of chaos.

Learning Objectives:

- Identify the DANCE characteristics of complex project/program environments and the need for new approaches to deal with uncertainty and complexity
- Assess the true status and complexity level of your project, program or strategic initiative, based on a complexity indicator
- Design an adaptive project / program environment for agility and strength to withstand the turbulence and uncertainty
- Apply and practice next generation leadership, communication and teamwork practices in an immersive setting
- Review ten leadership principles necessary for thriving in complex and agile project / program environments





**Proactive Risk Management:
Stakeholder Tolerance Analysis,
Buy in and Commitment**

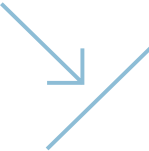
Duration: 2-Days
Primary Topic: Project Management / Business Analysis
Subtopics: Project management, Risk Mitigation, Problem Solving

Description:
Many organizations are beginning to see the value of undertaking efforts to invest the time and personnel to identify and respond to those risks critical to the success of the organization’s projects and keep the expectations of key stakeholders aligned with reality. This course is based on numerous project management process implementation efforts and project audits. It will discuss strategies to the seemingly typical response of some organizations to risk management: worry about outcomes, but hopeful that the project team will create a miracle. Through the application of directed discussions and accompanying tools, a project team and organization can begin the movement towards being prepared to respond to project risk events—a proactive approach which can also serve as a learning platform across the entire organization.

Learning Objectives:

- Understand strategic risk management: project selection, opportunity identification, financial/benefit analysis
- Determine stakeholder risk appetite, tolerances and thresholds
- Identify, assess and evaluate risk events and triggers
- Name the essential principles of the project risk management processes: identification, analysis, response planning, and monitoring and controlling
- Recognize the importance of risk management on projects and identify the main areas of risk
- Understand the distinction between uncertainty (common cause variation) and risk (special cause variation)
- Know how to apply several risk management techniques and how to communicate the results of those techniques to the key project stakeholders
- Determine and develop proactive Risk Responses and control mechanisms
- Recall the usage and communication of contingency reserve, management reserve, fallbacks and workarounds

- State how to communicate the occurrence of an identified risk event vs. an unidentified risk event (Issue)
- Understand how to use the project phases to iteratively identify, assess, and respond to risk events and convey meaningful project information to decision makers.
- Manage future risks more effectively through organizational lessons learned



Project Productivity Killers: How to Get Them Before They Get You

Duration: 2-days

Primary Topics: Business Skill Enhancement

Subtopics: Communication and Presentation Skills, Resource Optimization Techniques, Time Management/Scheduling

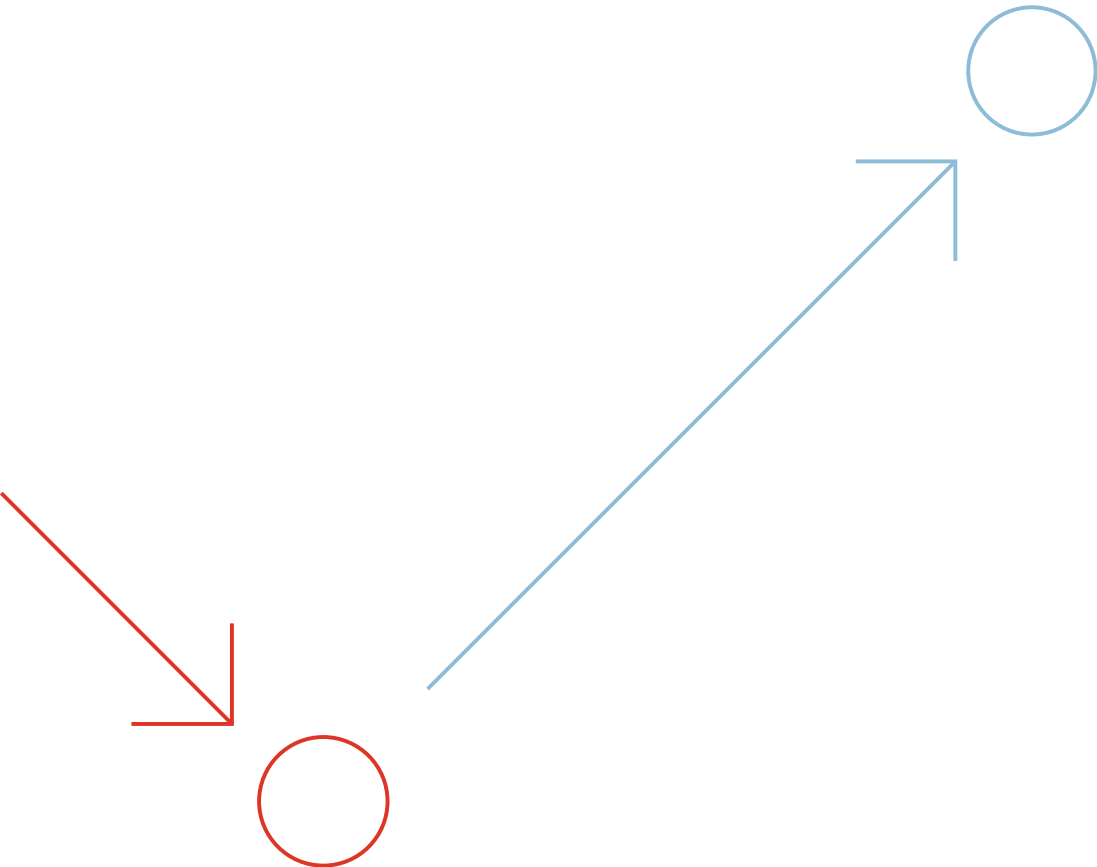
Description:

The average project stakeholder loses about six weeks a year due to wasted effort, even with clear goals, good planning and excellent teamwork. It comes in the form of lost time (and increased stress) due to miscommunication, distractions and lack of clarity around task requirements and stakeholder expectations. This highly interactive and engaging seminar covers immediately applicable techniques and approaches that can save you a significant amount of time. You will be able to understand and manage the costs (budget/schedule over runs, stress, etc.) that go with miscommunication and wasted time on projects. You will walk away with your own personal application plan that includes the specific techniques you will apply to your projects after the session. Equally important, you'll get ideas and approaches for helping those on your project teams

to be significantly more effective.

Learning Objectives:

- Use power communication techniques to get what you need to be successful
- Use 8 key questions to avoid missed deadlines
- Escape from “e-mail jail”: Use and control e-mail and texting in a way that minimizes disruption
- Tap the power of informal communication and apply the right communications techniques to build relationships, manage conflict, and get more done.
- Use targeted prioritization techniques to separate the urgent from the important
- Use leverage to expand your bandwidth without spending your own time





Managing Multiple Projects

Duration: 2-Days

Primary Topics: Project Management/Business Analysis

Subtopics: Complexity, Decision Making, Project Management

Description:

Managing a project is a challenge unto itself -- but what happens when you're called upon to manage 3, 4 or even a dozen projects? The dynamics change, and your management approach should as well. Managing Multiple Projects provides you with the insight on how to manage your own portfolio of projects, whether they're all components of the same program or represent a disparate set of prospects from different quarters within your organization. This seminar affords you a hands-on opportunity to work through the mechanical and strategic issues associated with dealing with a host of projects that all seem to clamor for your time and attention. Many of us tend to respond most quickly (and effectively) to the "squeaky wheels" within the organization and as a result, more important projects may suffer. Learn specific ways to wield more

authority in terms of setting priorities. Participants will explore ways to leverage those priorities to have more intelligent conversations with management and to build a better understanding of why we work on what we work on.

From a mechanical perspective, the session also provides the opportunity to develop more consistent structures for project planning, including the three most common foibles managers make when they construct work breakdown structures. In the process of fixing the WBS, you'll also learn how to leverage opportunities across projects and to conduct more effective cross-project analyses.

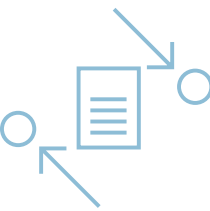
Learning Objectives:

Upon completion of this course, participants will be able to:

- The distinctions between multiple projects in programs and multiple projects serving different owners
- The process for identifying stakeholder objectives as well as project objectives
- The means to leverage objectives from one project into the next to create a true environment where it's

possible to work "smarter, not harder"

- The mechanics of building smarter WBS that can be leveraged from one project to the next and that will allow for cross-project analyses
- The keys to setting priorities and communicating them within the organization
- Ongoing 24-hour e-mail support after the workshop to ensure you have the coaching necessary to make the learning real within your projects



Blueprint for Project Success: 10 Keys to Creating a Best in Class Project Organization

Duration: 2-Days

Primary Topics: Strategic Application and Governance

Subtopics: Change Management, Complexity, Stakeholder Engagement

Description:

In this fast-paced, interactive workshop, you will use data from your own organization assessment as a backdrop to review the keys to creating and sustaining a successful project environment.

Creating a top performing project organization requires attention to a number of interdependent factors which, taken together, form the basis for sustainable project success.

This workshop will enable you to understand and apply success factors to achieve ongoing project excellence. Using an organization self-assessment along with insights gained from peers in similar situations, participants will identify specific actions to can take to transition their organizations. The course effectively addresses the elements that differentiate successful project-focused organizations, with or without a PMO: the

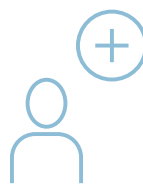
use of process, technology, people, governance and culture, all coming together in a way that results in capable and consistent project performance that is measurable, predictable and sustainable.

Learning Objectives:

Upon completion of this course, participants will be able to:

- Review and manage the 10 keys to creating consistently exemplar project performance
- Apply the Geography of PM Value to your organization
- Recognize the signs of success, and potential trouble in the project environment
- Learn and apply what it takes to build and maintain a successful project organization
- Use the right metrics to validate needs and strengths, and to ensure stakeholder support
- Go beyond training to drive seamless integration of a functional approach to projects
- Remove obstacles and incorporate successful knowledge management
- Build and drive a communication plan that creates enthusiasm and commitment

- Complete a self-assessment of your own organization against the 10 keys to create a best-in-class project organization, and use it to build a plan for implementation in your organization



Project Management for Mission Support Staff

Duration: 2-days
Primary Topics: Project Management Principles and Practices
Subtopics: schedule, resource, risk, quality, time and scope management.

Description:
This is a fundamental of Project Management and basic “how to” workshop which addresses the principles and practices of project management. It is a 2-day hands-on program designed to teach fundamental project management skills to project managers and project related personnel. It is ideal for those new to the project environment. The workshop guides participants through the step project management process used to define, plan, track and communicate the project. Participants also learn the principles, terminology, tools, and methods used to understand, analyze, format, report, and communicate the specific context of each step of the process. Over the two days, each team will build a comprehensive and integrated plan as well as address tracking and control issues for their project. In teams, participants build the components of a

thorough project plan based on practical project management methods and techniques.

Learning Outcomes/Leadership Behaviors:
This workshop prepares participants with the methods, tools, and techniques to manage projects successfully. With the application of a consistent, thorough process these projects can be planned, controlled, and communicated successfully to completion.

At the conclusion of the workshop, participants will be able to:

- Initiate and Define the Project
- Generate WBS and Tasks
- Determine Roles and Responsibilities and Develop Estimates
- Determine Task Sequence and Analyze Critical Path
- Manage Stakeholders with Effective Communications
- Develop Schedule
- Analyze Resource Availability and Scheduling
- Develop Project Budget
- Manage, Analyze Risks and Devise Contingency Plans

- Track and Manage the Project
- Perform Post-Project Review



Business Analysis Value & Requirement Management: The PMI® Framework

Duration: 2 Days

Description:

Business analysis is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace business analysis as a technique for uncovering business needs, managing requirements, and creating effective solutions to business problems. Business analysis helps you work with stakeholders to define their business requirements, so you can shape the output of projects and drive successful business outcomes. Depending on the organization structure, business analysis may be a dedicated position or a hybrid where one person performs multiple functions. Regardless of who performs it, managing requirements is instrumental in the overall success of projects. This 35-hours seminar is based on PMI®’s “Business Analysis for Practitioners: A Practice Guide” and “The PMI Guide to Business Analysis”, and constitutes the minimal education requirements for the “Professional in Business Analysis” certification (PMI-PBA®) issued by the

PMI, though not designed as a PMI-PBA® Exam Boot Camp. The seminar includes elements related to Program and Portfolio Management to allow the participants to understand clearly the integration of their projects into the overall strategic framework of the organization. All participants are provided with: A copy of the books “Business Analysis for Practitioners: A Practice Guide”, “The PMI Guide to Business Analysis” and an access to a Dropbox space with the updated training material along with templates and additional material. Participants will be awarded a Certificate of attendance in accordance with the PMI® Registered Education Program and the Professional Development Program.

Learning Objectives (from PMI-PBA® Role Delineation Study):
Develop and enhance the contributions you make to your organization by being able to:

- Working with stakeholders to define an organization’s business requirements in order to

shape the output of projects and ensure they deliver the expected business benefit

- Spearhead the discovery, analysis and overall management of the requirements for a project
- Demonstrate sufficient knowledge and experience to appropriately apply business analysis tools and techniques to enable project success
- Understand and apply Business Analysis techniques for: Need Assessment; Planning; Requirement Elicitation and Analysis; Traceability & Monitoring; Solution Evaluation



**Project Management Best Practices:
The PMI® Framework**

Duration: 5-Days
Primary Topics: PMBOK Processes Groups and Knowledge Areas
Subtopics: Project Management Tools, Principles and Techniques

Description:
Project management is ideally suited to manage short-term, resource-limited actions in a complex and turbulent environment. This 5-day seminar consists based on PMI’s “A Guide to the Project Management Body of Knowledge” 6th Ed. (an ANSI Standard), is a mix of lectures and exercises, based on a case study which takes participants through the project process from the inception stage to the delivery stage, using the recommended tools and techniques of project management -- and constitutes the minimal education requirements for the “Project Management Professional” certification (PMP®) issued by the PMI. The course is a formal Project Management Education Course as specified in the pre-requisites for the PMP® examination, covering the project management context, the development of the 10 PMI® project management

knowledge areas (integration, scope, time, cost, quality, human resource, communication, risk, procurement) and the 5 PMI® project management process groups (initiation, planning, executing, control, closing).
All participants are provided with: A copy of the book “A Guide to the Project Management Body of Knowledge, 6th Edition” (or the current edition when a new edition comes out), a 90 days long access to our PMP® Exam Simulation On-line Tool, and to a Dropbox space with the updated training material along with templates and additional material.
Participants will be awarded a Certificate of attendance in accordance with the PMI® Registered Education Program and the Professional Development Program.

Learning Objectives (from PMP* Role Delineation Study). Develop and enhance the contributions you make to your organization by being able to:
• Demonstrate understanding of the knowledge and skills to lead and direct project teams to deliver results within the constraints of schedule, budget,

and resources
• Understand how to ensure that all of the aspects of the project plan are executed and that progress and variances are properly addressed and communicated
• Comprehend responsibilities for all aspects of the project for the life of the project to not only lead and direct the project, but also oversee project team members



How to Think Strategically and Apply Business Acumen

Duration: 2-Days

Primary Topic: Strategic Planning and Implementation

Subtopics: Complexity, Leadership Development

Description:

Research shows that the next generation of leaders must be able to: Think strategically; Understand their specific business model; Drive change. This workshop is for anybody who wants a better understanding of competent strategic thinking. It will help you work more effectively with strategy formulation and implementation concepts.

The seminar format stresses interactive discussion of real-world examples and applications, including:

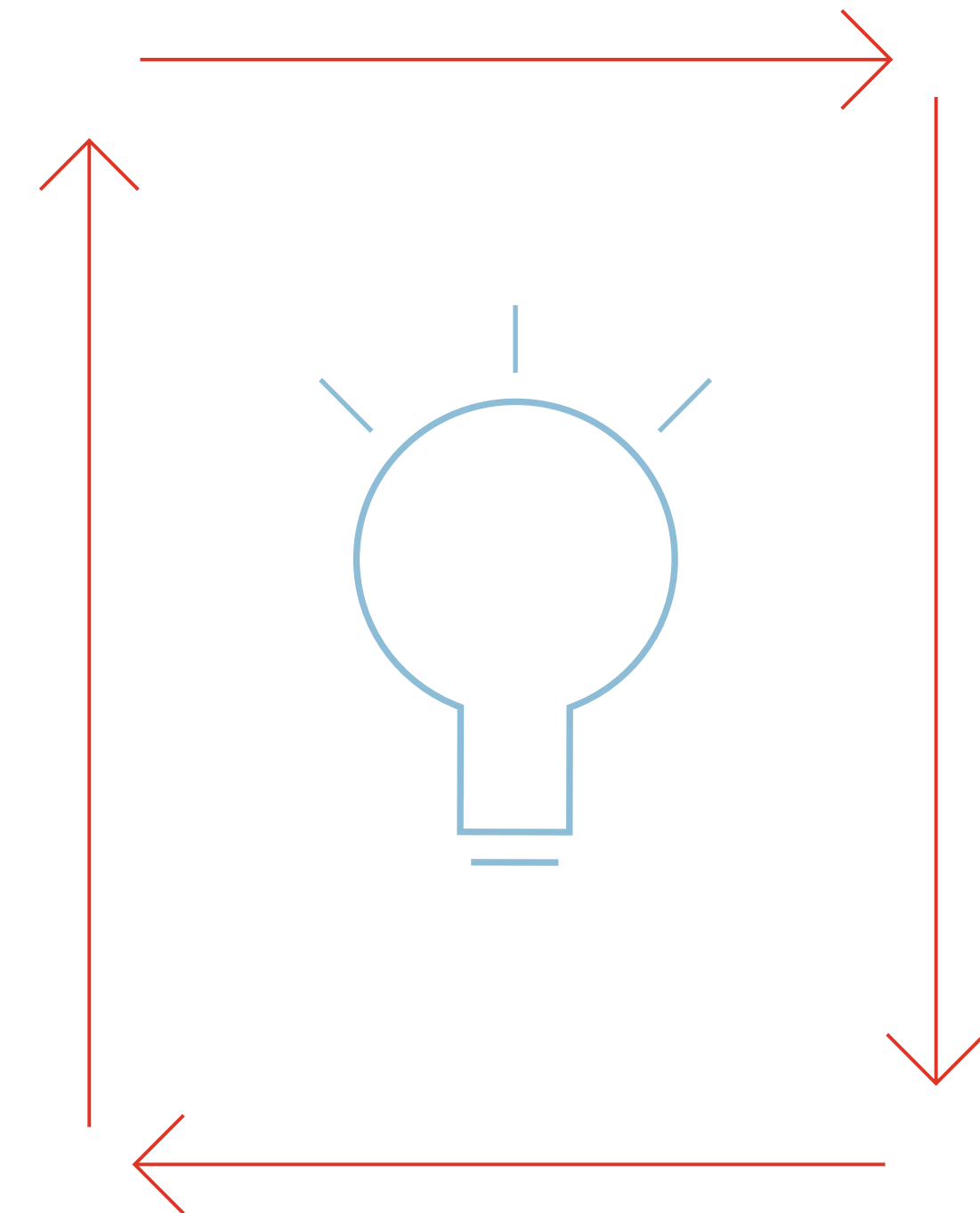
- The four pillars and the four X-factors of strategic thinking
- What good strategy is and isn't (it's not goal setting and is seldom found in a strategic plan)
- How to interpret weak signals in the strategic environment of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity).
- How to identify and generate strategic insights.
- How to map a business model and understand how

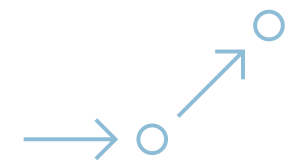
process-oriented functions (for example, PMOs, HR, IT) contribute to the value proposition

- Practical approaches to be more proactive
- Tips for being an extraordinary leader of strategic change and “move the needle”.
- The intersection of strategic thinking, agility and design thinking
- Your personal development plan.

Learning Objectives:

- Work more effectively with executives
- Understand the parts of your business and how it creates value
- Explain and demonstrate the competencies of strategic thinking
- Practice and improve the micro skills needed to be a competent strategic thinker
- Explain why insights are the secret sauce of strategy
- Sense the special characteristics of VUCA and respond with effective tools
- Anticipate future conditions that affect your industry and profession
- Drive change





Leading Strategic Initiatives (Program Management)

Durations: 2-Days

Primary Topic: Strategic Application and Governance

Subtopics: Benefits Realization, Leadership Development, Strategic Planning and Implementation

Description:

Strategic initiatives are one of the newest tools in the strategic management toolkit. Organizations of all sizes and in all sectors use them to achieve stretch goals, transform organizations, and gain stakeholder commitment. Strategic initiatives are bold endeavors with large organizational scale and scope; thus, they are programs and not “strategic projects.”

This seminar is suitable for those who want to learn practical leadership concepts for turning strategic intent into action. The primary objective is to provide proven leadership practices, skills, and insights specific to strategic initiative programs. Participants will exit the seminar with tools, perspective, and confidence to make instant, positive contributions to their organization. Using case discussions, video clips, and real-world examples of strategic initiatives, this class will help

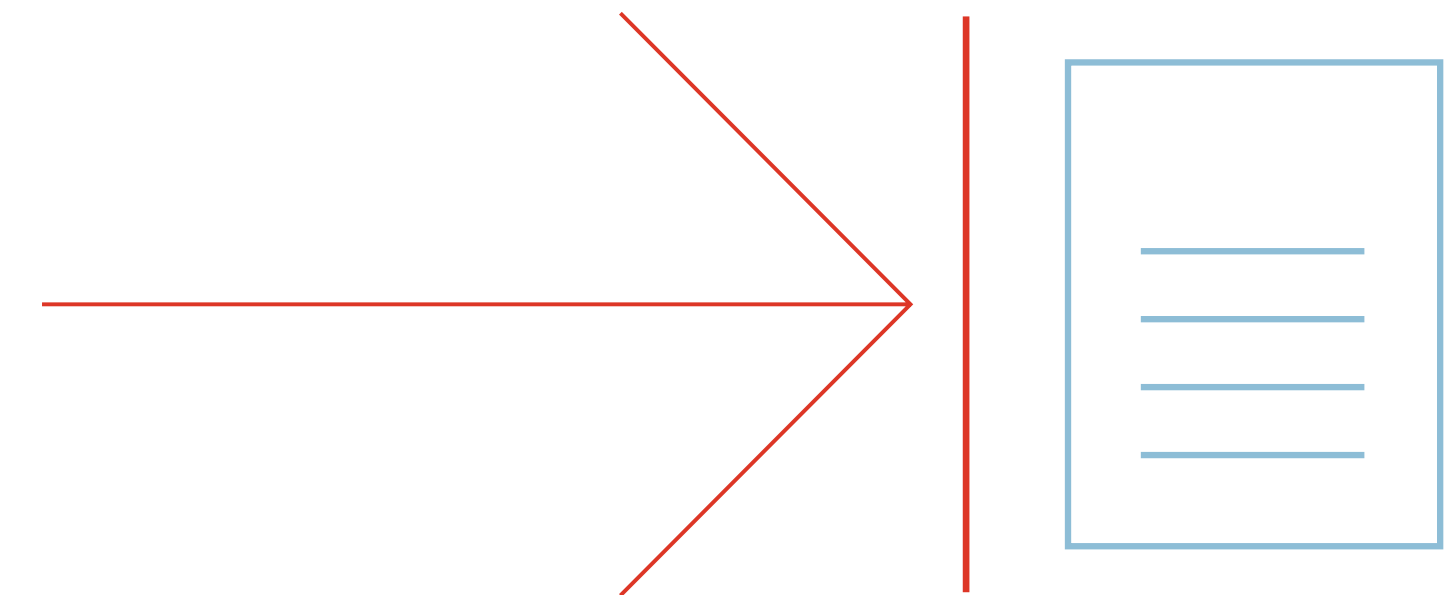
you acquire an executive and strategic mindset.

Pre-work: –1.0 hours for 1 additional PDU

Learning Objectives:

Upon completion of this course, participants will be able to:

- Recognize the distinctive leadership competencies of program managers (compared to project managers)
- Identify the four LIDS leadership roles for a program manager
- Recognize how the BREAD model defines the five performance domains of program management.
- Recognize the characteristics of good strategy and align programs with strategy
- Use metrics to “tell a story” about benefits realization
- Gain better support change and transformation initiatives
- Develop effective governance that avoids bureaucracy





Aligning the Organization Through Portfolio Management

Duration: 2-Days

Primary Topic: Strategic Application and Governance

Subtopics: Portfolio Management, Resource Optimization Techniques, Strategic Planning and Implementation

Description:

Organizations that adopt projects as a mean to achieving change and delivering results often find it difficult to prioritize projects and to make best use of their resources; additionally, many recent surveys have demonstrated that project backlog is a major issue in organizations. Portfolio management is a management approach that aims to align project efforts with the corporate strategy and optimize the efficient use of resources throughout the organization.

This seminar focuses on three major pillars of Portfolio Management:

- Prioritization of projects and other activities, based on their contribution to organizational benefits and their achievability

- Allocation and prioritizing of resources between those projects and activities that have been chosen so that they can deliver the expected benefits
- Monitoring and Controlling of the components of your Portfolio based on the construction and evolution of a Consolidated Risk Profile.
- This seminar is designed for experienced project managers, portfolio managers, chief project officers, project directors and senior managers who need to assign resources to projects to deliver corporate strategies

Learning Objectives:

- Understand alignment with organizational objectives & strategic goals
- Demonstrate capability to analyze and select organizational initiatives
- Assign resources to these initiatives in an organized way
- Optimize use of resources to ensure corporate benefits delivery
- Take responsibility for change & decisions to realize strategic & business objectives

- Actively manage business value within a governance framework
- Recognize why, when and how to use portfolio management
- Support the development of a portfolio framework and culture



Program Management Master Class

Duration: 4-Days

Primary Topic: Strategic Planning and Implementation

Subtopics: Benefits Realization, Change Management, Strategic Planning and Implementation

Description:

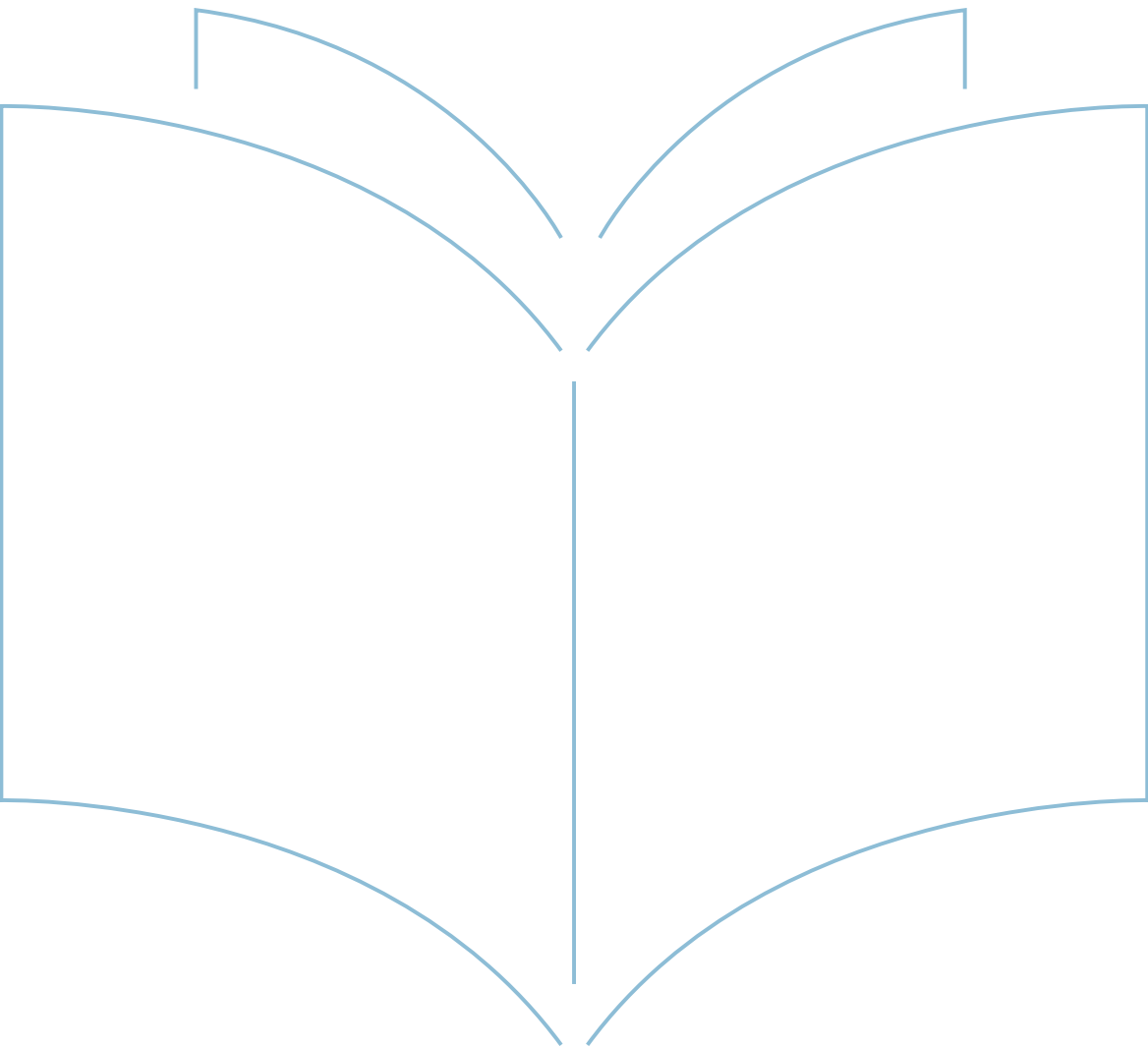
Program management is now universally recognized as the best way to implement strategic initiatives and as a vehicle for organizational change. This seminar is designed for to help deliver value to stakeholders and will clearly link program and component projects to business’ strategic objectives to show how to measure success and create value. The seminar covers the whole program life cycle from formulation to transition. It reviews six key program performance domains: strategic alignment, stakeholder and benefits management, governance and decision management as well as organizational change. Through a series of group exercises based on a real-life case studies, participants will learn techniques to realize strategic and business

objectives by formulating and organizing a program and developing a sound business case and manage the program.

Pre-work: 1.5 hours/PDUs. Attendees are required to review materials and submit a summary.

Learning Objectives:

- Define alignment with organizational objectives and strategic goals
- Demonstrate capability to oversee multiple interrelated projects
- Prepare project definition and initiation, project management assignment
- Analyze use of program resources to ensure benefits delivery
- Plan for change and make decisions to realize strategic and business objectives
- Actively manage business value and stakeholders’ benefits
- Assess why, when and how to use program management
- Organize the development of a program framework and culture





The Project Management MBA: Four Day Crash Course!

Duration: 4-Days (A 2-Day option is also available)

Primary Topic: Business Skill Enhancement

Subtopics: Benefits Realization, Portfolio Management, Strategic Planning and Implementation

Description:

To compete in the future, project managers will need to be able to “connect the dots” between projects, project management practices, and their company’s business practices. In short, they must develop their project business-savvy in addition to their technical savvy. In this informative, content-intensive seminar, participants will gain a considerable head start on the path to enhancing their project-related business-savvy. Participants will “roll up their sleeves,” through in a comprehensive case study (including practice on their own laptops!) that is woven throughout the program. Hands-on competency-building, business-centric case study activities include:

- Project portfolio evaluation and ranking and business case preparation
- Project financial analysis [ROI calculations &

ROI-based sensitivity analysis

- ROI-based scope change analysis

Pre-work: -1-hour and 1additional PDU

Learning Objectives:

Upon completion of this course, participants will be able to:

- Organizational Planning Techniques
- Strategic Planning Techniques
- Tactical Planning Techniques
- Operations Planning Techniques
- Organizational Cost Management
- Capital Expenditures vs. Project Expense
- Relationship Between Sunk Costs and Project Termination
- Process Management and Modeling Methods
- Common “Value” Terminology/Approaches
- Calculating Internal Rate of Return (IRR), Net Present Value (NPV) and Weighted Average Cost of Capital (WACC)
- The Legal Environment of Projects
- Purchasing Law/Uniform Commercial Code
- Business Communications, Cross-Cultural

Conduct and Ethics

- System Analysis/System Reliability Concepts
- Kaizen, Poke-A-Yoke, QA vs. QC



Delivering Strategic Initiatives with Program Management

Duration: 2-Days

Primary Topic: Strategic Application and Governance

Subtopics: Benefits Realization, Stakeholder Engagement, Program Management

Description:

In the last few years, PPPM roles have expanded to include the delivery of strategic initiatives and the realization of business benefits. This course is designed to help practitioners define what program management is and is not, gain in-depth understanding of program management, and develop capacities to lead business initiatives. This will be achieved by share real-life examples with others and discussing different approaches to program management. In addition, the seminar will provide strategies for marketing program management and your programs to stakeholders.

Specifically:

- Directors or program sponsors will develop an understanding of the roles and responsibilities of an active sponsor

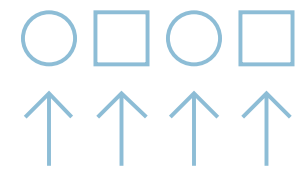
- Project managers will learn how projects contribute to a program
- Program managers will participate in role-play to develop techniques applicable for your role, from formulation to transition and closure
- Portfolio managers will develop the knowledge necessary to evaluate the contribution of program management to your business
- PMO managers will identify aspects of program management processes and procedures required to successfully realize benefits

Learning Objectives:

- Understand the personal and business requirements necessary to manage a program
- Comprehend the difference between programs and projects
- Align actions and decisions to organizational objectives and strategic goals
- Adjust to changing circumstances and realignment of objectives
- Support change and decisions to realize strategic & business objectives
- Appreciate the use of program resources to

ensure benefits delivery

- Demonstrate capability to oversee multiple interdependent and interrelated projects.
- Recognize the role of the program manager as the sponsor for projects within their program
- Actively manage business value and stakeholders’ benefits
- Recognize why, when and how to use program management
- Support the development of a program framework and culture



The 4 Pillars of Portfolio Management Strategy, Risk & Alignment

Duration: 1-Day

Primary Topics: Portfolio Management, Alignment

Subtopics: Risks, Priorities, Resource Management

Description:

Portfolio management is a management approach that aims at aligning project efforts with the corporate strategy and optimize the efficient use of resources throughout the organization.

This seminar focuses on two of the four major pillars of Portfolio Management:

- Prioritization of projects and other activities, based on their contribution to organizational benefits and their achievability.
- Analysis of the exposure to Risk of the organization based on financial, contextual and operational risks.

The course identifies key activities and techniques to accomplish this:

- Analyzing the portfolio of existing and potential projects and activities
- Defining the content of the portfolio according the Strategic Vision
- Selecting the projects and activities to be

implemented as part of this portfolio based on their strategic contribution and their relative exposure to risk

A case study will allow the participant to exert the approach to portfolio construction and prioritization.

Learning Objectives:

Develop and enhance the contributions you make to your organization by being able to:

- Understand alignment with organizational objectives & strategic goals
- Demonstrate capability to analyze and select organizational initiatives
- Understand the concept of risk management applied at the strategic level of the organization
- Recognize why, when and how to use portfolio management. Support the development of a portfolio framework and culture





Strategy Execution Simulation

Duration: 4-days

Primary Topic: Strategic Planning and Implementation

Subtopics: Change Management, Decision Making, and Portfolio Management

Description:

Most organizations struggle to realize the full potential of their business strategies. Is your implementation bold, focused and as simple as possible? Do you mobilize the right resources? Do you leverage insight on customers and competitors? Do you promote team engagement and cross-business cooperation? Do you own the decisions you make? This immersive, experiential simulation lab will show you how to deliver the right strategies, and the right way to close the gap between strategy and implementation. It will give you deep insight, as well, into the nature of change management, decision making and portfolio management — and how projects support those models. The program comes at the right time as our industry enters a new era of profound change driven by technology.

Anchored by a computer simulation, the lab creates a highly engaging hands-on environment that will enable you to lead collaborative decisions with other business functional team members while considering project portfolios from different business perspectives.

It is estimated that 50% to 75% of large-scale change management efforts fall short of expectations when your projects are driven by either good, but unachievable strategy, or the VUCA (Volatile, Uncertain, Complex and Ambiguous) environment. In many cases the principal problem is that companies focus on executing individual projects and judge their performance based on traditional output-driven metrics such as time, scope and budget. What gets lost in this approach is a clear perspective on whether the projects, individually or collectively, truly help the company achieve its ultimate strategic objectives and create future business value. In this seminar the challenge to sustainable growth through strategy implementation is critical. In a world with constant disruptions your organization needs to engage with its

ecosystem in designing and implementing strategy. This seminar will show you how to move from an idea to fruition. The workshop will provide a business simulation, lectures, process consultation, assessment instruments, group discussions, and action/reflection time.

Learning Objectives:

- Experience business-owner 'big picture' thinking to develop a strategic mindset
- Manage the most important intangible assets that account for benefits realization, market value and capitalization
- Lead collaborative decisions with other business functional team members while considering project portfolios from different business perspectives
- Identify and align strategic project investments and resources to current and future core capabilities



Leading Global Virtual Teams Simulation

Duration: 4-days

Primary Topic: Leading Virtual Project Teams, Project Management, Business Analysis

Subtopics: Benefits Realization, Decision Making, Performance Management

Description:

The 4-day lab represents a different approach to learning that puts participants at the heart of a lifelike simulation. As a team, you experience the impact of every decision you make — across the business. In the lab’s hands-on learning environment, where each role has its own challenges to lead, participants collaborate in small teams and confront complex strategic decisions and resolve an array of problems associated with individual and team performance, vendors and contractors operating across organizational and cultural boundaries (or borders), as well as quality requirements, schedule commitments, customer interactions and a virtual staff of varying personalities, skills and experience. Developed from over 30 years of applied research and continuous user input and innovation, the

lab is anchored by a game changing computer simulation exploring a project launch – employing multiple decision tree scenarios that activate dynamic variations and realistic outcomes. As part of a small team, participants are challenged to implement a simulated project case.

Team members collectively confront and resolve an array of problems associated with human performance, vendors, contractors, time, distance, and contractors operating across organizational and cultural boundaries, quality requirements, schedule commitments, customer interactions and a virtual staff of varying personalities, skills and experience and other key project elements. Our coaches with their broad and deep history in complex projects use a combination of rapid team learning techniques, including a computer simulation, self and team assessments, process consultation, coaching, lectures, tools, group discussions and action/reflection, all integrated to increase awareness of yourself and others in the world. This seminar is about challenging and amazing yourself. Take risks. Collaborate. Dare to dream big. Participants must use their laptops to

access the web simulation and work with files in a shared Google Drive Folder.

What you will Learn:

- Lead and work collaboratively within a diverse virtual team
- Startup and align a global team with a project vision and strategies
- Use web-tools and processes that help virtual teams create strategic and tactical plans with resources leveled across the project lifecycle
- Execute and control projects week by week and engage key stakeholders at appropriate milestones
- Facilitate lessons learned sessions that lead to concrete actions



Project Management Leadership

Simulation: Think, Act, Reflect

Duration: 4-days

Primary Topic: Project Team Leadership, Project Management, Performance Management.

Subtopics: Decision Making, Communications, Project Control Using Metrics

Description:

Are you an entrepreneurial spirit? Are you constantly thinking about how to create value for your projects, or how to transform your organization? Then this immersive, experiential learning lab will give you deep insight into the nature of leadership development, decision-making and leading project teams — and how projects support those models. The program comes at the right time as our industry enters a new era of profound change driven by technology. Anchored by a computer simulation, the lab creates a highly engaging hands-on environment that goes beyond traditional project tools and techniques, to develop leadership skills and behaviors that ordinarily take months, even years to acquire. The lab represents a different approach to learning that puts participants at the

heart of a lifelike simulation. An effective project leader must be able to think systematically and act in multiple time frames.

The Challenge Ahead:

The lab represents a different approach to learning that puts participants at the heart of a lifelike simulation. An effective project leader must be able to think systematically and act in multiple time frames. This NASA-developed simulation takes you through the experience of planning and executing a complex IT project and provides exposure to all the major issues faced by project managers in their daily work. In the lab's hands-on learning environment, where each role has its own challenges to lead, you are guided through a structured approach to planning and execution of a complex project. Participants collaborate in small teams and confront complex strategic decisions and resolve an array of problems associated with individual and team performance, vendors and contractors, quality requirements, schedule commitments, customer interactions and a virtual staff of

varying personalities, skills and experience. Includes a computer simulation, video, process consultation, assessment instruments, group discussions and action/reflection exercises. Our simulation workshops thrive on awesome thinking — the fuel that inspires the best simulations in the world. You will be challenged, and you will amaze yourself. Take risks. Collaborate. Dare to dream big.

What you will Learn:

- Deliver on strategic objectives through the application of project management techniques
- Prepare and execute team development activities to create a high performing team
- Demonstrate capability to manage multiple interrelated tasks, resources and project issues
- Prepare defensible plans and use adaptive leadership techniques to sustain project integrity; analyze and apply resources to ensure benefits delivery



Adaptive Project Leadership Simulation

Duration: 2-Days and a 3-Day Version

Primary Topics: Project Leadership, Team Development

Subtopics: Performance Management, Communications

Description:

The world of business is technically complex. Good project leaders understand this and know how to handle these challenges in a relatively straightforward manner. The problems can be clearly defined. Project leaders and team members have many options and solutions and they readily provide them...clarifying specific roles and responsibilities, maintaining order, disciplined management. Adaptive problems are murkier. Problem definition is often unclear or unknown. The only thing known is that the solution doesn't lie in the current knowledge of the project leader or team members. It must be discovered through a process that engages the entire team in radically new ways of thinking and acting. This may require a total disregard for what worked in the past. No formulas or cookie

cutter solutions will work to solve these problems. Adaptive challenges can also cause massive distress with project team members. In addition to these challenges an effective project leader has to be able to think systematically and act in multiple time frames. This intensive workshop starts with an introduction to the new project environment and the changing role of the project manager, who must become an adaptive leader in dealing with today's more complex issues. The simulation exercise takes participants through the experience of planning and executing a multifaceted project, providing exposure to all the major issues faced by project leaders in their daily work: balancing cost, schedule, quality while interfacing with stakeholders and managing crisis events. The focus is on integrating critical management tasks, such as planning, implementing and using tools, with the key leadership behaviors necessary for building working relationships and teams.

What you will Learn:

- Develop team and task leadership, decision-making and communications skills

- Lead in complex environments requiring adaptive leadership skills
- Develop defensible, flexible, adaptive plans
- Recognize when to focus on technical versus adaptive problems and learning from successes and failures
- Improve team performance by recognizing when to focus on task and when to focus on relationship issues
- Practice and improve systems thinking by developing defensible project plans and identifying complex trade-offs in project decisions
- Discover new strategies for maximizing results by understanding the short- and long-term consequences of project decisions
- Improve interpersonal effectiveness with stakeholders
- Make better decisions in a timely manner by analyzing critical project information
- Change mindsets by understanding complex factors influencing project results



Agile Project Leadership Simulation

An Immersive Lab for Agile Project Leaders and Teams

Duration: 2-Days and or a 3-Day Version

Primary Topics: Agile Project Leadership, Team Development

Subtopics: Performance Management, Communications

Description:

The workshop provides practical lectures in Agile project management including its values, principles, and practices. We use an interactive learning approach which includes a variety of exercises, practice on an agile project management simulator, and discussions for attendees to learn how to apply Scrum in both software and non-software development scenarios. We created an Agile Project Leader Simulation Laboratory[®] which is based on extensive research with major corporations and government agencies, scrum masters and agile practitioners. The workshop is a pressure-packed experiential learning design. You are part of a self-directed team and asked to plan and then execute a project on a complex computer simulator where agile methods, skills, and

behaviors are merged with project management principles, leadership principles and self-directed team development. The simulator is comprised of work items, tasks, numerous staff, contractors, quality issues, technology requirements, constant customer interaction, budgets, meetings, reports to management, and more. Your team must execute a plan (set velocity and iteration duration cycles) while trying to meet a challenging delivery schedule. As in real life, you make decisions that have challenging trade-offs and consequences. Typical project impediments and roadblocks create more challenges. In just four days, you gain many months of practical agile project management experience via a highly realistic agile project simulator – a unique learning feature of this workshop.

This workshop is appropriate for people in an agile leadership role as well as project team members, stakeholders, managers, product owners, and anyone who wants to better understand Agile project management.

What you will Learn:

- Deliver on strategic objectives through the application of PM techniques
- Creating workable, flexible Agile plans covering project definition, schedule iterations, resources, risk, quality, and costing
- Building a high performing collaborative staff and empowered self-directed teams while enhancing your own interpersonal effectiveness
- Developing and analyzing project information mechanisms with “informative workrooms and information analytics” that allow for flexible, “instant status” and effective control decisions
- Experiencing the trade-offs in today’s complex project environment during execution, considering all possible consequences to project objectives



Program Management Portfolio Analysis Simulation

Duration: 4-Days and or a 3-Day Version

Primary Topics: Program Management, Portfolio Management, Team Leadership

Subtopics: Performance Management, Communications

Description:

This intensive workshop extends beyond the boundaries of a single project and into the complex and ambiguous world of managing multiple projects. Participants manage concurrent projects within the framework of the organization’s strategy and goals. They compete for project priority, visibility and business resources, while they share and negotiate for the benefit of the entire organization. The workshop provides a rich learning laboratory to practice and improve enterprise multi-project thinking. Participants must balance the organizational goals of business performance and customer satisfaction, while they build organizational capability and the human capital of the enterprise.

The workshop features a powerful multi-project simulation that participants use to plan and

then implement in a dynamic environment.

The simulation provides the realistic context setting for making tough decisions about project priorities, staffing, capacity planning, customer, quality, schedule, and cost issues. They encounter typical project and organizational problems such as changing priorities, contending demands, management constraints, limited resources, shortages of qualified project leaders, and the management of new project arrivals. As they make decisions in the simulated environment, they practice and improve interpersonal and team behaviors, and gain insights into multi-project thinking. Participants learn to think systematically about their project and functional roles, their dependencies, organizational and project complexities, and their responsibilities to achieve business objectives.

What you will Learn:

Participants need a good understanding of project management and typically have 8-15 years of experience. In this program, participants will learn to:

- Develop multi-project thinking and a strategic view of projects
- Manage a portfolio of project priorities
- Improve enterprise project coordination and communications
- Develop enterprise and project capacity plans
- Allocate and manage organizational and project staff
- Manage enterprise risks and opportunities
- Balance the functional and project roles and responsibilities
- Develop integrated project plans
- Improve leadership and influence behaviors



Mastering the Supply Chain: Fresh Connection Simulation

Duration: 3-Days

Primary Topics: Program Management, Portfolio Management, Team Leadership

Subtopics: Performance Management, Communications

Description:

This workshop is a 3-day, hands-on program designed specifically for developing comprehensive supply chain leadership competencies. The workshop is designed for supply chain managers, team members, or supply chain support staff, as well as executives from areas touching the supply chain, such as marketing, sales or finance, who need more than just knowing the supply chain fundamentals. Participants are asked to manage a loss-making company called The Fresh Connection and turn it back into profitability, applying new methods, skills, and behaviors in not only supply chain management tools and principles, but also in critical aspects such as leadership and team development. The workshop design is highly experiential building on principles of accelerated learning. Participants are divided into groups of 4-5 and each team member will perform a

different role in the virtual company's management team (sales, purchasing, operations, supply chain and the CEO). The workshop will use a web-based computer simulation to create a realistic corporate environment, representing the company's enterprise resource system (ERP). Several years of experience are condensed into a few days as participants are immersed in a realistic, dynamic company supply chain environment comprised of numerous entities and actors (a product portfolio, different customers with whom to negotiate expectations about service; raw materials and suppliers, with whom to negotiate agreements; manufacturing, storage and workforce; quality and capacity improvement projects, etc.). In their work teams, participants will need to define a plan to get the company out of the loss-making situation, defining a strategy and implementing it across the different functional departments. Special attention is given to the critical aspect of alignment and the process of Sales & Operations Planning. The workshop will address the business, the technical and the leadership dimensions of supply chain management, by combining short conceptual introductions with gameplay and intensive reflection

about gameplay results. Furthermore, the simulation and workshop dynamics provide the setting to build and reinforce personal behaviors for developing high-performing teams.

Learning Outcomes:

- Understand the direct links between a business and its supply chain activities
- Develop a coherent supply chain strategy and the steps for implementation
- Master the technical dimension of the supply chain and the functional areas involved
- Sales and customer agreements; Purchasing and supplier agreements; Manufacturing and storage capacity; Inventory management of raw materials and finished goods
- Master the leadership dimension of the supply chain
- Improving Team Performance, Improving Interpersonal Effectiveness
- Identifying and managing complex supply chain tradeoff decisions
- Develop a holistic view on managing supply chain



Adaptive Project Leadership Simulation

Duration: 3-Days

Primary Topics: Operation Management; Team Leadership

Subtopics: Performance Management, Communications

Description:

This 4-day workshop integrates the tasks and processes of operations management. The tasks include planning and managing on-going operations while identifying and implementing improvements. The processes include building relationships and teams. The workshop is highly experiential, combining lectures, a simulation, video, process consultation, assessment instruments, group discussions, and action/reflection.

Teams of 4-5 participants receive hands-on experience by managing a simulated back office operations environment for six months. The simulation includes six work sections, 50-plus employees (with various personalities, skills, and aptitudes), equipment requirements, fluctuating volumes, backlogs, operating upsets, and typical

problems with staff, equipment, customers, and costs. Participants make decisions in an on-going team for several days while planning and implementing the simulated operations center. This provides a rich laboratory to practice and improve interpersonal and team behaviors.

Learning Outcomes:

- Professionals involved in managing, supervising or supporting large-volume transaction-processing operations, for example, banks, insurance companies, credit operations, and government.

Graduates will be able to:

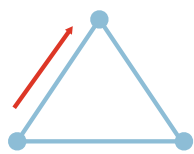
- Recognize when to focus on a task and when to focus on a process for the greater benefit of operations
- Develop operating plans organizing production workflow, staffing, hardware, contingencies, quality, and budgets for quality and cost improvement
- Balance workflow with volume forecasts and capacity planning
- Track backlog, error rates, productivity,

timeliness, transaction costs, and overtime.

- Identify and implement staff development needs
- Achieve improvement of customer service.
- Improve team performance
- Improve interpersonal effectiveness
- Analyze operations information, and report status and needs clearly
- Identify complex trade-offs in decisions, considering all possible consequences

Palatine offers three robust 360 assessment aligned with Project Management Institutes Talent Triangle.

Project Leader 360 / Program Leader 360 / Teammates 360



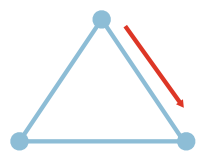
Project Leader 360 Assessment

Our research identified 27 critical project leader competencies that reliably distinguish a superior performer. These are clustered under three (3) general categories we identify as Competency Dimensions:

Personal: Those that focus primarily on attributes and abilities of the individual

Team: Those that focus primarily on mobilization and utilization of others abilities and support

Task: Those that focus primarily on planning, organizing, quality and completion of work



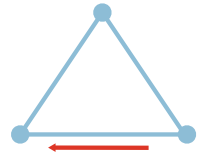
Program Leader 360 Assessment

Our research identified 21 critical program leader competencies that reliably distinguish a superior performer. These are clustered under three (3) general categories we identify as Competency Dimensions:

Business: Those that focus primarily on attributes and abilities of an individual to balance the demands of the client and our organization’s goals for mutual

Leadership: Those that focus primarily on mobilization and utilization of others abilities and the ability to gain support for the program’s goals

Management: Those that focus primarily on the processes of planning, budgeting, organizing, quality and timely completion of work



Teammates 360 Project Assessment

Teammates assess perceptions about ten team development characteristics found to be most predictive of project performance, and perceptions about two performance characteristics. These twelve characteristics fall logically into four elements - Environmental Element; Interactive Element; Personal Element; and Performance Element. ENVIRONMENTAL ELEMENTS: Team Focus; Empowerment; Structure; Cohesion; Recognition. INTERACTIVE ELEMENT: Interdependence; Communication. PERSONAL ELEMENT: Commitment; Diversity; Competence; PERFORMANCE ELEMENT: Results; Continuous Improvement.

Environmental: Those that focus primarily on work climate: Team Focus; Empowerment; Structure; Cohesion; Recognition

Interactive: Those that focus primarily on collaboration: Interdependence

Personal: Those that focus primarily on personal: Commitment; Diversity; Competence Performance

ENVIRONMENTAL

Those that focus primarily on work climate:
Team Focus; Empowerment; Structure; Cohesion; Recognition

INTERACTIVE

Those that focus primarily on collaboration:
Interdependence; Communication

PERSONAL

Those that focus primarily on personal:
Commitment; Diversity; Competence

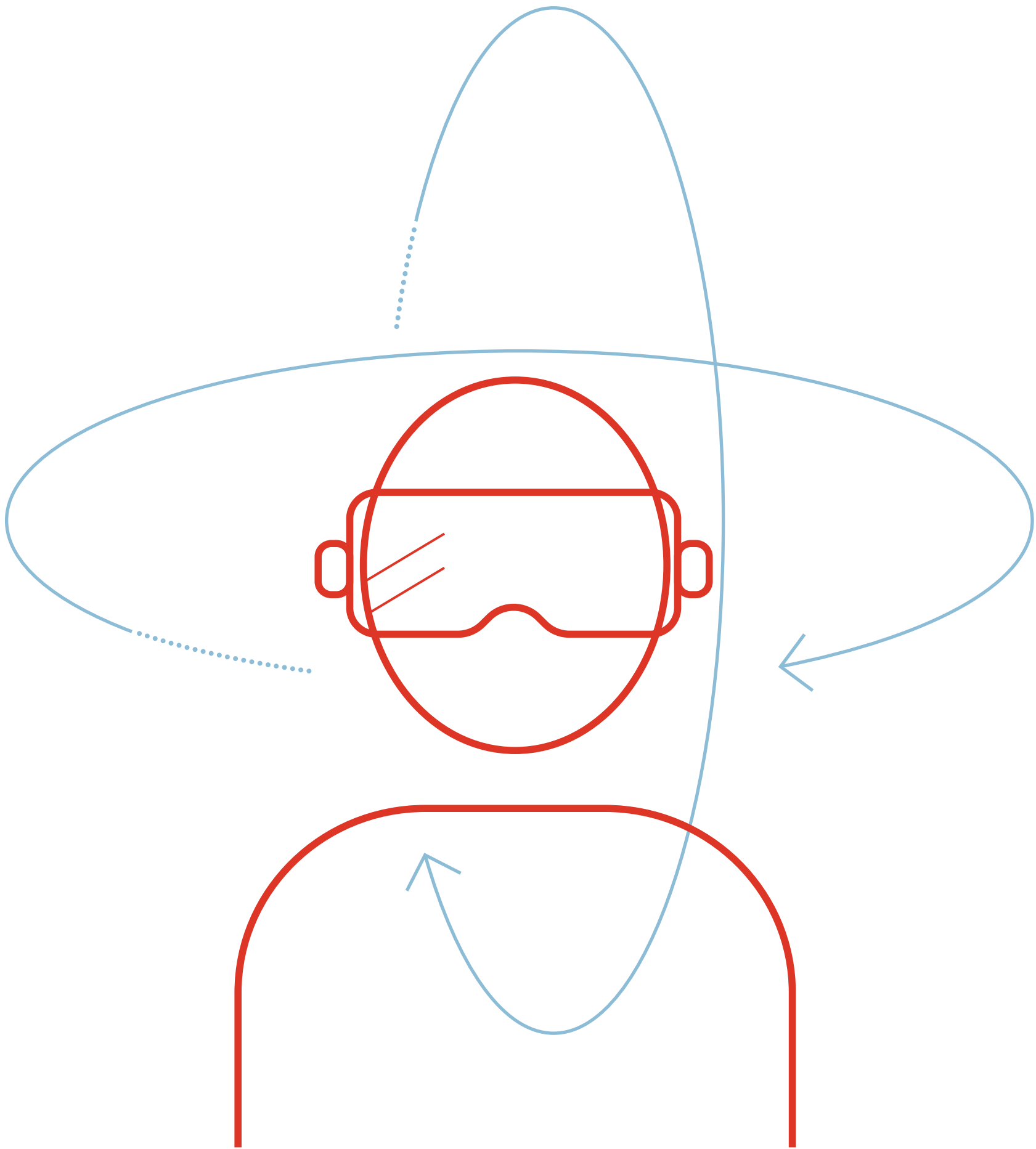
PERFORMANCE

Those that focus primarily on project outcomes:
Results and Continuous Improvement



PALATINE GROUP PROGRAM/VR TRAINING

Welcome to the Warp/Palatine VR Studio. Now, with our teaming partner Warp, you can experience superior VR capabilities as well. **The potential for virtual reality in training is enormous, and the problems it can solve are everywhere. The VR experience represents a different approach to learning that puts participants at the heart of a lifelike scenario.**



Private Sector Pricing Structure for Workshops

# of Days	1-Day	2-Day	3-Day	4-Day	5-Day		
corp rate per day	500	450	425	400	375		
corporate rate	500	900	1275	1600	1875		
15 Participants	7,500	13,500	19,125	24,000	28,125		
20 Participants	10,000	18,000	25,500	32,000	37,500		
25 Participants	12,500	22,500	31,875	40,000	46,875		

Government and Non-Profit Pricing Structure for Workshops

# of Days	1-Day	2-Day	3-Day	4-Day	5-Day		
GOV rate per day	450	425	400	375	350		
GOV rate EACH day	450	850	1200	1500	1750		
5 Participants	2,250	4,250	6,000	7,500	8,750		
10 Participants	4,500	8,500	12,000	15,000	17,500		
15 Participants	6,750	12,750	18,000	22,500	26,250		
20 Participants	9,000	17,000	24,000	30,000	35,000		
25 Participants	11,250	21,250	30,000	37,500	43,750		

Pricing Structure for 360 Assessments and Coaching

Volume Discount	Project Leader 360 Program Leader 360 Each Assessment	One Hour Virtual Coaching Session
1 – 200	\$ 245	\$ 325
201 – 400	\$ 200	\$ 325
401-600	\$ 175	\$ 325
600 +	\$ 150	\$ 325
Each Project Team with	Teammates 360 Assessment Per Team	On-Site or Virtual Team Coaching or Workshop Each Day
10 or Less Team Members	\$ 2800	\$ 3800
11-20 Team Members	\$ 3800	\$ 4800
20 + Team Members	\$ 4800	\$ 5800

CONTACT.

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