Training Catalog

Empowering you through education!

MERIT
CAREER DEVELOPMENT

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About Merit Career Development

Why do we do what we do

With our depth and breath of education and experience, we believe that we can change the world for the better through training. We are a team of professionals who have learned from decades of experience that knowledge is power. We believe it is the power to change the world. We are dedicated to a mission of sharing knowledge through high quality training offered where and when it can make the greatest impact. Our goal is to fill the broadly recognized skills gap in the workplace. This is why we do what we do.

Empowering You to Reach Your Dreams

We are proud of our track record of helping thousands of people across the globe reach their dreams by increasing their knowledge, improving their skills, and enriching their lives through meaningful and relevant trainings tailored to seizing today's opportunities. We design and deliver every course, workshop and module with engaging activities, memorable material, and immediately applicable information.

Our interactive learning experiences, using academically validated and modern adult instructional techniques, unleash the power of your talent. We take the time to understand each client's needs and customize our courses for your organizational objectives.

Further, most Merit courses are eligible for PDU, PDC, CEU and CLP credentials; also helpful in reaching your goals and dreams. Our programs, workshops, lectures and coaching span the fields of project management, leadership, professional development, management, and communications.

Uniquely Merit

For more than two decades Merit Career Development has been distinguished from other training organizations by employing highly engaging, academically proven, interactive learning activities. Our experiential methodologies enhance learner engagement and retention of subject matter. Merit was the first U.S. firm to use the sophisticated, yet highly realistic simulation tool, SimulTrain®, for project management training. We consistently receive enthusiastic praise from workshop audiences who have enjoyed and gained so much from this experience.

We listen to our clients and respond. Year after year, our research shows that organizations like yours need flexible training options to best engage and retain their workforce. We are here for you with choices.

Our interactive learning experiences, using academically validated and modern adult instructional techniques, unleash the power of your talent. We take the time to understand your needs and customize our courses for your organizational objectives.

Choose the format and content that works best for your organization.

Delivery Methods Available
- Live instructor on your site or remote location
- Virtual Instructor Led Synchronous Training (VILT)
- Asynchronous Learning via our Content Management System
- Web-based training
- Hybrid courses: a blend of live and virtual delivery methods
- Semi-custom – combine our half-day modules into full or multi-day courses

Learning Time Frames
- Hourly series
- Half-day
- Whole day, multi-day and week-long retreat formats

For pricing, custom course design, and registration information contact Jim Wynne at 610-225-0193 or jwynne@meritcd.com.

For additional information about our instructors and capabilities visit our web site, www.meritcd.com, or click here.

Merit's Learning Approach
- At Merit, we use adult education methods and experiential learning techniques
- Customize instructional and curriculum design by integrating client-specific business scenarios into our workshop material
- Focus on human performance improvement
- Provide choice of classroom, virtual learning, web-based training, and video learning platforms
- Offer organizational development consulting

Broad Industry Experience Including
- Training and consulting to U.S. Government agencies and departments
- Extensive global experience training and consulting with technology companies
- Development of cross-functional global teams to improve performance in retail and manufacturing companies
- Pharmaceutical development process in global organizations

Instructor / Facilitator Proficiency
- Merit instructors have a minimum of a Master's degree
- Instructional design expertise
- Broad expertise providing technical and non-technical training
- Experience in private sector firms and federal government agencies
- International experience

MERIT
CAREER DEVELOPMENT

Training Staff Augmentation

Free up your time and resources with Merit's professional trainers augmenting your training staff.

- Effectively manage head count and budget
- Reduce the impact of seasonality and periodic training demand spikes
- Retain control over your intellectual training content
- Fill content gaps with our trainers while focusing your trainers on their areas of expertise
- Rapidly fulfill urgent training demands
- Assign your permanent staff to organizationally-specific training like on-boarding new hires

Merit Career Development is the premier designer of high quality, professional skills training. What distinguishes us from other professional training organizations is that we integrate proven academic research into all of our courses to match how adults learn best. This results in exceptionally high learning retention.

Merit Career Development:

- Smart, seasoned and savvy experiential trainings on a wide array of management and leadership issues that are topical and in demand
- Expertly deliver our content or yours, or a blend of both, to assure the best solution for your requirements
- Live, on-site instructor-led training, virtual instructor led training or blended options that best meet your needs
- Most Merit courses qualify for continuing education units

Gail Cooperman   Pennie Simmons   Prince Knight
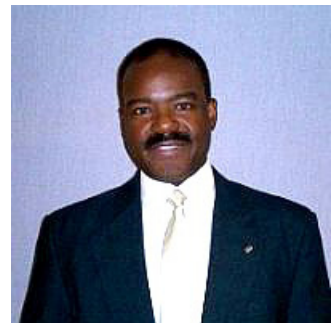
Meet some of our trainers.

Marci Hackel   Cornell Wright   John Juzbasich

Fundamentals of Leadership and Management - 2 Days

Course Code: LD101

In Merit's "Fundamentals of Leadership and Management" workshop, current and rising managers learn the critical leadership issues and skills needed to succeed in today's challenging business world. Emphasizing the importance of leadership style and techniques, participants learn to identify the situation and the needs of the follower as well as behaviors associated with outstanding leadership. The workshop focuses on the charismatic and emotion-based elements of leadership and how to solve challenging problems in their sphere of influence.

Learning Objectives

- Give and receive feedback in a non-threatening manner
- Select a leadership style that most effectively manages others in any given situation
- Choose leadership behaviors that inspire and motivate followers to achieve high levels of performance
- Use active listening to better understand others and communicate more effectively

Topics & Content

- Situation-based leadership
- Leadership styles
- Coaching followers to success
- How and when to delegate
- Transformational leadership
- Lead by example
- Inspirational motivation
- Intellectual stimulation
- Follower considerations
- Developing high performance teams
- Active listening techniques
- Questioning methods
- Paralinguistic meaning
- Non-verbal communication

Course Information

Duration
  2 days or
  4 half-days online

Audience
  Managers
  Team Leaders
  Supervisors
  Emerging leaders

"Very helpful on understanding the dynamics of manager-employee interactions"

Strategic Thinking and Decision-Making - 2 Days

Course Code: LD201

Sound decision-making and problem-solving skills are key to organizational success. Modern psychology is studying the processes at work in our complex and sophisticated brain, and has identified common errors in thinking, shortcuts used in the critical thinking process that can lead to errors, and cognitive biases that influence our decisions without our knowledge. But how do you navigate through the thought process before arriving at a decision or solution? This workshop is designed to help participants improve their critical thinking and problem-solving processes while focusing on applying these new skills to workplace challenges and making better decisions.

Learning Objectives

- Discover individual biases and blind spots
- Apply System 1 versus System 2 thinking as appropriate to make better decisions
- Diagnose common decision traps and techniques to avoid them
- Explain and experience "framing" when individuals and groups make decisions
- Review rational tools to improve individual and group problem solving and decision making,
- Apply rational tools to workplace-specific problems and decision challenges

Topics & Content

- Strategic decision-making model
- System 1 and System 2 thinking processes
- Bounded Rationality
- Decision traps
- The use of rational tools to improve decision making.
- The role of emotion in decision-making
- Making decisions throughout the workshop

Course Information

Duration
  2 days or
  4 half-days online

Audience
  Managers
  Team Leaders
  Supervisors
  Emerging leaders
  Employees at any level

"Mind-opening. Useful-provides real tools and methods that can be used in the workplace."

Managing Organizational Change - 2 Days

Course Code: LD202

In today's dynamic business environment, organizations must continually evolve and change to meet the demands of the marketplace. Not only are managers at the forefront of the change process, they are subject to the impact of changes taking place. This course is designed to guide managers through the organizational change process, provide them with techniques to guide their teams through the turbulence, and help them overcome resistance to change.

Learning Objectives

- List six types of change managers
- Explain why organizations change?
- Discuss pressures driving organizational change
- Distinguish types of changes in organizations
- Discuss broad, radical, fundamental changes to an organization's core business processes
- Describe change implementation challenges
- Recognize resistance to change
- Select strategies to communicate change
- Apply change models

Topics & Content

- Types of organizational changes
- Manager styles: Director, Navigator, Caretaker, Coach, Interpreter, and Nurturer
- Various change management approaches from noted leaders including Lewin and Kubler-Ross
- Behavioral signs of resistance
- Reasons for resistance
- Overcoming resistance strategies
- Skills for communicating change
- Sustaining change

Course Information

Duration
 2 days or
 4 half-days online

Audience
 Executives
 Managers
 Team Leaders
 Supervisors
 Emerging leaders

"Informational, an excellent filter or lens through which to view, understand, and react to situations going on inside our company and externally with clients."

Performance Management - 2 Days

Course Code: LD203

Managing employee performance is a critical responsibility which drives organizational performance. It is one of the most important elements of a manager's job. A manager/supervisor is responsibile to clearly communicate performance goals and objectives to each of their employees. Once communicated, s/he has the responsibility to follow through, to determine if objectives are being met, and to provide ongoing feedback to maintain positive behavior or correct inappropriate behavior. In Performance Management managers are taught how to direct employees' performance to align with the organization's values and goals. They are taught to demonstrate positive efforts to assist their employees in succeeding on the job.

Learning Objectives

- Identify and describe corporate values and goals
- Discuss shared beliefs, expectations and attitudes
- Identify systems and processes which you can use to affect employee performance
- Explain the performance management cycle
- Describe the progressive discipline process
- Diagnose problem performance areas
- Develop solutions to performance problems
- Design recognition and reward processes to reinforce appropriate and outstanding employee performance

Topics & Content

- Translate values into standards
- The behavior/consequences matrix and how it applies to managing employee performance
- Positive reinforcement and punishment and how it applies to managing employee performance
- The importance of documentation
- Big Three possible causes of performance problems
- Using recognition and rewards to manage employee performance
- The difference between recognition and rewards

Course Information

Duration
 2 days or
 4 half-days online

Audience
 Managers
 Team Leaders
 Supervisors
 Emerging leaders

"Useful; adds structure to what had been a loosely defined "intuitive" management style that I have previously used."

Coaching Your Team to Success

Course Code: LD204

This workshop teaches the fundamentals in coaching in order to achieve improved employee performance. Managers who are coaches benefit from the coaching models learned in this program. We focus on how to retain, engage and motivate employees to do quality work. This workshop introduces the GROW model (Goals, Reality, Options and Way Forward), a proven approach. Content also uses principles from the Co-Active Coaching model and Cranes' Results Cycle.

Learning Objectives

- Define and contrast coaching, mentoring and managing
- Recognize appropriate and inappropriate uses of coaching
- Develop a coaching mind set
- Define roles and responsibilities
- Setting realistic expectations
- Identify best practices for managers who are coaches
- Contrast links between thoughts, beliefs, behaviors, relationships and results
- Identify qualities of a manager in a coaching relationship
- Define and adopt a non-judgmental mind set
- Explain the GROW model
- Devise accountability strategies

Topics & Content

- Manager as coach
- Listening at three levels
- Goals, Reality, Options and Way Forward
- Employee accountability
- Question-storming
- Asking coaching questions
- Creating rapport
- Upholding confidentiality
- Cranes' Results Cycle
- Co-Active Coaches Institute approach
- Apply GROW model to generic performance case study

Course Information

Duration
1 day or
2 half-days online

Audience
This course is ideal for leaders in organizations at all levels.
Managers
Team Leaders
Supervisors
Emerging leaders

"Assists in managing conflicts and building team morale and confidence. It was fun and very informative. I recommend it."

Innovation and Creativity

Course Code: LD301

Participants learn and apply the behaviors and creative thinking skills that lead to new solutions for personal and organizational performance. Following "Design Thinking" processes, participants learn how to use innovative methodologies to resolve issues and shift their "frame of reference" to consider possibilities and insights from others. Learners embrace intelligent risk taking, experimentation, challenging the norm, delivering new solutions with agility, and the seven desirable characteristics that enhance creativity.

Learning Objectives

- Identify when and where to apply innovative thinking to change outcomes
- Review creative and logical thinking processes, and use both to uncover more and better solutions
- Demonstrate enhanced curiosity, experimentation, and questioning
- Identify and apply techniques for increasing innovative thinking and improving results
- Convert innovative ideas into action and results
- Demonstrate resilience in recovery from setbacks, recognize the value of failure, and capture and share lessons learned

Topics & Content

- The relationship between courage and innovation
- "Functional Fixedness"
- Open-mindedness
- Opportunities for innovation
- Personal characteristics for creativity
- Personal and organizational barriers
- Fear of failure
- Resilience
- Design thinking process
- Tools for ideation
- Case studies
- Innovation Challenge activity

Course Information

Duration
   1 day or
   2 half-days online

Audience
   Anyone interested in improving their innovation and creativity skills

"I learned a lot that I'll be using to take control of my future—great learning experience!"

Strategic Planning

Course Code: LD302

Leaders and experts agree that strategic planning is a critical component of good management and governance. It helps assure that an organization remains responsive and relevant to the needs of its stakeholders, and contributes to organizational growth. Strategic planning facilitates new program development and provides a basis of monitoring progress, assessing results and evaluating its impact. It enables an organization to look into the future in a systematic way. This workshop helps the leadership team set policies and goals that will guide the organization, providing a clear focus to the management team and staff.

Learning Objectives

- Articulate the need for strategic plans
- Apply "Scenario Planning"
- Apply the 10-Step Strategic Planning Process
- Define the organization's values and future state
- Select planning process participants
- Practice external environmental scanning
- Envision the future
- Prepare a SWOT Analysis
- Identify and prioritize issues
- Develop action plans

Topics & Content

- Planning in a changing environment
- Long-term versus short-range planning
- Mintzberg's Planning Model
- The 10-Step Strategic Planning process
- SWOT analysis
- Risk analysis
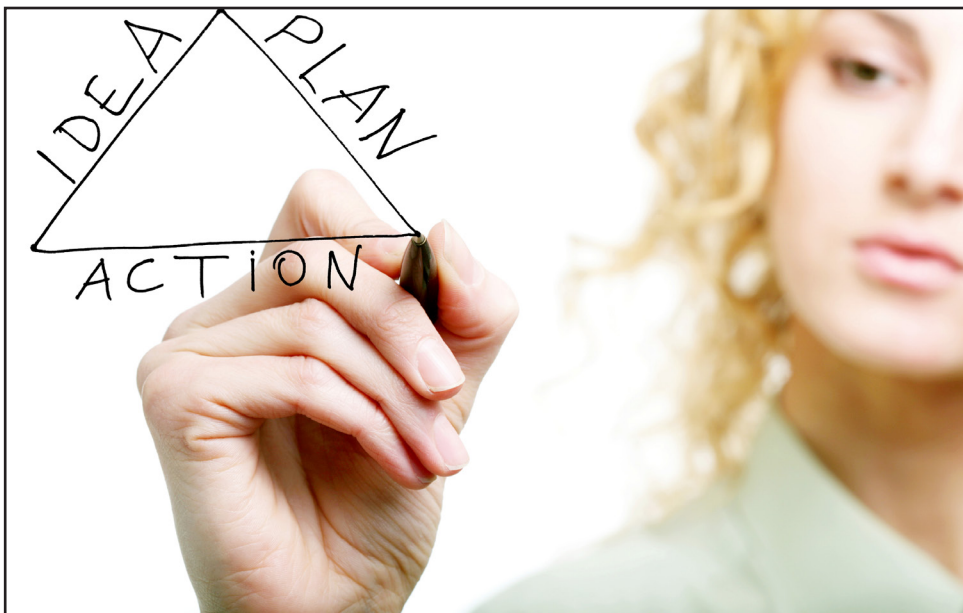- Scenario Planning technique

Course Information

Duration
  1 day or
  2 half-days online

Audience
  Leaders and management teams that wish to develop strategic plans for their organization.

"Nice class with a good mix of lecture and group exercises. Very good introduction to strategic planning."

Building High-Performing Teams

Course Code: LD303

More and more of today's business is conducted through teams. Developing individual contributors into a high performing team is even more challenging since many teams are virtual and teams are being asked to do more with fewer resources. Teamwork is even more critical in environments where user requirements and technology change quickly. Teams must be more agile and proactive, responding to the needs of their internal and external stakeholders. This workshop focuses on how to leverage individual strengths to create high-performance teams.

Learning Objectives

- Recognize characteristics of high performing teams and the qualities of successful team leaders
- List components of effective team meeting management
- Describe the stages of team development
- Apply effective communication skills to enhance teamwork
- Employ the four-step model to resolve team disagreements
- Practice team-based brainstorming, problem solving and decision making strategies

Topics & Content

- Effective and ineffective team behaviors
- High performing teams
- Effective team leader behaviors
- Team meeting checklist
- The value of a clearly defined agenda and timetable
- Intra-team communication behaviors
- Active listening techniques
- Non-verbal communication behaviors
- Communication challenges for virtual teams
- Four-step disagreement resolution process
- Importance of clarifying goals, roles and responsibilities

Course Information

Duration
   1 day or
   2 half-days online

Audience
   Managers
   Team Leaders
   Supervisors
   Emerging leaders
   Team Members

"Helped me define interactions and personalities, things I already thought I "knew" but was great to formally learn."

Transformational Leadership with 360° Assessment

Course Code: LD402

One of today's most popular leadership models in times of change, Transformational Leadership emphasizes intrinsic motivation and "follower" development. It fits the needs of today's work groups that want to be inspired and empowered to succeed in these times of uncertainty. The leader and the followers are bound together in the transformational process as they work to influence their organizations and bring about change, as they themselves grow throughout the process. Studies show that Transformational Leadership creates high performing teams, departments, and organizations—leadership beyond expectations.

Learning Objectives

- Describe Leadership Concepts and the Full Range Leadership Model
- Interpret the four cornerstones of Transformational Leadership
- Demonstrate Transformational Leadership behaviors
- Complete the 360° assessment – Multi-Factor Leadership Questionnaire (MLQ); a well-researched, statistically valid instrument prior to the class
- Interpret MLQ scores
- Create a personal leadership development plan to raise your MLQ Transformational Leadership scores

Topics & Content

- Leadership Concepts
- The Full Range Leadership Model
- Ineffective to highly effective leadership
- The four cornerstones of Transformational Leadership
- Definitions and leadership examples
- Transformational Leadership behaviors
- 360° assessment; Multi-Factor Leadership Questionnaire (MLQ)
- Transformational Leadership coaching session
- Group discussions and problem solving are integrated throughout the workshop

Course Information

Duration
  1 day or
  2 half-days online

Audience
  Executives
  Directors
  Managers
  Team Leaders
  Supervisors

"Informative and very useful. Knowledge gained is applicable to day-to-day activities immediately"

Ethics for Leaders

Course Code: LD501

Popular press is awash with stories describing ethical meltdowns and how corporate misdeeds have eroded public trust of organizations and their leaders. The study of ethics need not be an academic affair. A practical approach with relevance to the workplace is needed to help regain lost trust. This seminar examines ethical issues for leaders from a pragmatic, real-world perspective. Special attention is given to international ethical issues and concerns pertaining to people management. Ethical dilemmas and case studies are an integral component of the seminar.

Learning Objectives

- Dispel common myths about business ethics
- Describe the ideal ethical workplace
- Resolve conflicts of interest
- Implement ethics guidelines and policies in your organization
- Identify and resolve typical ethical dilemmas
- Decide what is right
- Recognize common excuses for unethical behavior, and what to do about them
- Deal with unethical coworkers, customers, and vendors
- Describe the two approaches to resolving ethical issues
- Manage ethical conduct in a global environment
- Manage ethics and legal compliance

Topics & Content

- What is business ethics?
- Common ethical problems
- How to create an ethical workplace
- Tools to support an ethical workplace
- Applying ethics in the real world
- Group activities
- Decision Confidence assessment
- Myths about business ethics
- Ethical dilemma practice exercises
- Ethical problems of supervisors and managers
- Prescriptive approach to resolve ethical issues
- Psychological approach to resolving ethical issues
- Managing for ethical conduct
- Ethical problems of organizations
- International ethical concerns

Course Information

Duration
    1 day or
    2 half-days online

Audience
    Executives
    Directors
    Managers
    Team Leaders
    Supervisors

"Appreciated the time and perspectives given. Would definitely go to this as a great introduction to a longer course. Worth the time. "

Handling Employee Performance Problems and Terminations

Course Code: LD502

Supervisors, managers, and executives all experience challenges in handling performance problems and terminations of those who work for us. This course will teach participants how to face performance problems early and directly and how to communicate with employees professionally while motivating improved performance in those they manage. Participants will role-play counseling and termination interviews to prepare to take these actions when necessary with an employee in their area of responsibility. Increasing skill and comfort with these difficult tasks is a very important aspect of handling these circumstances professionally for the employee and the supervisor.

Learning Objectives

- Identify performance problems early
- Communicate performance problems effectively & professionally
- Motivate improved performance with employees
- Follow organization policies and protocol
- Document counseling conversations
- Role-play a counseling interview
- Prepare and deliver a termination interview
- Address terminations professionally with staff after the termination is complete

Topics & Content

- Personality styles and effect on communication (DISC)
- Transformational versus Transactional Leadership Styles
- Conversations raising performance problems
- Fear of conducting reviews
- Documentation of performance problem
- Role play counseling scenarios
- Decision to terminate considerations
- Role play termination interviews
- After the termination; handling others around you

Course Information

Duration
1 day or
2 half-days online

Audience
This course is designed for executives, managers and supervisors in the private or public workforce that are responsible for employee performance

"Provided a good refresher of communication and listening techniques, and provided managing techniques as well. A good 'sharpen the saw' class."

Project Management (PM)

Project Management Foundations - 2 Days

This workshop is designed to give the participant the skills and tools to consistently be an effective project manager. Participants will receive guidance through the entire project life cycle, learning to gain "buy-in" from sponsors, create a tactical plan, and manage project scope changes and challenges. Participants will learn how to communicate the appropriate information to the various stakeholders throughout the project life cycle.

Learning Objectives

- Employ core PM tools
- Perform stakeholder analysis
- Define the project's strategic value to the entity
- Prepare project scope statement
- Develop a communication plan
- Create a tactical project plan
- Schedule milestones and activities
- Practice risk analysis
- Apply learning to participant's project
- Reduce scope changes
- Eliminate waste and re-work

Topics & Content

- Project management vocabulary
- Reasons for project failure
- Stakeholder management grid
- Life cycle phases
- Project scope statement
- Work Breakdown Structure
- PERT estimating technique
- Activity relationships
- Network diagramming
- Critical path
- Schedule development
- Risk analysis
- Case study and other exercises
- PM tools and techniques
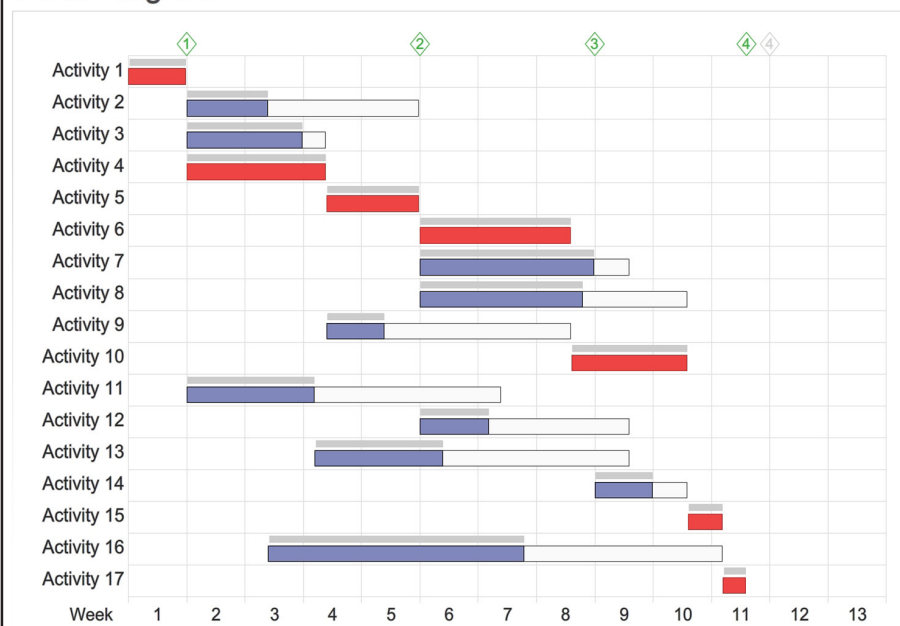
Course Information

Duration
 2 days or
 4 half-days online

Audience
 Novice project managers
 Anyone interested in PM

Gantt Diagram

"It was the best training session I have ever been part of. Very informative. I wish I could have taken it earlier in my career."

Project Management (PM)

Project Management with Simulation Executive Overview

Course Code: PM103

In Merit's Project Management with Simulation Executive Overview, the experience of managing projects is brought to life. The project requirements, the resource constraints, timing and budgeting challenges, everyday interruptions, and sudden changes that emerge, are all included in the simulation. Using SimulTrain®, a computer-based simulator, is invigorating, exciting, a bit stressful, and very engaging. You will be able to apply your learning and team-building skills immediately. Participants always leave the day saying they just didn't realize how engaging a project management learning experience could be.

Learning Objectives

- Experience leading a project in its entirety on a daily basis
- Manage stakeholders
- Set up and manage priorities
- Allocate resources
- Appraise task progress and quality
- Revise the project plan
- Make decisions as a group
- Negotiate among the goals in cost, schedule, quality, motivation and risk.
- Manage conflict within the team
- Assess team spirit
- Evaluate communication and motivation among the team members

Topics & Content

- Project execution and control
- The Triple Constraint
- Activity network
- Gantt chart
- Budget management
- Schedule management
- Resource scheduling
- Time management
- Decision-making
- Conflict resolution
- Risk management
- Personnel management
- Negotiation
- Teamwork
- Stakeholder management

Course Information

Duration
  1 day or
  2 half-days online

Audience
  This course is ideal for those involved in and managing projects:
  Novice or advanced project managers
  Project team leaders
  Project team members
  Senior Managers

"It was a great learning experience—very beneficial, interesting and fun!"

Project Management (PM)

Project Management Foundations with Simulation - 3 Days

This workshop covers several PM sub-plans, methods and procedures that span the typical project life-cycle from initiation to project close. It is designed to give the participant the skills and tools to consistently be an effective project manager. Participants will examine the role of the project manager and their involvement in managing the life-cycle of a project through defining tasks, time management, scheduling, and resource allocation. The simulation tool is used to reinforce learning.

Learning Objectives

- Explain project management concepts and terminology
- Create a Work Breakdown Structure
- Perform stakeholder analysis
- Develop a communication plan
- Employ risk analysis techniques
- Discuss project metrics
- Manage project execution and control
- Identify project close procedures
- Launch a project
- Describe a process for planning projects
- Identify project management tools and techniques to assist in planning and managing projects
- Execute a project plan in a team environment

Topics & Content

- Project Management Foundations:The Project Management Process, Work Breakdown Structure, Network Diagrams and the Critical Path
- Schedule Development
- Risk Management Introduction
- Resource allocation
- Communication Planning
- Stakeholder Analysis
- Risk Planning and Management
- Risk Identification techniques
- Project Management Simulation
- Project execution, delivery and control
- Project Close
- Lessons Learned
- SimulTrain® Project Management Simulator

Course Information

Duration
   3 days or
   6 half-days online

Audience
   Novice project managers
   Anyone interested in PM

"Captivating and engaging; would recommend to everyone!"

Project Management (PM)

Project Management Essentials

Course Code: PM106

PM Essentials is designed to give participants the skills and tools needed to improve his or her project management (PM) success from kickoff through completion. This is a hands-on workshop where participants learn and apply essential PM techniques to a case study before applying them to their own project. Based on the top reasons that projects fail, the content of this workshop will increase project success. By the end of the day, learners will have a personal project plan workbook ready for immediate application.

Learning Objectives

- Develop a project plan for a personal project
- Apply essential project management techniques to their project
- Create a risk management plan
- List project work packages
- Prioritize project work
- Develop a project schedule
- Examine the role of the stakeholder
- Manage expectations through communication
- Use the critical path to manage a project

Topics & Content

- Why projects fail
- Project startup and scope
- Stakeholder analysis
- Communication plan
- Project work packages
- Work prioritization
- Critical path and its importance to project management
- Schedule development
- Project risk identification
- Risk management

Course Information

Duration
   1 day or
   2 half-days online

Audience
   Anyone interested in PM

"Very informative; gave me the project management essentials I need for my team."

Project Management (PM)

Comprehensive Project Management & PMP Exam Prep Workshop - 4 Days

This comprehensive workshop covers the full complement of sub-plans, methods and procedures that span the typical project life-cycle from initiation to project close. It is designed to give the participant the complete set of skills and tools to consistently be an effective project manager. Participants examine the role of the project manager and their involvement in managing the life-cycle of a project through defining task, time management, cost estimation, scheduling, and resource allocation. Each of the ten PMI Knowledge Areas will be covered in the modules that will be presented to the workshop participants. This course meets the qualifications of the PMI to take the PMP examination.

Learning Objectives

- Describe project planning concepts
- Identify, categorize and assess project requirements
- Create a Work Breakdown Structure (WBS), WBS dictionary, Responsibility Assignment Matrix (RAM) and Organizational Breakdown Structure (OBS)
- Perform stakeholder analysis
- Develop a communication plan
- Employ risk analysis techniques
- Create a risk management plan
- Apply cost estimating techniques
- Apply quality management tools and techniques
- Calculate project metrics
- Manage project execution and control
- Employ project close procedures

Topics & Content

- Life cycle phases
- Project management vocabulary
- Stakeholder management grid
- Communication plan
- Requirements management
- Project milestones
- WBS, WBS dictionary, RAM and OBS
- Precedence diagramming
- Project network development and practice
- Critical path and "crashing"
- Schedule development and Gantt charts
- Risk analysis and management
- Quality management tools and planning
- PM metrics, tools and techniques
- Project delivery and control
- Project close best practices
- Exercises to practice each knowledge area
- Comprehensive case study

Course Information

Duration
   4 days or
   8 half-days online

Audience
   Novice project managers
   Anyone interested in PM
   Those aspiring to become PMPs

"Very practical, eye opening, helped me view PM within a more structured framework. Exceptional course, worth the time."

Schedule and Cost Control - 2 Days

Course Code: PM203

A Project Manager is usually the one individual primarily responsible for ensuring a project is delivered on time, within budget and to the desired level of quality. Balancing these three constraints are integral to a successfully managed project. This course examines project scope, requirements management, time management, cost control, and the important relationship between the concepts. The class leads the participant through the processes required to successfully define the project requirements and break them down into the tasks and activities that are required to produce a project schedule that meets the sponsor's timeline and budget.

Learning Objectives

- Describe the need for scope management
- Define terms related to scope and requirements
- How to maintain scope and avoid scope creep
- Describe how to develop a requirements tree
- Distinguish between source and derived requirements
- Describe the concepts of allocation and traceability
- Developing and maintaining the Requirements Traceability Matrix
- Change management as it relates to scope, schedule, and cost
- Understand resources and how to assign tasks
- Define cost management concepts and terminology
- Understand the major processes of cost management including cost estimating, cost budgeting, and cost control

Topics & Content

- How scope is managed through requirements
- Developing source and derived requirements
- Developing a schedule using networks and tasks
- Allocating and leveling resources to effect schedule
- Cost Estimating
- Cost Budgeting
- Cost Control

Course Information

Duration
2 days or
4 half-days online

Audience
Project managers
General managers
Team leaders
Individuals responsible for risk management

"Very valuable—the workshop was informative and helped me understand concepts like CPI, SPI, etc."

Project Management (PM)

Agile Project Management - 2 Days

This course teaches Agile principles and practices used in project management to best handle change. Flexibility, adaptation and direct communications are encouraged. Recurring opportunities to assess the direction of a project throughout its life cycle are provided using rolling wave planning, interactive and incremental delivery methods. During this 2-day course participants develop and employ an Agile design with Sprint Planning and Scrums. Each day participants are provided the opportunity to practice project execution and control of an Agile project in a dynamic real-time environment.

Learning Objectives

- Create rapid and flexible responses to change
- Reduce costs
- Improve communications between teams, customers, and stakeholders
- Increase efficiency and value to customers and stakeholders
- Describe the fundamentals of the Agile methodology and components
- Articulate the Agile Manifesto
- Define the 6 domains which characterize the Agile methodology
- Apply methods for determining and delivering stakeholder value
- List the components of a good Agile team
- Employ incremental development methodologies
- Apply Agile measurement tools: Team Velocity, Burn Down charts, and Agile estimates

Topics & Content

- Agile principles, practices and misconceptions
- Impact of Agile on traditional project management approaches
- Contrast of Agile methodology to traditional waterfall methodologies
- Benefits and trade-offs of Agile methodology
- Roles and responsibilities of the Scrum Master
- Agile sprint planning and scrum
- Lead planning and executing projects with Agile methodologies
- Agile Background & Definitions
- Delivering Customer Value
- Stakeholder Engagement & The Agile Team
- Planning & Problem Resolution
- Continuous Improvement
- The SCRUM Process/Putting it all together
- Case study: Putting it all together

Course Information

Duration
  2 days
Audience
  Project managers

"Worth the time—a solid intro to the principles of Agile methodology. Great overview of concepts, examples/ exercises for application."

Project Management (PM)

Agile PM for Non-IT Environments - 1 Day

The Agile methodology has evolved beyond the IT environment and can be applied to a variety of functions and departments in an enterprise. Principles and practices used in Agile project management to best handle rapidly changing environments form the foundation of this course. Flexibility, adaptation and direct communications are encouraged. Recurring opportunities to assess the direction of a project throughout its life cycle are provided using rolling wave planning, interactive and incremental delivery methods. During this course participants practice principles and tools from the Agile Project Management method.

Learning Objectives

- Create rapid and flexible responses to change
- Reduce costs
- Improve communications between teams, customers, and stakeholders
- Increase efficiency and value to customers and stakeholders
- Describe the fundamentals of the Agile methodology and components
- Articulate the Agile Manifesto
- Define the 6 domains which characterize the Agile methodology
- Apply methods for determining and delivering stakeholder value
- List the components of a good Agile team
- Employ incremental development methodologies
- Apply Agile measurement tools: Burn Down and Kanban charts

Topics & Content

- Agile principles, practices and misconceptions
- Impact of Agile on traditional project management approaches
- Contrast of Agile methodology to the traditional waterfall method
- Benefits and trade-offs of Agile methodology
- Agile sprint planning
- Lead planning and executing projects with Agile methodologies
- Agile Background & Definitions
- Delivering Customer Value
- Stakeholder Engagement & The Agile Team
- Planning & Problem Resolution
- Continuous Improvement
- The SCRUM Process

Course Information

Duration
  1 day
Audience
  Anyone managing activities in the workplace

"Thorough information was provided in an interactive manner."

Project Management (PM)

Identifying and Managing Project Risks

Course Code: PM302

This one-day course is designed to provide participants with an overview of risk management methodologies and best practices. It covers the key concepts, components, and tools that are required to develop effective measures for monitoring and controlling project risks. Participants will be presented with techniques for identifying, assessing, monitoring, controlling, reporting and analyzing project risks and their impact on project costs and schedules. Hands-on examples and templates are used to reinforce risk management concepts, tools, and methods used to effectively manage project risks.

Learning Objectives

- Define the purpose and importance of risk management
- Explain risk terms and concepts
- Differentiate between risks, issues and opportunities
- Construct a risk management process
- Identify and assess risks
- Analyze risks qualitatively and quantitatively
- Formulate avoidance, mitigation, and contingency approaches to manage risks
- Describe risk ownership and reporting approaches
- Document risk plans
- Communicate risks to stakeholders

Topics & Content

- Risk impact analysis
- Risk management
- Scenario Planning
- Case studies and other exercises
- Common risks checklist
- PM tools and techniques

Course Information

Duration
  1 day
Audience
  Project managers
  General managers
  Team leaders
  Individuals responsible for risk management

"The workshop provided me with a much clearer vision of risk, especially project risk, and help provide a path for me to tie in a number of process parts to streamline our project management methodology."

Financial Planning for Projects: Cost Management

Course Code: PM401

This one day course covering Project Cost Management—including Earned Value Management—is designed to provide participants with an overview of financial planning methodologies and best practices. This module covers the key concepts, components, and tools that are required to develop effective measures for scheduling and controlling project costs. Participants will be presented with techniques for estimating, forecasting, budgeting, monitoring, controlling, reporting and analyzing project costs and schedules. Hands on examples and templates are used to reinforce the financial concepts, tools, and methods used to effectively manage project costs.

Learning Objectives

- At the conclusion of this course, participants will have a complete working knowledge of EVM as it relates to understanding, tracking, and reporting project progress.
- Students will learn how to compute EV metrics such as the Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), and Schedule Performance Index (SPI).
- Participants will develop an understanding of the use of these metrics in reporting project progress, and to interpret EVM measurements in order to manage towards project success.

Topics & Content

- Brief review of project management concepts
- Overview of the Project Management Life Cycle
- The Triple Constraints
- Work Breakdown Structure
- Precedence Relationships & Critical Path
- Project Schedules and Network Diagrams
- Estimating methods
- Develop a Spend Plan
- Development of Earned Value Management metrics (variances, indices)
- Monitoring & Reassessment of Project Cost, Schedule, and Performance
- Cumulative Cost curves
- Budget at Completion/Estimate at Completion

Course Information

Duration
  5 days
  21 hours online over 7 weeks
Audience
  Experienced and novice project managers aspiring to become PMPs

"Informative; will be a big help in managing project costs!"

Four Tools to Pass the PMP® Exam

Merit can help you pass the PMP exam the first time. The Exam can be tricky from many perspectives. As PMPs and instructors who help Project Managers prepare for the exam, we know actions and tools you can use to help you pass the first time! These tools are available on our web site at http://www.meritcd.com/tools/.

X-AM: PMP Exam Simulator

X-AM includes over a thousand questions - with feedback on each question. A tracking system illustrates the progress throughout the learning phase.

Aligned with the Project Management Body of Knowledge, the X-AM simulator covers the 5 process groups and the 10 Knowledge Areas. Each of the over a thousand questions belongs to a process group and to a knowledge area. Candidates become accustomed to the kinds of questions asked during the examination while practicing with the X-AM.

X-AM is not only an exam simulator that allows certification candidates to train in real conditions, it also serves other purposes:

Learning and reviewing: the questions are arranged according to the type of knowledge; thanks to the explanations given, they allow learners to extend their knowledge. Learners may view those questions which they found difficult several times, so as to consolidate their knowledge.

Evaluating oneself: thanks to the scores expressed in percent, learners may estimate their level of knowledge.

Tracking one's progression: learners can view their results for each session and for each knowledge area; comparing those results allows them to identify the level of progression they have attained.

EV Management Video

No doubt about it. Earned Value Management, EVM, is one of the most difficult yet absolutely essential components of the Project Management Professional, PMP, exam. Learning all 16 variations of how to calculate EVM is time consuming and unnecessary; there's a better way!

In this video, John Juzbasich D.Ed(c), MLD, PMP, teaches you how vegetable peas is a mnemonic device which will allow you to quickly and correctly learn all the formulas for calculating Earned Value, without the time-consuming process of memorizing sixteen separate formulas.

You can master Earned Value. Buy this video today and learn how 'eating your peas' is the key to unlocking Earned Value.

JJ's Memory Aid

Most PM's don't know that they'll be handed one piece of paper and a pencil when they get to the exam center. This is the aid created and used by Merit CEO John Juzbasich when he took and passed the PMP Exam.

Exam Tips Video

The PMP exam, the Project Management Professional designation, is notoriously one of the most difficult and valued professional credentials in demand today. The exam consists of 200 questions and takes about 4 hours to complete.

While it can be grueling to prepare for and pass the PMP exam, especially on the first attempt, it doesn't need to be. Passing it on the first attempt is an 'Iron Triangle' of Knowledge, Practical Experience, and Confidence.

This video, narrated by John Juzbasich D.Ed.(c), MLD, PMP, helps address the third leg: maintaining confidence. High-stakes exams naturally produce nervousness and pre-exam jitters but this results in one of two behaviors: you either rush or you slow down. Neither is helpful in passing the exam.

Rushing through your answers will easily result in mistakes because you're not fully reading or understanding the questions. When your nervousness makes you go slowly, you are second-guessing yourself, and reducing the likelihood that you will answer all the questions in the allotted time.

The 5 PMP Exam Tips video provides numerous well-founded tips to help you prepare for the PMP exam experience which often creates nervousness before you even see the questions.

Identifying and Managing Project Risks - 2 Days

Course Code: PM403

Risk Management is designed to provide participants with a practical in-depth understanding and use of risk management methodologies and best practices. The content covers key concepts, components, and tools that are required to develop effective measures for monitoring and controlling project risks. Participants prepare risk response plans with associated "triggers" to execute the plans. Participants will be presented with techniques for identifying, assessing, monitoring, controlling, reporting and analyzing project risks, and their impact on project quality, costs and schedules.

Learning Objectives

- Define the purpose and importance of risk management
- Explain risk terms and concepts
- Define the four components of risk management
- Apply risk identification tools
- Differentiate between risks, issues, and opportunities
- Implement a risk management process
- Describe and identify risks and risk categories
- Apply a risk matrix
- Analyze risks qualitatively and quantitatively
- Employ risk probability impact
- Build avoidance, mitigation, and contingency approaches to manage risks
- Recognize the economic impact of risk and risk solutions
- Practice monitoring risks, triggers, and controls
- Describe risk ownership and reporting approaches
- Document risk plans and communicate risks to stakeholders

Topics & Content

- Risk impact analysis
- Risk management
- Scenario Planning methodology
- Pre-mortem technique
- Reduce "Group Think"
- Document lessons learned
- Case studies and other exercises
- Common Risks Checklist
- PM tools and techniques
- Probability analysis

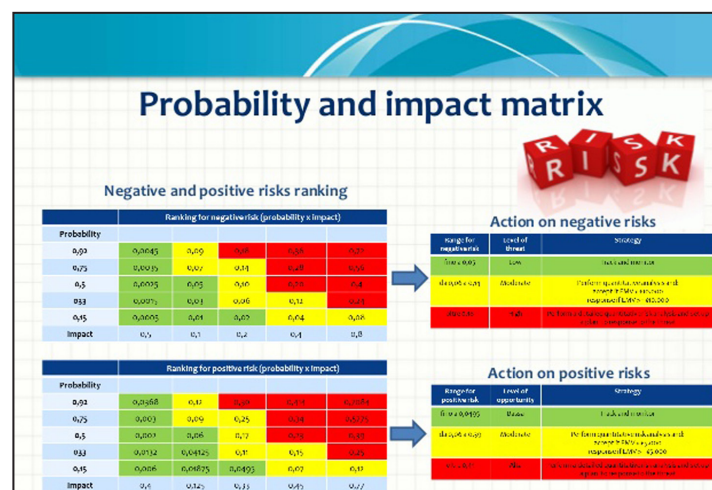*"Introduces the need for risk management in a project and concepts and methods to identify and mitigate."*

Course Information

Duration
 2 days
Audience
 Project managers
 General managers
 Team leaders
 Individuals responsible for risk management

Project Leadership

In Project Leadership participants learn and experience three critical aspects of successful project leadership. First, the course dives deeply into situation based leadership. Participants apply techniques to meet the demands of the situation as well as the needs of the project team members. Managing team conflict is always challenging therefore properly addressing the subject is the second component of the class. Selecting and applying the proper leadership and conflict management styles to individuals and teams greatly improves the odds of success. The third topic is risk management—a key to project success. The participants apply risk management techniques and manage a project throughout the course.

Learning Objectives

- Develop facilitative leadership styles
- Analyze and utilize relationships to maximize peak performance and team cooperation
- Assess follower performance level
- Select a leadership style matched to the follower and situation
- Learn and practice skills to provide effective feedback and create meaningful communication
- Describe the five conflict management styles
- Discover your personal conflict management styles
- Explain the Kilmann model
- Identify and assess risks
- Analyze risks qualitatively and quantitatively
- Formulate avoidance, mitigation, and contingency approaches to manage risks
- Apply models of leadership to achieve successful outcomes

Topics & Content

- Basic tenets of leadership and leadership styles
- Conflict management styles assessment
- Risk impact analysis
- Risk management
- Scenario Planning
- Case studies and other exercises
- Influencing methods and the five conflict styles
- Practice influencing and conflict resolution
- Resolve a conflict scenario
- The Leadership Triad
- Methods likely to produce agreement and cooperation among team members
- Lead for results
- Situation-based leadership model
- Techniques for effective delegation and monitoring to achieve group success.

Course Information

Duration
  2 days
Audience
  This course is designed for personnel in the private or public workforce that wish to improve their project leadership knowledge and skills.

"It provided time to really think about project management and leadership and how it can be applied."

Risk Management for the Pharmaceutical Industry

Course Code: PM601

The pharmaceutical industry and drug development process pose challenges that vary significantly from standard project management practices, especially in the area of risk management. Risk management is an integral part of project planning; it is not a separate process. It includes the processes concerned with conducting risk management planning identification, analysis, responses plus monitoring and control on a project. The objectives of project risk management are to maximize positive outcomes by increasing the probability and impact of positive events, and minimize the negative outcomes by decreasing the probability and impact of events adverse to a project.

Learning Objectives	Topics & Content	Course Information

Learning Objectives

- List the five processes of project risk management
- Apply at least one risk identification technique to create a risk statement
- Complete the Probability-Impact Matrix for a given risk to perform risk analysis
- Recognize the five response plans for managing risks
- Create a common risks checklist
- Describe the importance of risk monitoring and control

Topics & Content

- The criticality of risk management
- Risk management processes
- Risk identification methods
- Pre-Mortem technique
- Scenario planning
- Common risks checklist
- Risk impact analysis
- Probability analysis
- Probability-Impact matrix
- Identify and manage risks for your projects - small group exercise

Course Information

Duration
  1 day
Audience
  Project managers
  Clinical trial managers
  Individuals responsible for risk management

"Very engaging. There was lots to learn, but most importantly, the way it was taught leaves a lasting impression. I recommend it."

Professional Negotiating Skills

Course Code: PD200

Professional Negotiating Skills is designed for individuals responsible for business development, project management, and those having a customer-facing role. The awareness, theory, techniques, and skills acquired in this program enables participant to markedly improve their business and personal negotiated results. An analysis of the personal default settings leads the participants to know their personal assets and liabilities in negotiating situations. The use of multiple simulations enables the participants to practice techniques and skills to enhance their assets significantly and minimize the impact of their liabilities and deliver consistently better negotiated results.

Learning Objectives

- Understand how perception, expectation and behavior relate to negotiated results
- Assess and predict how personal differences impact negotiations
- Judge and create strategies to deal with each negotiating style
- Evaluate personal shortcomings and their implications on negotiations
- Understand how illogical and irrational behaviors impact negotiated outcomes
- Demonstrate use of and respond to still relevant traditional negotiating tactics
- Demonstrate and improve negotiating skills with simulations
- Master questioning ability
- Know when negotiating is appropriate
- Create a personal negotiating improvement plan

Topics & Content

- The four conventional theories of negotiation
- Generational, gender and cognitive biases
- Hofstede's cultural compass and cultural canvas
- Negotiating styles and the Global Five
- Gain and/or relationship?
- Time, Pressure, Illusion and Authority tactics
- Multiple relevant, custom tailored simulations
- Basic and advance questioning techniques
- Problem types and applicability to negotiation
- Plan for reentry

Course Information

Duration
  2 days
Audience
  This course is designed for all personnel in the private or public business sectors from the entry to expert level project management, business development and/or have a customer-facing role

"Very informative and engaging. I wish I had taken this course sooner. Necessary life-long skills!"

Professional Development

Persuasive Presentations - 2 Days

Course Code: PD201

Persuasive Presentations, a two-day, instructor-led workshop, includes mini-lectures, discussions, case studies, and interactive exercises designed to improve the quality, delivery, and impact of participant's briefings and presentations. Persuasive Presentations is a workshop designed for professionals whose speeches, presentations, briefings and informal talks are expected to be of excellent quality in terms of focus, organization, support, and delivery.

Learning Objectives

- Identify areas of effectiveness
- Target areas for growth and development in your oral communication skills
- Increase listeners' perceptions of the presenter's credibility
- Analyze audiences and prepare presentations with a focus on the concerns of each audience
- Incorporate appropriate and powerful visual aids
- Improve speaking confidence
- Apply communication strategies
- Assess the impact of one's communication style on other people

Topics & Content

- Presentation planning
- Presentation structure
- Presentation delivery
- Engage and connect with the audience in a variety of settings
- Presentation preparation for impromptu and formal presentations
- Creation of varying sizes of presentations
- Delivering complex information
- Creating engaging slides and visual aids
- Responding to questions
- Maintaining dignity, professionalism, and control
- Pivoting and bridging to responses to questions

Course Information

Duration
　2 days
Audience
　This course is ideal for all personnel in the private or public workforce at any level whose job requires presentation skills.

"The workshop was great! Very informative and a great way to practice learned concepts. Excellent!"

First Class Facilitation - 2 Days

Course Code: PD202

An instructor-led classroom workshop that includes mini-lectures, assessments, discussions, case studies, and interactive exercises designed to improve the quality, delivery, and impact of participant's meeting management and facilitation skills. The six-step First-Class Facilitation and the Successful Meetings model form the basis for this workshop.

Learning Objectives

- Improve expertise in meeting management and facilitation through practice
- Use Rational Tools to resolve problems or situations
- Increase listeners' perceptions of the facilitator's credibility by understanding target audiences and preparing event agendas with a focus on the needs and concerns of each audience
- Realistically assess the impact of one's communication efforts on other people employing observation, diagnosis and intervention as required
- Plan how to reinforce learning

Topics & Content

- Characteristics of a good meeting manager and facilitator
- The First Class Facilitation model
- Successful meetings model
- Communication strategies to enhance participant effectiveness in all facilitation responsibilities
- Rational Tools to manage specific meeting types, build consensus and make decisions
- Receive feedback on performance

Course Information

Duration
  2 days
Audience
  This course is ideal for all personnel in the private or public workforce at any level whose responsibilities include meeting management and facilitation.

"Sharing of ideas was beneficial. Fun way to learn how to manage meetings. Very informative."

Technical Writing - 2 Days

Course Code: PD203

Writing creates a "persona" which is critical to effective communications through e-mail, letters and business documents. Workplace Writing is designed to improve an individual's grammar, spelling, word usage and sentence structure. Participants will learn to target their writing style to their audience while maintaining the intent of the written document. They will have an opportunity to review documents, analyze how errors can affect the content of a message and correct writing mistakes to increase the effectiveness of delivering a core thought. By understanding the audience, and analyzing the purpose of the document, participants will improve the effectiveness of their writing.

Learning Objectives

- Clarify the writing objective
- Implement the five-step writing process
- Create documents tailored to the subject, audience, and purpose
- Review writing mechanics
- Impart information through the written product, purpose, reader engagement, and clarity
- Write to assess options, facilitate decision-making, and persuade the reader
- Effectively present data and technical information
- Finalize the end product through proofreading, editing, and critiquing

Topics & Content

- Personal brand/impression management
- Guidelines for creating coherence and unity in text
- Parts of an effective document
- Using active voice
- Proper punctuation and sentence structure
- Proper flow in document design
- Avoiding common spelling errors
- Purpose, contents, clarity, and flow of a document
- Best use of graphics, charts, images in a document
- Copy-editing techniques
- The difference between editing and revising
- The five-step writing process

Course Information

Duration
  2 days
Audience
  This course is ideal for all personnel in the private or public workforce at any level.

"Got a lot of great information that was actually useful!"

Professional Development

Workplace Communications - 2 Days

Workplace Communications provides the critical communication skills necessary to succeed in the current commercial or public sector environment. Each of the workshop modules addresses key skill areas, and together they provide a solid foundation for effective workplace communication. The workshop is comprised of four sections: Effective Listening, Voicemail, Business Writing, and Giving and Receiving Feedback.

Learning Objectives

- Recognize opportunities in the workplace for more effective communication
- Master active listening skills to enhance work relationships and increase effectiveness
- Enhance written communication skills across various business formats
- Write effective emails
- Demonstrate professional voice mail etiquette
- Provide a method and techniques to give and receive feedback
- Design an Action Plan to reinforce and transfer learning to the workplace

Topics & Content

- The Communication Loop
- Impression management
- Leave effective voice messages
- Proper voicemail etiquette and behaviors
- Writing strategies and skills to communicate more effectively and explicitly in business communications
- Email best practices
- Effective methods to write business correspondence
- Feedback models and techniques for effective, non-threatening, respectful ways to give and receive feedback

Course Information

Duration
  2 days
Audience
  This course is designed for personnel in the private or public workforce that wish to improve their on-the-job communication skills.

"Very informative, I learned so much more about listening actively. I'm planning to use all of these skills starting today."

Professional Development

Ethics in the Workplace

During the course of one's business career an individual will come across a number of ethical issues. Mishandling these can irrevocably damage one's reputation, career, and an organization. Many ethical issues in business are somewhat predictable and knowing the correct course of action is the key to ethical conduct. Merit's Business Ethics course addresses the practical side of ethics; how to manage and respond to the predictable ethical issues that one encounters regularly in the workplace. The workshop is designed to help the audience improve their ethical thinking and decision making, with an emphasis on applying these skills to workplace challenges and includes interesting and highly relevant case studies.

Learning Objectives

- Dispel common myths about business ethics
- Describe the ideal ethical workplace
- Resolve conflicts of interest
- Implement ethics guidelines and policies in your organization
- Identify and resolve typical ethical dilemmas
- Decide what is right
- Recognize common excuses for unethical behavior, and what to do about them
- Deal with unethical coworkers, customers, and vendors
- Describe two approaches to resolving ethical issues

Topics & Content

- What is business ethics
- Common ethical problems
- How to create an ethical workplace
- Tools to support an ethical workplace
- Applying ethics in the real world
- Group activities
- Decision Confidence assessment
- Myths about business ethics
- Ethical dilemma practice exercises
- Ethical problems of supervisors and managers
- Prescriptive approach to resolving ethical issues
- Psychological approach to resolving ethical issues
- Managing for ethical conduct

Course Information

Duration
  1 day
Audience
  Managers
  Team Leaders
  Supervisors
  Employees

"It was very helpful – interesting and engaging, and I didn't feel like I've been here for most of a day."

How to Be Your Best on Camera

Course Code: PD207

You never get a second chance to make a first impression.

With social media, a bad (or good) video appearance never really goes away. It's more important than ever to be prepared for on-camera interviews, presentations and opportunities to tell a story the way you want it heard. With our half-day workshop developed with a professional video producer-director and camera crew, you will learn how to make the impression you intend.

Learning Objectives

- Recognize the magnitude and impact of video versus other communicating tools
- Build your on-camera confidence
- Media training to stay on message and bridge to key objectives
- Understand the factors you can control that influence the impression you make
- Recognizing the skill differences needed for live presentations versus being on-camera
- Develop skills to increase trust, engagement, and effective communication skills

Topics & Content

- Adopting the on-camera style that's right for you
- Delivering on-camera messages that are congruent with your body language and tone
- Pre-production preparation including what to wear (and avoid), the importance of clearly writing out your message and practicing it out loud, the role of sleep
- "Warm-ups" and direction for engaging your viewer through your body language, eyes and voice
- Building trust, engagement, and understanding
- Conveying excitement and conviction
- Creating action

Course Information

Duration
  1/2 day
Audience
  Executives
  Directors
  Managers
  Anyone that may represent your company on video
The full package includes:
- Training materials
- Camera
- Monitor
- Teleprompter operator
- Practice sessions (before and after training)
- A personalized video following the workshop, reinforcing what you did well, and areas to work on. You will have this video and feedback email to help you prepare for your next on-camera experience.

"A real eye-opener, I never thought about this before."

Harassment Avoidance & Retaliation Prevention

Course Code: PD206

In 90 minutes, your managers will be given insight and clarity into the ramifications of this behavioral problem, the different types of harassment – physical, visual, and verbal, and how to manage, minimize, and prevent it. It's important to know that a manager's inappropriate response, or lack of any response to a harassment complaint, can result in devastating liability for the employee and the company.

Learning Objectives

- Recognize the magnitude of the harassment problem
- Understand the serious nature of harassment for the employees and company
- Determine responsibility of the "harasser" and the "target"
- Identify organizational risk factors that can lead to harassment
- Knowing management's responsibilities in the event of harassment

Topics & Content

- Definitions of physical, visual and verbal harassment
- Gender, sexual, age, ethnic and other types of harassment
- Why some people are reluctant to report harassment
- Responsibilities of those who observe or to whom it is reported
- The two crucial factors in identifying abuse
- Organizational risk factors that increase likelihood of harassment
- Case studies of harassment problems and outcomes
- How to respond to a complaint, and how not to respond
- Preventing harassment in the workplace
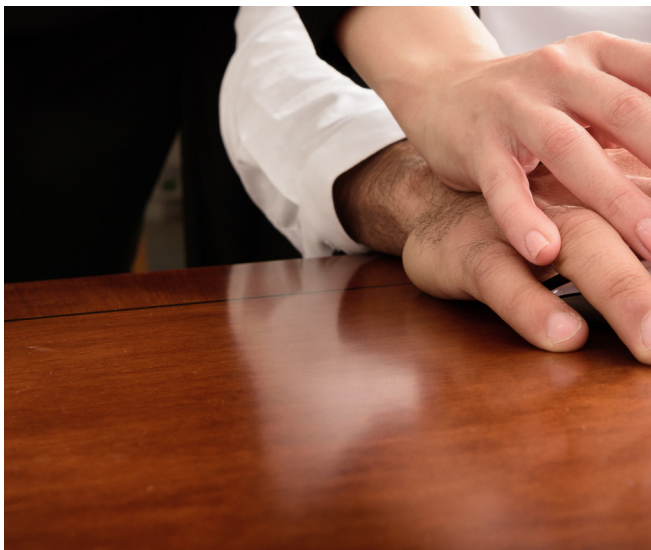
Course Information

Duration
  90 minutes in person or online
Audience
  Managers
  Team Leaders
  Supervisors
  First line managers
  Human Resources personnel
  Everyone with managerial responsibility
  Executives

"It's good I took this because I didn't realize my liabilities. "

Professional Selling Skills

Course Code: PD301

Professional Selling Skills is designed for individuals responsible for business development and/or have a customer-facing role. Critical selling skills taught in this program enable the participant to achieve annual sales goals and develop and nurture customer relationships at the appropriate levels within their clients' organizations. Using the Logical Selling Process, participants apply sales tips and techniques to develop customer relationships and close business.

Learning Objectives

- Introduce the Logical Selling Process to guide the participants through the selling process
- Improve oral communication skills, specifically questioning and active listening skills
- Establish guidelines for creating clear, concise and coherent emails
- Develop an initial benefits statement to use in the selling process
- Provide a variety of sales tips and techniques that can be used throughout the logical selling process
- Enhance participant effectiveness in all business development activities through relevant application of sales strategies
- Assess the impact of one's communication efforts on others
- Practice various approaches to closing the sale

Topics & Content

- Pre-call planning
- Getting through to your audience
- Developing an initial benefits statement
- Effectively using email and voice mail
- Questioning techniques
- Discovering the prospect's needs
- Determining the right solution
- Overcoming objections
- Qualifying your contact as the decision maker
- Techniques to close the deal
- Managing multiple accounts

Course Information

Duration
 1 day
Audience
 This course is designed for all personnel in the private or public workforce at the novice or entry level sales position

"It was excellent! One of the better ones that we've had. Very engaging instructor and the content was relatable."

Professional Development

Advanced Consultative Solution Selling - 2 Days

Course Code: PD302

This workshop is designed for individuals selling solutions, as opposed to physical products, that are responsible for business development and have a customer-facing role. Sales techniques and skills taught in this program enable the participant to achieve annual sales goals, build rapport, and develop customer relationships at the appropriate levels within their clients' organizations. Using questioning techniques, the salesperson helps the customer see the problems they must address and positions the solution such that it resolves those issues.

Learning Objectives

- Define strong performance when identifying sales opportunities at an advanced level
- Connect performance to business goals
- Pick up on subtle cues and hints to drill down and direct questioning beyond the information prospects originally provide
- Apply advanced questioning techniques to identify the prospect's purchasing philosophy, values, the big picture, current level of satisfaction, history, current needs, and goals for the future
- Draw on their current knowledge base to determine appropriate mix of questions to ask
- Leverage "escape hatch" strategies if questioning leads to inappropriate or overly complex topics
- Clearly and concisely summarize opportunities identified and transition to solution positioning

Topics & Content

- Objective setting
- Four-Step sales model
- Critical selling skills
- Listening Assessment: "Picking Up the Cues"
- Advanced questioning strategies
- Confirming prospect needs
- Acknowledging prospect concerns
- When to change your approach
- Summarizing needs
- Transition to solution positioning

Course Information

Duration
  2 days
Audience
  This course is designed for all personnel in the private or public workforce in sales

"Excellent and much covered in a streamlined format. Awesome. Take it."

Professional Development

Interpersonal and Cross-Cultural Communications - 2 Days

Course Code: PD303

One of the top challenges in many organizations is understanding cultural differences and values. When differing cultures come into contact they may share some aspects, but disparities also come into play. In order to succeed in today's cross-cultural world, individuals need the knowledge to respond positively and effectively with an open mind to these differences. This course develops students' global cross-cultural competencies and cultural intelligence in order to enhance their ability to work across boundaries. Culture is broadly defined to include national, regional, organizational, vocational, and other cultures and subcultures relevant to the global work environment.

Learning Objectives

- Experience cultural differences in thought and emotion
- Demonstrate their understanding of the theoretical, empirical, and applied managerial efforts to define cultural dimensions and cultural intelligence
- Identify and describe specific global, national, regional, organizational, and professional work cultures as well as cultural dimensions that are relevant to global managerial practice
- Effectively engage in intercultural communications, management, and leadership behaviors

Topics & Content

- The role of culture in thought and emotional processes
- LiSA, Listening Skills assessment measuring one's ability to understand the situation, attention to detail, and inference.
- Meaning-Centered Communication assessment to discover one's orientation in interpersonal communications
- The Big Five cultural differences: time, space, things, friendship and agreements
- Intercultural communication challenges

Course Information

Duration
  2 days

Audience
  This course is designed for personnel in the private or public workforce that wish to improve their cultural knowledge and improve cross-cultural communication skills and relationships.

"It was beneficial! I learned skills to use in listening I was unaware of when actively conversing and communicating."

Problem Solving with Root Cause Analysis

Course Code: PD602

Problem-solving skills are critical for organizational success and properly defining a problem, reaching consensus, developing a solution in a team environment, is often very challenging. Looking deeper to figure out why a problem is occurring enables one to fix the underlying systems and processes that cause the problem. Root Cause Analysis is a popular and often used technique that helps answer the question as to why the problem occurred in the first place. This workshop is designed to help participants learn skills, tools and techniques necessary to improve their problem-solving processes, to make better decisions, and remedy workplace challenges.

Learning Objectives

- Identify the potential root cause of a selected problem
- Describe the problem in a clear and concise manner
- Select the most probable cause of a problem
- List team problem-solving roles and responsibilities
- Team solution generation
- Develop a problem resolution implementation plan
- Apply data collection and analysis tools
- Create and use a Causal Factor Tree and Cause and Effect diagram to solve workplace problems

Topics & Content

- Root Cause Analysis method
- Cause and Effect, Ishikawa, diagram
- List reduction process
- Causal Factor Tree analysis
- Using the Socratic Method — the "5-whys"
- Data collection and analysis tools
- Hostograms
- Pareto Charts
- Solution success metrics
- Weighted Voting technique
- Force Field Analysis
- Solution selection technique
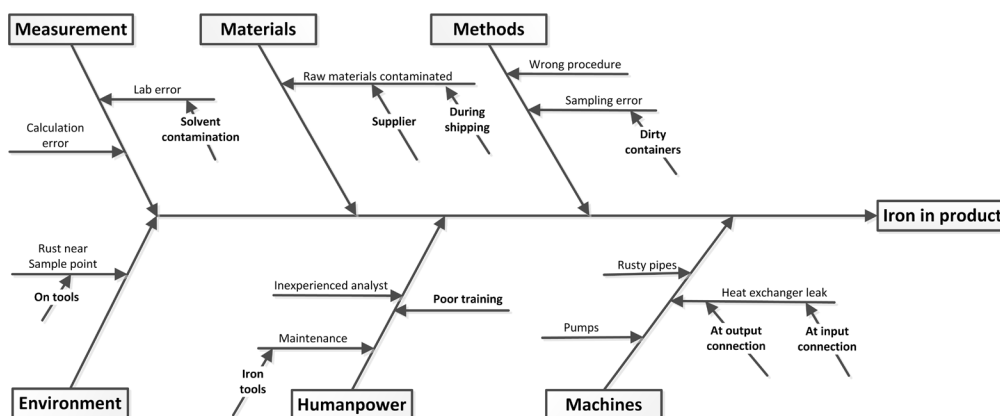- Case study
- Team solution presentations

Course Information

Duration
  2 days
Audience
  This course is designed for personnel in the private or public workforce that wish to improve their problem solving skills.

"Very informative and practical, this workshop is relatable to everyday life."

Emotional Intelligence

No doubt technical and task-oriented skills are important to bring to any working environment, but research has proven that real success comes from those who have honed the soft skill of emotional intelligence. No organization is without its ups, downs, and turnarounds, which is why emotional intelligence is an essential aspect for everyone in the workplace. In a world of deadlines, organizational changes, limited resources, and conflicting orders (to name a few stressors), having the ability to control one's emotions and accurately read others' is essential to navigating the unavoidably high-stress environment that often shapes the working world.

Learning Objectives

- Manage emotions by recognizing how thoughts and emotions are connected
- Improve self-control by identifying physical cues that indicate your emotions may be taking over
- Discover how emotional intelligence can help develop more positive relationships at work
- Use assertive communication to express needs and feelings appropriately
- Respond more quickly and positively to changing circumstances
- Improve the ability to remain composed in stressful situations.
- Explore how to use emotional intelligence to bounce back from setbacks
- Develop a more optimistic outlook

Topics & Content

- Definition of emotional intelligence
- Business case for emotional intelligence
- Aspects of emotional intelligence
- Intra-personal skills
- Interpersonal skills
- Adaptability
- Resilience

Course Information

Duration
    1/2 day
Audience
    This course is designed for personnel in the private or public workforce that wish to improve their emotional intelligence knowledge and skills.

"Very informative and relevant to daily living/work. Gave me a total new outlook on my emotional intelligence so that I can improve a few things I've noticed with myself that maybe sending the wrong word message."

Build Your Own

Preventing Harassment in the Workplace

Course Code: PD111

Harassment is a serious issue in today's workplace. Harassing behavior negatively impacts morale, job performance, productivity and shareholder value. Substantial numbers of women and men, along with their coworkers, departments and companies are unable to focus on their work, experience anxiety, depression and stress – all because of harassment. It has been, as recent news stories demonstrate, and continues to be a disruptive force. It can be stopped!

Whether you are a Fortune 500 company or a small business, every organization and every individual have obligations to prevent harassment in the workplace. We can have safe, secure, enjoyable places to work where employees are self-motivated to perform at the highest of levels.

This workshop is designed to educate participants through discussion and practical relevant exercises. Participants will learn not only how to recognize harassment, they will learn how to stop it, address it, and most important, how to prevent it from occurring in the workplace.

Learning Objectives	Topics & Content	Course Information

• Understand the importance of building a safe and respectful work environment
• Define the law
• Understand an organization's obligations
• Understand an organization's policies
• Understand a Manager's responsibilities
• Learn skills to confront and prevent harassing situations
	• Doing business the right way – "how" matters
	• Exploring stereotypes and biases
	• Defining harassment
	• Quid Pro Quo
	• Hostile Work Environment
	• Your company's obligations
	• What is an effective policy
	• What about retaliation
	• Effective procedures
	• Impactful consequences
	• Role of the Manager
	• Confronting harassing behavior
	• Practical exercises
		<u>Duration</u>
		  1/2 day
		<u>Audience</u>
		  Leaders
		  Managers
		  Supervisors
		  Employees

Generation Gaps – Are you bridging or widening them?

Course Code: PD112

Differences in attitudes, customs, and beliefs shape generations – and it is these generations who are charged with meeting company objectives and achieving organizational goals.   Each generation's structures, rules, characteristics, values, vocabulary, and style are different.   And now, with five generations working together, such differences may lead to tension, stress, and conflict. They can also lead to innovation, greater productivity, and organizational success.

This workshop engages participants in discussions regarding the generations, the markers used in identifying them, and how these then impact behaviors exhibited in the workplace such as communication, authority, leadership, values and priorities. Preferences and strategies for addressing differences are discussed to ensure participants recognize the benefits of diversity and inclusion.

Learning Objectives	Topics & Content	Course Information

• Define the generations and associated attributes
• Uncover personal stereotypes
• Recognize the impact on workplace behaviors
• Identify and implement ways to eliminate obstacles impacting productivity
• Celebrate the unique qualities we all possess
	• The business case
	• Gaps at work
	• Where do you fit
	• What is a generation
	• Markers, imprint, impact
	• Labels and lies
	• Practical exercises
	• Changing patterns
		Duration
		  1/2 day
		Audience
		  Leaders
		  Managers
		  Supervisors
		  Employees

Build Your Own

Team Excellence

Organizations know that every employee is valuable and contributes unique talents and experience to each project or task at hand. When employees come together as a team, the end result is typically greater success—that is, when members understand how to work collaboratively. Effective collaboration not only helps to increase the quality of results, but also productivity. Team Excellence participants learn to CARE by discovering techniques for effective Communication, maximizing individual Ability, producing Results, and fostering Esprit de corps. Among these techniques, they learn to create synergy, set goals, cultivate accountability, and coordinate effective team building activities, effectively allowing them to achieve high performance.

Learning Objectives

- Recognize the communication characteristics of high-performing teams
- Assess individual strengths in order to ensure the best possible team performance
- Recognize and avoid common goal-setting mistakes
- Focusing on goals and results effectively
- Recognize the elements of "esprit de corps"
- Differentiate successful team building activities from those that negatively impact team performance

Topics & Content

- Overview of team development and formation
- Proper team building communications
- Team member abilities and contributions
- Account for team results
- Esprit de Corps

"Worthwhile and informative, helps one appreciate group dynamics and team building skills."

Course Information

Duration
  1/2 day
Audience
  This course is designed for personnel in the private or public workforce that wish to improve their team building knowledge and skills.

Situation-Based Leadership

Course Code: PD103

In Situation-Based Leadership, participants learn and apply this widely recognized approach to leadership. Emphasizing the importance of leadership style, participants learn techniques to meet the demands of the situation and the needs of the follower. This workshop uses several self-assessments to help participants gain a better understanding of their personal leadership style and skill-set. Leadership style must be congruent with follower development level to meet the demands of the situation. Selecting and applying the proper leadership style to individuals and teams greatly improves the odds of success.

Learning Objectives

- Develop facilitative leadership styles
- Analyze and utilize relationships to maximize peak performance and team cooperation
- Assess follower performance level
- Select a leadership style to match the follower and situation
- Learn and practice skills to provide effective feedback and create meaningful communication
- Recognize, appreciate and utilize the strengths of each team member
- Apply models of leadership to achieve successful outcomes
- Guide team members to increase effectiveness
- Apply the model of Situation Based Leadership to achieve successful outcomes

Topics & Content

- Basic tenets of leadership and leadership styles
- Role of power in effective leadership
- Techniques for strategic and effective partnership
- Questioning skills to enhance communication and leader effectiveness
- Techniques for effective delegation and monitoring to achieve group success.
- Methods likely to produce agreement and cooperation among team members
- Lead for results
- Situation-based leadership model
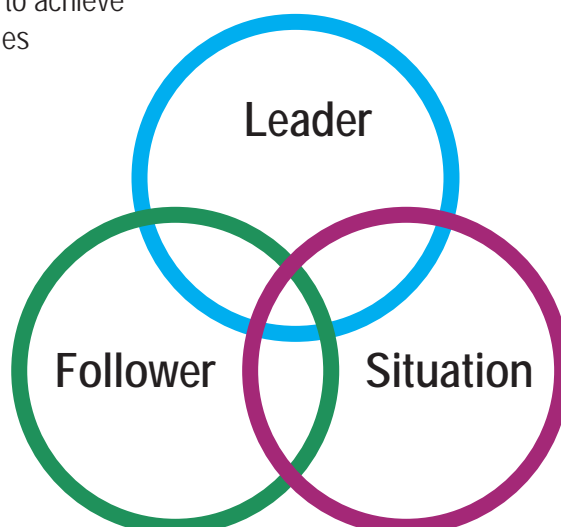- The Leadership Triad

Course Information

Duration
  1/2 day
Audience
  This course is designed for personnel in the private or public workforce that wish to improve their leadership knowledge and skills.

Leader

Follower

Situation

"Very helpful in understanding different management styles and what techniques can be applied if your team is not responding or performing as you expect."

Build Your Own

Active and Effective Listening

Course Code: PD104

Research shows that 80% of business problems are caused by poor communication. This workshop provides the participant with the critical communication skills necessary to succeed in their personal and work environment. Addressing problems by using active listening provides a solid foundation for effective communications, even in difficult circumstances. Examining and implementing the dynamics of effective communication—with emphasis on active listening as the method for understanding the meanings of the messages sent by others—greatly improves communication.

Learning Objectives

- Recognize opportunities in the workplace for more effective communication
- Analyze the audience
- Learn and practice active listening skills to enhance work relationships and increase effectiveness
- Choosing the best communication method for a situation
- Crafting difficult messages
- Gain insight into the role of culture in interpersonal communication processes
- Experience cultural differences in thought and emotion
- Use questioning skills to enhance communication effectiveness

Topics & Content

- Online listening skills assessment
- The impact of poor communication in organizations
- Communicating more successfully with others
- Meaning centered communication
- Audience analysis, understanding your intended audience, and shaping your message to reach and persuade your intended audience
- Action Plan to reinforce and transfer learning to the workplace
- The impact of cultural differences on effective communication

Course Information

Duration
   1/2 day
Audience
   This course is designed for personnel in the private or public workforce that wish to improve their listening and communication skills.

"Really enjoyed this time to focus on this skill set, highly recommend it."

Diversity Awareness

Course Code: PD105

A survey by Korn/Ferry International found that more than 2 million people leave their jobs each year due to unfairness in the workplace. Diversity Awareness, fostering an environment of inclusivity, sensitivity, and respect in the workplace, explores the subtle ways that these limitations occur and how to combat them while building respectful interactions. This course defines diversity in broad terms, recognizing that people see differences in varying ways from educational background to personal attributes and experiences, among other areas. Professionals at every level will learn how to take proactive steps to find and capitalize on unique skills as well as exercise flexible thinking and seek personal growth.

Learning Objectives

- Understand the subtle ways that bias occurs
- Identify instances of devaluing others through small subconscious behaviors and micro-inequities
- Establish a framework to increase inclusion at the organizational level
- Recognize different ways of conveying respect
- Address conflict productively and respectfully
- Lead by example and be part of the solution

Topics & Content

- Group activity: What does an inclusive workplace look like?
- Definitions of diversity
- Behaviors that create separation
- Fostering a culture of inclusion
- Lead by example

Course Information

Duration
   1/2 day
Audience
   This course is designed for personnel in the private or public workforce that wish to improve their diversity awareness.

"The workshop was very beneficial to me. It taught me that diversity is not always about color, gender, etc. Diversity is broad and includes different types of thinking."

Build Your Own

Conflict Management

Leading teams, projects, and managing others is very difficult and often accompanied with conflict. Conflict management strategies help the individual to address a wide variety of situations one confronts in the contemporary workplace. The ability to manage individuals through conflict and resolve complex situations is a critical leadership skill. This course is based on the Kilmann model, which is used in several disciplines including conflict management, negotiations and influencing others. An assessment identifies an individual's preferred conflict strategy, thus providing insight into one's character.

Learning Objectives

- Describe the five conflict management styles
- Discover your personal conflict management styles
- Explain the Kilmann model
- Practice influencing and conflict resolution
- Resolve a conflict scenario

Topics & Content

- Conflict management styles assessment
- Theory of influence and conflict
- Influencing methods and the five conflict styles
- Personal development planning
- Capstone case study, a small group exercise

Course Information

Duration
   1/2 day
Audience
   This course is designed for personnel in the private or public workforce that wish to improve their conflict management knowledge and skills.

"Gave me perspective on different styles to solve problems and work with a variety of personality styles. Would recommend, offers good insight on conflict resolution."

Build Your Own

Customer Conversations—What NOT to say or do!
Course Code: PD107

This workshop provides the critical communication skills necessary to succeed in today's customer-driven business environment. Topics covered address key skill areas for building a solid customer relationship as well as tools to prevent the wrong message from accidentally slipping out and potentially eroding an important budding relationship. Prior to class, attendees will complete online assessments measuring meaning-centered communication and listening skills. The results will be interpreted and discussed during the online session. Techniques to improve communication skills form the core of this workshop.

Learning Objectives

- Discover one's communication orientation (online, prior to class)
- Apply meaning-centered communication at work
- Assess the impact of your communications and listening efforts on others
- Focus on the needs and concerns of the client/customer
- Develop skills and behaviors that enhance communication
- Creat effective, clear, concise and coherent electronic communication

Topics & Content

- Meaning-Centered Communication
- Listening skills assessment
- Active listening as the vehicle for understanding others
- Techniques to help the listener elicit the true meaning of the message sent and eliminate confusion or misinterpretations
- Active listening and other skills to enhance work relationships and increase effectiveness in customer environments

Course Information

Duration
  3 hours online
Audience
  This course is ideal for customer facing personnel at all levels

"Excellent; great tips on effective communication within the context customer service and account management."

Build Your Own

Transformational Leadership

Course Code: PD108

Transformational Leadership addresses the charismatic and affective elements of leadership. Participants learn behaviors associated with outstanding leadership and how the four "I's"*, the cornerstones of Transformational Leadership, are used to solve challenging problems and lead positive change in their sphere of influence. One of the most popular leadership models of today, Transformational Leadership emphasizes intrinsic motivation and follower development. Today's work groups want to be inspired and empowered to succeed in these times of uncertainty—leadership in times of change.

Learning Objectives

- Describe leadership concepts
- Interpret the Full Range Leadership model
- Differentiate the four cornerstones of transformational leadership
- Demonstrate transformational leadership behaviors
- Create a personal leadership development plan to raise your transformational leadership skills

Topics & Content

- Leadership concepts
- The Full Range Leadership model
- Ineffective to highly effective leadership
- The four cornerstones of transformational leadership
- Definitions and leadership examples
- Transformational leadership behaviors
- Group discussions and problem solving are integrated throughout the workshop

Course Information

Duration
  1/2 day
Audience
  Executives
  Directors
  Managers
  Team Leaders
  Supervisors
  Emerging Leaders

"Enlightening, thought provoking, good for personal growth. Also explores unlimited possibilities and ideas."

Workplace Ethics

Being ethical does not mean following your feelings; feelings can misdirect you. This training program explores how workplace ethics should be developed, how to create the standards and policies that support them, how employees can be trained to follow and support these standards, and how to deal with problems where ethics are concerned.

Learning Objectives

- Dispel common myths about business ethics
- Describe the ideal ethical workplace
- Implement ethics guidelines and policies in your organization
- Identify and resolve typical ethical dilemmas
- Recognize common excuses for unethical behavior, and what to do about them
- Deal with unethical coworkers, customers, and vendors

Topics & Content

- What is business ethics?
- How to create an ethical workplace
- Tools to support an ethical workplace
- Applying ethics in the real world
- Group activities
- Decision confidence assessment
- Myths about business ethics
- Ethical dilemma practice exercises

Course Information

Duration
   1/2 day
Audience
   Executives
   Directors
   Managers
   Team Leaders
   Supervisors
   Employees

"The time to learn ethics is before there's an incident."

Time Management

Course Code: PD110

Time Management is designed for professionals who need to organize their work time in order to maximize productivity. Time management helps people prioritize multiple tasks, learn how to deal with activities that decrease work efficiency, and develop their own individualized plan to overcome personal procrastination tendencies.

Learning Objectives

- Set and accomplish realistic goals
- Set priorities and identify barriers
- Get organized and stay that way
- Improve concentration and efficiency
- Maintain a reasonable work load by managing expectations
- Prioritize tasks based on degree of importance and urgency
- Use structured time management techniques
- Recognize compulsive behaviors and how they negatively impact time management
- Avoid time wasting activities
- Get organized—the key to time management
- How to make quick, informed decisions
- Develop an individualized action plan to improve time management.

Topics & Content

- Explore the psychology of your time management style
- Get organized and stay that way
- Setting realistic goals and objectives
- Prioritizing when there is too much to do
- Procrastination Profile – a self-assessment
- Preventing procrastination
- Improve concentration
- Becoming more efficient
- Creative strategies to meet with everyday demands
- Avoiding the paperwork avalanche
- Coping with interruptions
- Ten techniques for time management
- Dealing with telephone and email interruptions
- Making meeting time count

Course Information

Duration
 1/2 day
Audience
 Team Leaders
 Supervisors
 Employees

"The workshop is well worth your time. It was great."

Epilog

Thank you for browsing through our catalog. If you see something you like or have any questions, please contact Jim Wynne at 610-225-0193 or jwynne@meritcd.com. Additional infomation can be found on our web site www.meritcd.com, or click here.

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