

Professional Leadership Development Certificate (PLDC) AMS240



Developing the Global Leader

Management Consultants



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Table of Contents

PLDC Overview	3
AMS Leadership Development Curriculum/Competency/Behavior Alignment Matrix	4
Course Descriptions	9
Best Practice: New Leadership Strategy (NLS)	17
Delivery Models	19
Leadership Skills Survey Tool (LSST).....	21
Case-Based Learning Experience (CBLE).....	22
Testimonials	25
Project Briefing.....	26
Program Development Team	27
AMS Advantage	29
Leadership Definitions.....	30

PLDC Overview

Welcome to the AMS Professional Leadership Development Certificate (PLDC), the industry's most dynamic and comprehensive Leadership Development training track.

The AMS Professional Leadership Development Certificate (PLDC) represents a holistic approach to competency development. Designed by some of the industry's most predominant thought leaders and centered around the AMS Leadership Attribute Index, our clients benefit from a fully integrated and customizable solution which is focused on the critical areas of professional development, diversity, inclusion and leadership.

AMS consultants are executive level practitioners with 20-30 years of leadership and management experience. They are published authors, thought leaders and regular contributors to the "management" trade.

AMS has serviced clients worldwide in the Leadership, Globalization, and Management Development space providing customized blended solutions to help human capital meet the goals of their organization. At AMS we understand that Leadership, Globalization, and Management Development are critical to preparing individuals for the future. AMS consulting and training programs focus on leadership, mentorship and the general ability to produce high performance skill sets.

Our solutions are blended and can be set against any industry, competency group or vertical. We have worked to build programs for clients worldwide.

Additionally, AMS can help you build the infrastructure necessary to support high performance managers. This may entail evaluation of communication protocols, process and technology. Leadership and supervisory skill sets hold the bookends for Management Development and our programs focus on all aspects of the collateral variables.

Ultimately, the advantages to the AMS content, development approach, and ancillary training path alignment tools result in a pin-point focus of what is needed, when it is needed. Participants can choose from various courses made up of interchangeable modules and target the areas most relevant to their needs. This helps training managers tailor learning paths and measure results more accurately.

Please explore this program, request more information or contact us to speak with someone on our program development team directly as a way to learn more.

In order to qualify for an AMS certificate of completion, attendees must complete three core and two elective programs.

PLDC Matrix

AMS Leadership Development Curriculum/Competency/Behavior Alignment Matrix

Course Level - Legend	
Introductory Level	
Intermediate Level	
Advanced Level	

Job Roles - Legend	
Global/Strategic Leader	
Operational Leader	
Virtual Leader	

Leadership Competencies - Legend	
• <u>Business Acumen</u>	
• <u>Inclusion/Diversity</u>	
• <u>Interpersonal</u>	
• <u>Communication</u>	
• <u>Decision Making</u>	
• <u>Innovation</u>	

Courses / Roles ↓	Leadership Behaviors						Leadership Competencies ↓
	<u>Self-Awareness</u>	<u>Integrity</u>	<u>Mentoring</u>	<u>Empathy</u>	<u>Humility</u>	<u>Gratitude</u>	
	Core Courses						
	Partial Coverage	Moderate Coverage	Complete Coverage	Complete Coverage	Complete Coverage	Complete Coverage	
AMS200: Excellence in Leadership 2 days; 14 PDUs Delivery: Role:							
AMS230: Managing a Culturally Diverse Workforce 1 day; 7 PDUs Delivery: Role:							

PLDC Matrix

Courses / Roles ↓	Leadership Behaviors						Leadership Competencies ↓
	Self-Awareness	Integrity	Mentoring	Empathy	Humility	Gratitude	
	Core Courses						
	Partial Coverage	Moderate Coverage	Complete Coverage	Complete Coverage	Complete Coverage	Complete Coverage	
AMS235: Psychology of Change: Leadership's Role in Shifting Environment 1 days; 7 PDUs Delivery: Role:							
AMS264: Leading from the Middle 2 days; 14 PDUs Delivery: Role:							
AMS273: Demystifying the Art of Public Speaking 2 days; 14 PDUs Delivery: Role:							





























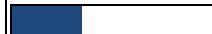

PLDC Matrix

Courses / Roles ↓	Leadership Behaviors						Leadership Competencies ↓
	Self-Awareness	Integrity	Mentoring	Empathy	Humility	Gratitude	
	Electives						
	Partial Coverage	Moderate Coverage	Complete Coverage	Complete Coverage	Complete Coverage	Complete Coverage	
AMS171: Globalization 1 day; 7 PDUs Delivery: Role:							
AMS207: Communication and Listening Skills 1 day; 7 PDUs Delivery: Role:							
AMS208: Conflict Resolution: To the Heart of the Matter 2 days; 14 PDUs Delivery: Role:							
AMS212: Creative Problem Solving 1 day; 7 PDUs Delivery: Role:							

PLDC Matrix

Courses / Roles ↓	Leadership Behaviors						Leadership Competencies ↓
	Self-Awareness	Integrity	Mentoring	Empathy	Humility	Gratitude	
	Electives						
	Partial Coverage	Moderate Coverage	Complete Coverage	Complete Coverage	Complete Coverage	Complete Coverage	
AMS221: A Supervisor's Guide to Leadership Through Applied Coaching and Mentoring 3 days; 21 PDUs Delivery: Role:							
AMS229: Leadership Skills: Introductory Techniques and Practices 1 day; 7 PDUs Delivery: Role:							
AMS236: Strategic Planning 2 days; 14 PDUs Delivery: Role:							

PLDC Matrix

Courses / Roles ↓	Leadership Behaviors						Leadership Competencies ↓
	Self-Awareness	Integrity	Mentoring	Empathy	Humility	Gratitude	
	Electives						
	 Partial Coverage	 Moderate Coverage	 Complete Coverage				
AMS247: Effective Negotiation Skills 2 days; 14 PDUs Delivery:  Role: 							
AMS252: Enhancing Executive Leadership Skills 2 days; 14 PDUs Delivery:  Role: 							
AMS268: Leadership for High Performance Cross Border Teams 3 days; 21 PDUs Delivery:  Role: 							

Course Descriptions

AMS200: Excellence in Leadership

Format/Duration:  3 days  18 Hours

Overview

This course takes a deep and insightful look at the topic of leadership, the “art” side of management, from two distinct yet integrated perspectives; leadership as applied to oversight responsibilities and the ongoing personal development of a leader.

The course will emphasize the critical role that the “human relation” side of management plays in the planning, execution, and control of any size project effort. Utilizing insights and critical distinctions based on the facilitator’s vast and varied management and executive leadership experience, participants will be brought face to face with questions about their own leadership effectiveness. This course requires “real” and substantive participation that will result in the participants being lead through a detailed look at the critical aspects of effective leadership, personal development, coaching/mentoring, managing in a chaotic environment, proactive and effective communication, and the distinctions of effective personal development as a leader.

Learning Objectives

- Learn the critical success factors to leadership in an oversight environment
- Gain insight into the power and influence positions in effective leadership
- Examine the critical success factors and best-practice behaviors in achieving effective and lasting results with coaching and mentoring
- Understand the many “faces” of leadership and gain insight into the best-practices and mind-sets inherent in successful leadership models
- Work with the current models in emotional intelligence and its application to intuitive leadership principles
- Assess your effectiveness as a leader and create a personal development plan for future insight, efficiency and success

Who Should Attend

Managers and executives who have leadership roles in their organizations would benefit from attending this course.

[Back to Top>](#)

AMS230: Managing a Culturally Diverse Workforce

Format/Duration:  1 day  6 Hours

Overview

This course will increase awareness of how to successfully manage in a multi-cultural work environment. It provides participants with factual information about the changing composition of the workforce. It offers opportunities to examine how personal biases of managers can impact employee performance, retention and morale. The course fosters appreciation for the valuable contributions the increasingly diverse workforce can make to an organization.

Learning Objectives

- Understand the dimensions of diversity
- Learn how to find common ground with people who seem different from you
- Define workplace diversity
- Explore the changing nature of the workforce and recent workforce statistics
- Interrupt stereotyping and discriminatory behavior before it becomes harmful
- Build a dialogue about diversity in your organization
- Establish an effective work environment
- Respect, retain and make good use of all employees

Who Should Attend

All levels of management and human resource staff would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS235: Psychology of Change: Leadership's Role in a Shifting Environment

Format/Duration:  1 day   6 Hours

Overview

Managing effectively in an environment of change requires a willingness to reinterpret and reinvent oneself, re-evaluate relationships and identify the everyday methods of operation that promote stagnation of personal and professional growth. This course will address the fundamental nature of change and its effects on business and personal environments. It will provide valuable insights for management's interaction with change as a positive and constant opportunity for development.

Learning Objectives

- Explore Kaizen and understand the process of stable and incremental betterment
- Establish a process to identify low yield and disempowering structures
- Create an effective system of communication to choose inclusion and cohesion over avoidance
- Examine the natural cycle of creation and implementation
- Understand the connection between courage and imagination and reaching beyond the comfort zone
- Provide an energized and vital work environment
- Discover the energy and synergy generated by downward aimed service
- Explore the Japanese concepts of Shugyo (discipline) and Metsuke (focus)

Who Should Attend

All levels of personnel within a corporate structure experiencing rightsizing, reorganization or any form of change, and individuals who desire to become proactive to trends and future business requirements would benefit by taking this course.

[Back to Top>](#)

AMS264: Leading From the Middle

Format/Duration:  2 days   12 Hours

Overview

We typically think of leadership coming from CEO's and other officers of a company, but most companies now recognize the importance of having strong leaders at every level in the business. People in the middle have great knowledge about employee issues, customer needs, and opportunities for process improvement within their own companies. Consequently, they are uniquely positioned to foster and manage effective change in the company. This has always been true and great companies count on the contributions of informed people in the middle. Directors of Operations (middle management) are essential to the success of a company. They provide a vital connection between senior management and the front-line, between the organization's strategy and its implementation; and provide linkages horizontally, across organizations and functions. This course is designed to reinforce the value of this position, and to provide strategies for collaborating across geographical boundaries to join forces with all leaders within the company to realize the benefits of enlightened, motivated leaders working collectively.

Learning Objectives

- Learn the importance of leading from the middle
- Understand leadership competencies of middle managers
- Identify ways to use business ethics to build trust
- Assess personal values and be able to integrate them into the business setting
- Coach employees toward improved performance
- Improve communication through active listening and future-focused conversations
- Define Emotional Intelligence and its organizational benefits
- Learn strategies for effective work management
- Build and support virtual teams
- Understand personal Emotional Intelligence strengths and developmental needs
- Draw on a personal development plan for further development as a leader

Who Should Attend

Directors of Operations will benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS273: Demystifying the Art of Public Speaking

Format/Duration:  2 days  12 Hours

Overview

"The difference between success and failure is the ability to communicate clearly and effectively. Never has this been more true than in today's intensely competitive business climate."

*Aram Bakshian, Jr.
Speech Writer
Former President Ronald Regan*

Most people blanch at the thought of standing in front of a group to give a speech. The original *Book of Lists*, first published in the 1970's, includes a list of things people fear the most, and public speaking is rated number one! What is it about this commonly accepted business practice that people find so intimidating? More importantly, how can the average practitioner gain the confidence necessary to present in today's boardrooms, sales meetings, project meetings and business expositions?

Demystifying the Art of Public Speaking was developed to help participants conquer their fears, understand their strengths, minimize their weaknesses, and identify their own personal style of addressing audiences, large and small. This two-day interactive program will explore the basics required of any successful presentation, and allow participants to practice their presentation skills in a safe and supportive environment.

Learning Objectives

- Gain insight into the human characteristics and behaviors that both support and hinder effective public speaking.
- Review the traditional components required of any presentation, regardless of the length of the presentation, setting in which the presentation is delivered, or size of the audience.
- Practice the time-tested techniques and approach used by professional speakers, including guidelines used by Toastmasters.
- Receive tips used by professional speakers that you won't find in other public speaking programs.
- Explore techniques dealing with the stress of making a presentation.

Who Should Attend

Corporate Executives, Managers & Supervisors, Sales Professionals, Account Managers, Project Managers, Customer Service Representatives will benefit by taking this course.

[Back to Top>](#)

AMS171: Globalization

7 Professional Development Units
7 Education Hours



Format/Duration:  1 day  6 Hours

Overview

Just because your system has passed all user tests and has been successfully installed and operating doesn't mean you will enjoy the same success when you try to repeat that process in another country. There are many cultural and social differences that can render a project successful in one culture and an abysmal failure in another. Accommodating the requirements of another country in systems that were designed for the U.S. is a challenge. Among the many considerations are: legal requirements, different business practices and business rules, economic differences, cultural differences and others.

In this course we will examine some of those differences and adapt our design and implementation strategies accordingly. The course will follow a workshop format in that we will investigate approaches and solutions to the globalization of IT systems.

Learning Objectives

- Identify the international environments of IT operations
- Understand the international systems design implications
- Understand the international implementation implications
- Maintain a customer-centric focus in an international setting

Who Should Attend

IT team members and team managers at all experience levels would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS207: Communication and Listening Skills

Format/Duration:  1 day   6 Hours

Overview

This course is designed to introduce participants to the notion of communication and listening in the workplace with a special emphasis on the importance and impact that communication has on the organization. This highly interactive session includes a variety of learning methods including exercises and creative activities, role-plays, discussion, lectures and a self-assessment survey. Participants will develop knowledge of listening and communication skills that can be used to make them more effective in their daily work.

Learning Objectives

- Understand organizational communication including verbal and non-verbal concepts
- Discuss communicator styles, benefits and blind spots
- Understand communication outcomes and how to use communication to improve performance
- Explore how to give and receive feedback
- Explore listening skills and understand how they are important to success
- Combine listening, speaking and writing skills to become a truly great communicator

Who Should Attend

Any professional with the desire to communicate and listen more effectively would benefit by taking this course.

[Back to Top>](#)

AMS208: Conflict Resolution: To the Heart of the Matter

Format/Duration:  2 days   12 Hours

Overview

Today's fast paced and demanding work environment is a breeding ground for misunderstandings and less than complete and accurate communication. This course is designed to uncover and effectively deal with the real personal and interpersonal issues that are part of the everyday project and business environment.

Learning Objectives

- Define the term "conflict"
- Discuss the views, levels and types of conflict
- Discuss causes of conflict
- Understand the positive and negative aspects of conflict
- Understand the 5 conflict management styles and when to use each
- Understand relationship awareness theory and the 7 motivation orientations
- Identify the characteristics of good problem solvers
- Learn how to assess and manage people and situations beyond the conflict situation
- Understand conflict management theory to aid in producing effective outcomes
- Identify the difference between the settlement-driven approach and the relationship-driven approach to conflict management
- Identify the difference between reactive and proactive conflict management
- Develop an appropriate conflict resolution strategy
- Use conflict management skills to create win-win solutions
- Understand how to plan desired outcomes before conflicts arise

Who Should Attend

Managers, supervisors, team leaders and staff personnel who would benefit from the insight to successfully resolve personal and business conflict would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS212: Creative Problem Solving

Format/Duration:  1 day   6 Hours

Overview

This course combines creative and analytical approaches to problem solving and reinforces participants' critical thinking skills. Participants improve their ability to separate fact from inference when defining problems. Emphasis is placed on selecting relevant problem solving processes for each situation. Participants learn and apply a model that allows them to tackle a range of managerial problems. In groups and individually, participants apply the workshop techniques to actual on-the-job problems in order to take a more powerful role in decisions affecting them.

Learning Objectives

- Learn to look at all sides of a problem and evaluate the consequences of a particular approach
- Enhance critical thinking skills
- Define strategic and linear thought models
- Develop strategies for problem solving that mitigates risk of a poor solution
- Develop skills to select proper tools for decision making at appropriate times
- Utilize a methodology to establish real solutions applicable on the job
- Learn new ways to stimulate creative, out of the box thinking

Who Should Attend

Supervisors, managers and other staff who are expected to use experience, creativity and intuition to solve problems, as part of their professional responsibilities, would benefit by taking this course.

[Back to Top>](#)

AMS221: A Supervisor's Guide to Leadership Through Applied Coaching and Mentoring

Format/Duration:  3 days   18 Hours

Overview

This course delivers current best practices of successful managers in today's business environment. You will learn how the best supervisors, team leaders and managers motivate, evaluate, coach and develop employees. The course provides strategies for overcoming the leadership, management and ethical challenges facing supervisory personnel and their staffs. Emphasis is placed on establishing and managing goals, change management, diversity, and coaching, achieving goals as a team, and managing with performance standards.

Learning Objectives

- Develop effective communication skills
- Establish your style of leadership
- Assess responsibilities against abilities
- Define and delegate responsibilities against deadlines
- Formulate an action plan
- Set and communicate measurable standards against corporate objectives
- Develop a team environment by building spirit, motivation, role modeling and empathy
- Give effective performance appraisals implement corrective actions
- Develop solid record keeping skills
- Learn how to manage difficult employees and situations proactively
- Understand the psychology of change and leadership's role in a shifting environment
- A deeper understanding of supervising, coaching and leading
- Improved communication with direct reports
- Adapt your leadership style to meet the needs of a diverse staff
- Apply delegation strategies to increase productivity
- Learn best practices for coaching to maximize your team's performance

Who Should Attend

Experienced and newly appointed managers responsible for development and support of staff would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS229: Leadership Skills – Introductory Techniques and Practices

Format/Duration:  1 day   6 Hours

Overview

Managers face a set of unique challenges in the daily management of resources and administration. This important position requires successful incumbents to rapidly move between a focus on leading their team, delivering world class services and concurrently managing processes and procedures. This course is developed to equip new managers with the tools and strategies needed to interact effectively in all facets of their management role. The focus is on providing managers with a system to improve team behavior, negotiation, decision-making and conflict management skills, and in turn, results. Attention is paid to individual skill sets as well as the collective culture. This course is interactive in nature and utilizes case studies, teamwork and a variety of exercises to introduce positive change and provide new and experienced managers with the requisite skills for success.

Learning Objectives

- Learn the fundamentals necessary for effective management and how they affect the individuals you oversee
- Understand and adopt the company's management philosophy
- Know when to manage and when to lead
- Analyze your leadership style and make it work for positive results
- Enhance your communication skills for greater success
- Plan for performance and development and write effective evaluations

Who Should Attend

Professionals new to the management role will benefit from attending this course.

[Back to Top>](#)

AMS236: Strategic Planning

Format/Duration:  2 days   12 Hours

Overview

Strategic planning has become a must for organizations that want to succeed in the 21st century. This course will introduce the key principles involved in strategic planning and provide participants with an overview of the necessary components of an effective strategic plan. Participants will learn about how the planning process affects different organizational structures and participants in the development of a mission and vision statement.

Learning Objectives

- Understand the strategic planning process
- Identify the steps to break out of an old paradigm
- Explore culture and applied strategic planning
- Conduct a strategic planning needs assessment
- Perform a stakeholder analysis
- Formulate a mission statement
- Build a foundation using business modeling
- Conduct a SWOT analysis
- Conduct a gap analysis to identify low performance
- Integrate action plans
- Conduct contingency planning

Who Should Attend

Professionals who wish to enhance skills that will lead to increased productivity and accuracy would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS247: Effective Negotiation Skills

Format/Duration: 🧑🏫 1 day 🖥️ 6 Hours

Overview

Whether knowingly or not, we are engaged in daily negotiations for success, relationship, survival and comfort. Unfortunately, the vast majority of these negotiations are left up to chance and we are then left to deal with their consequences. This course takes a methodical and insightful look at the components and techniques of successful negotiations. The course is designed to help participants develop a clear and concise thought process required to plan, conduct, control and succeed at negotiations of all levels.

Learning Objectives

- Defining effective negotiation
- Defining the attributes of effective negotiation
- Understand techniques and strategies for effective negotiation
- Understand the human factors associated with achieving effective negotiations

Who Should Attend

Any professional who engages in negotiations would benefit from taking this course.

[Back to Top>](#)

AMS252: Enhancing Executive Leadership Skills

Format/Duration: 🧑🏫 2 days 🖥️ 12 Hours

Overview

One of the greatest challenges that a manager, director or executive can face is that of effective leadership. Leadership is the ability to direct, supervise, encourage, inspire, and coordinate, and in doing so facilitate action and guide change. Effective leaders know themselves, their strengths, weaknesses, and those of the people around them. They must know your objectives and have a plan of how to achieve them. They must build a team of people that share their commitment to achieve those objectives, and must help each team member to achieve their best. This two day course is designed to provide Vice Presidents and senior level executives the ability to assess their personal leadership styles, turn vision into strategy, and devise a plan to optimize leadership skills resident in their company.

Learning Objectives

- Turn vision into strategic thinking
- Understand the competencies of executive leadership
- Understand and apply situational leadership
- Identify ways to use business ethics to build trust
- Articulate a passionate/noble purpose and personal vision
- Assess personal values and be able to integrate them into the business setting
- Describe 3 keys to motivating the workforce
- Coach employees toward improved performance
- Improve communication through active listening and future-focused conversations
- Define Emotional Intelligence and its organizational benefits
- Understand personal Emotional Intelligence strengths and developmental needs
- Prioritize based on the 80/20 rule
- Draw on a personal development plan for further development as a leader

Who Should Attend

Vice Presidents and senior level executives would benefit by taking this course.

[Back to Top>](#)

Course Descriptions

AMS268: Leadership for High Performance Cross Border Teams

Format/Duration: 🧑‍🤝‍🧑 3 days 🖥️🌐 18 Hours

Overview

This program is designed to help participants gain an understanding of nuances associated with effective leadership in a global business environment. Participants will explore how culture effects stylistic communications and learn how to apply listening skills and empathy to become more engaging, empowering, and collaborative when working with team members across borders. Through relationship building, individuals will learn skills to help them transition from “command and control” leadership styles to “shape and influence”.

Learning Objectives

- Communicate effectively across cultural and organizational boundaries
- Manage both content and process requirements of their team
- Apply a participative leadership model
- Enhance team performance relative to increasing the degree of openness and trust between team members
- Manage and resolve conflicts effectively

Who Should Attend

Managers and Directors would benefit from taking this program.

[Back to Top>](#)

Best Practice

Service: Consulting and Training

Solution Suite: Professional Development and Business Development

Best Practice: Leadership Inclusion

New Leadership Strategy (NLS)

NLS is a proposed change strategy that offers a roadmap for promoting greater dialogue, curiosity, inquiry, collaboration, cross-cultural integration, and experimentation based on the following model:

Inclusion (value) + **Participation** (behavior) = **Contribution** (results)

NLS seeks to capture the unique contributions that everyone has to offer because of his or her background, affiliations, talents, values, and other differences. The explicit goal of NLS is to strengthen an organization by leveraging a host of significant differences undoubtedly linked to the overall performance of the company. The following is an outline of how each organizational level is approached:

Phase 1

Executive Level

Objective:	Reach a consensus and reinforce commitment.
Synopsis:	A two hour executive briefing will be designed and conducted for the NLS roll-out. The meeting will be designed to find commonalities on the vision for the Company. It will also be used to give a broad assessment of where the company is in relation to where it needs to be to fulfill that vision. A short re-cap of successful strategies used in the past will be conducted to create best practices. We will also review industry best practices to identify plausible missteps in the path forward. The function of each organizational level in achieving the vision will be outlined for the future sessions.
Recommended methods:	Round table discussion/open forum.

Phase 2

Supervisory Level

Objective:	Identify the roles and responsibilities of a Supervisor as it pertains to elevating the corporate environment to be inclusionary. Bring the Supervisors to a heightened level of understanding of where the company developmentally is and the vision it is working to obtain. Provide them with the tools necessary to facilitate similar sessions within their divisions/business units.
Synopsis:	A two hour Supervisory exercise. The exercise will push the Supervisors past their existing comfort zone by analyzing various examples and scenarios that have specifically occurred within the community. The Supervisors will be asked with each example or scenario when they believed the example or scenario took place (past or present). The Supervisors will also as a group identify their roles and responsibilities. A review of the examples and scenarios with strict focus on the duties of a supervisor will be conducted along with emphasis on where these types of examples and scenarios can be found and utilized within their own divisions/business units.
Recommended methods:	Break up into groups when possible. All scenarios or examples should be interactive (audio or visual). Panel groups if available.

Best Practice

Phase 3

Process Consultants

Objective:	Build a foundation of <i>NLS</i> Process Consultants who will be trained to support supervisors with facilitating sessions.
Synopsis:	A cadre of internal <i>NLS</i> Process Consultants (PC's) will be developed and trained in how to conduct <i>NLS</i> dialogue sessions. They will be responsible for supporting supervisors who must run these sessions. Global <i>NLS</i> dialogue session guidelines will be designed and developed for use in all sessions.
Recommended methods:	<p>One-day training modules will be designed and developed for all PC's. This series of modules will be delivered bimonthly. A certification process will be developed to enable employees to act as coaches, tutors, and facilitators on diversity issues and concerns generated by Dialogue Sessions.</p> <p>Training for process consultants will consist of specialized <i>NLS</i> facilitation skills, including multiculturalism and inclusion topics. The purpose is to create a high performance team of internal process consultants skilled in dialogue and multiculturalism, using one-year detail assignments. This exemplary approach will strengthen the company and cultivate a learning community, supporting cross-cultural integration, collaboration, and dialogue. This training approach assumes that the company must change and that the norms must accommodate everyone.</p> <p>Additionally, Process Consultants will receive eight hours of coaching support during months void of training. Coaching will be conducted by phone and online. This will be structured on a retainer basis.</p>

Phase 4

Individual Contributors

Objective:	Provide a forum and learning path encouraging continued growth, collaboration, communication and cross-cultural integration which can accommodate varying levels of development and job duties.
Synopsis:	Six courses available for open enrollment. Topics covered include global leadership, cross-cultural training, and offshore teaming. An annual review of course offerings will ensure the offerings always challenge employees and push them to the next progressive stage.
Recommended methods:	A curriculum of six courses.

Delivery Models

On-Site Training

AMS On-Site Training events offer businesses the ability to choose from our entire catalog of training programs and then customize the delivery to meet all of their industry vertical needs.

AMS prides itself on the quality of our facilitators and depth of material content. All programs are highly interactive, experience based and will render immediate usable skill enhancements, methods and best practices.

Benefits to AMS On-Site Training:

- Scheduling flexibility to accommodate participant and group schedules
- Baseline pre-class competencies and post program [measurements](#)
- AMS will [host](#) a client portal to track registrations, completions and associated accreditations
- Highly [experienced](#) and trained team of Sr. Consultant facilitators to ensure quality
- Offering the full inventory of [AMS programs](#)
- Detailed desk reference quality materials
- [Customization](#) options via a best practice development methodology
- Programs offering industry and academic [accreditation](#)
- Standardized facilitation methodology to enhance the transfer of knowledge
- Per day, not per head pricing packages to accommodate volume and large groups

On-Demand.eduSM (Self-Paced On-line Training)

AMS On-Demand.eduSM leverages our vast inventory of intellectual property and presents it on a leading technology platform that is easy to use, capable of providing immediate knowledge transfer and has various multimedia options for student/instructor interaction and collaboration, such as, blogs and live instructor chat. Whether you work in the self-paced model or complement the learning path with options from our Blended Learning Suite, you can be assured that the learning experience will be robust.

Benefits to AMS On-Demand.eduSM:

- User friendly interface, powered by the award winning Blackboard ProSiteTM technology
- Java and HTML code to avoid firewall/security issues
- 24/7/365 technical support and on-line user guide
- Standardized learning process to enhance knowledge transfer
- Collaboration tools to promote knowledge cross-pollination
- Personalized content/learning path for each individual user
- Measurable knowledge transfer via the "knowledge challenge" system
- Data collection to interface with all LMS's
- Downloadable material to ensure "walk-away" value
- SME support and accessibility for all programs
- Blended Learning Solutions to enhance corporate programs
- Industry leading AMS content and instructional design
- Multi-course/user license packs
- Always virtual, never alone

Delivery Models

Virtual ClassroomSM (Live On-line Training)

AMS Virtual ClassroomSM events are a convenient way to experience direct interaction with a senior consultant without the costs associated with travel to off-site locations and public training venues. This convenient method of attending training is cost effective while still offering all of the benefits of face-to-face delivery.


AMS has created best practices for delivering virtual training that will set the industry standard through our "bring the classroom on-line" approach, affording participants the ability to interact with the presenter and even network with other students. Through the combination of live blogs, controlled VoIP and live audio/video webcasting within the training portal, we are able to effectively simulate the classroom learning experience.


Benefits to AMS Virtual ClassroomSM:


- User friendly interface, powered by the award winning Microsoft Live MeetingTM technology
- Various delivery lengths, price points and schedules allowing for total participant control (see below)
- At your desk convenience reduces travel cost and down time
- [Customization](#) options for "anchor" companies and internalized programs
- Full [AMS inventory](#) of over 200 programs available for custom delivery
- [Blended](#) learning options available
- Highly [experienced](#) and trained team of senior consultant facilitators to ensure quality
- Programs offering industry and academic [accreditation](#)
- Standardized best practice facilitation methodology to enhance the transfer of knowledge


Blended Learning Solutions (BLS)

AMS Blended Learning Solutions (BLS) allows organizations to take advantage of the most effective means to access knowledge within their individual corporate setting. In response to the fact that companies and individuals are beginning to "learn differently" as well as having a heightened awareness around the costs associated with on-site training, AMS has created BLS to address the challenges associated with today's dynamic work environment. Any one or all of the following delivery vehicles can be combined to create a fully customized learning experience. The AMS Blended Learning Solution suite focuses on the following consists of the following models:

 **On-Site Training:** As the cornerstone of the BLS solution suite, AMS instructor led training programs offer comprehensive study guides, expert facilitators and access to our Case Based Learning Experience (CBLE) which offers a tiered process for customization.

 **Virtual ClassroomSM (Live On-line Training):** AMS Virtual ClassroomSM events are a convenient way to experience direct interaction with a senior consultant without the costs associated with travel to off-site locations and public training venues. This method of attending training is cost effective while still offering all of the benefits of face-to-face delivery. AMS has created best practices for delivering virtual training that will set the industry standard through our "bring the classroom on-line" approach, affording participants the ability to interact with the presenter and even network with other students. Through the combination of live blogs, controlled VoIP and live audio/video webcasting within the training portal, we are able to effectively simulate the classroom experience.

 **On-Demand.eduSM (Self-Paced On-line Training):** AMS On-Demand.eduSM leverages our vast inventory of intellectual property and presents it on a leading technology platform that is easy to use, capable of providing immediate knowledge transfer and has various multimedia options for student/instructor interaction such as blogs and live instructor chat. Whether you work in the self-paced model or complement the learning path with options from our Blended Learning Suite, you can be assured that the learning experience will be robust.

 **PodCast:** AMS offers "learning snippets" derived from selected training programs, article/whitepaper content and other recorded media that our team creates from research. This completely mobile distribution of content is perfect for business travelers, students or anyone seeking "on-the-go" information.

All of the above BLS components can stand independent or mix and match to meet your exact needs. They are all supported by the [AMS Advantage](#) value points and can be guided via the [CBLE customization](#) model.

Assessment Overview

Leadership Skills Survey Tool (LSST)

The LSST can be customized to the needs of a specific organization, or utilized in a standard format to align with industry leadership best practices. The tool is designed to assess an individual's capacity for leadership responsibility, and recommend a specific path of development to fill any identified competency gaps. Each report is reviewed by an AMS Consultant prior to return, ensuring that the practical aspects of leadership have also been taken into consideration. The assessment is web based and can be completed within 20 minutes. Cost of an individual license is \$50.00 (USD).

Single section of assessment preview:

PERSONAL INFORMATION

First Name	<input type="text"/>
	<small>required</small>
Last Name	<input type="text"/>
	<small>required</small>
Company	<input type="text"/>
	<small>required</small>
Title	<input type="text"/>
Years with Organization	Select one... <input type="button" value="v"/> <small>required</small>
Department	<input type="text"/>
Telephone	<input type="text"/>
	<small>required</small>
E-mail	<input type="text"/>
	<small>required</small>
Direct Supervisor	<input type="text"/>

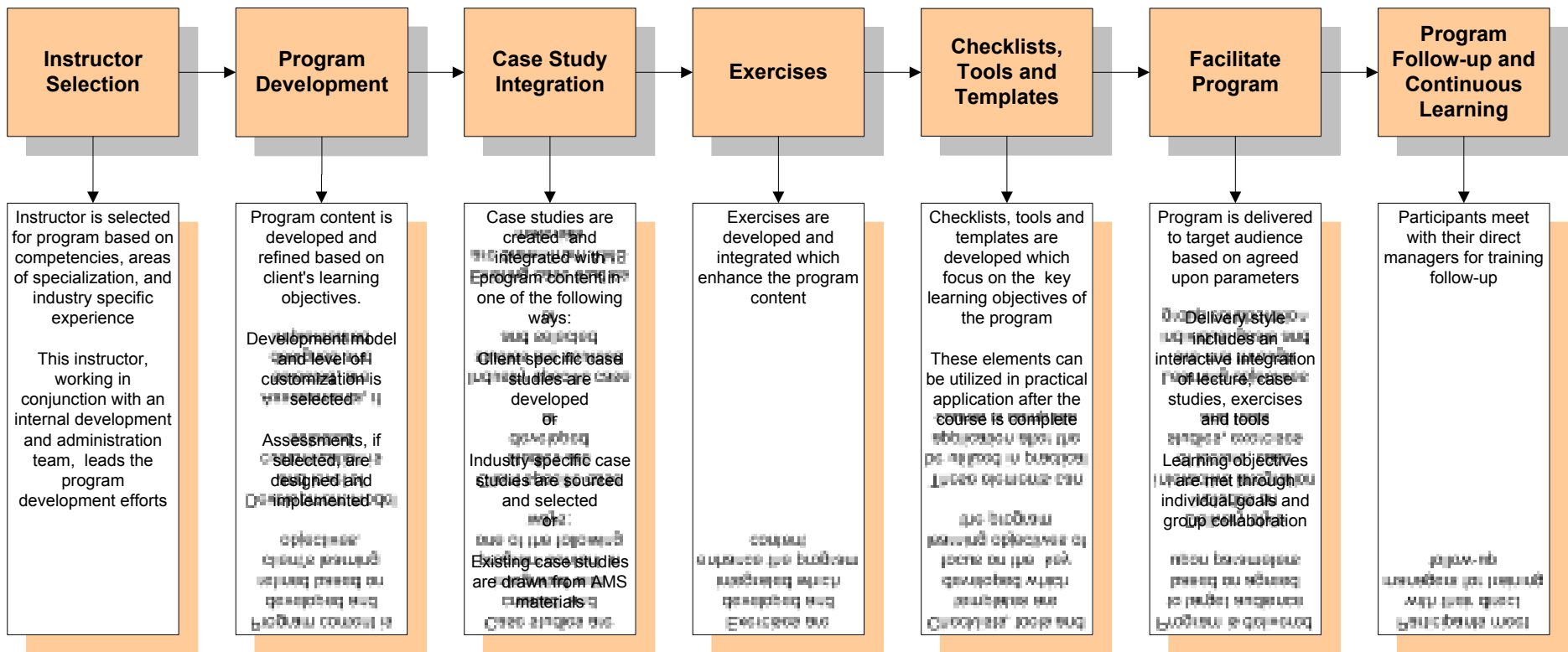
Section I: Leadership Excellence

How would you rate yourself in the following areas?

L1. Providing routine management?	Select one... <input type="button" value="v"/>
L2. Treating everyone fairly on the team?	Select one... <input type="button" value="v"/>
L3. Promoting team effectiveness?	Select one... <input type="button" value="v"/>
L4. Taking care of team members?	Select one... <input type="button" value="v"/>
L5. Positioning yourself as a leader?	Select one... <input type="button" value="v"/>
L6. Communicating a compelling vision?	Select one... <input type="button" value="v"/>
L7. Wanting people on your team to develop?	Select one... <input type="button" value="v"/>
L8. Giving reasons and other support?	Select one... <input type="button" value="v"/>
L9. Accurately assessing the development needs of your people?	Select one... <input type="button" value="v"/>
L10. Giving behavioral (action-oriented) feedback?	Select one... <input type="button" value="v"/>
L11. Providing long term coaching?	Select one... <input type="button" value="v"/>
L12. Empowering individuals for achievement?	Select one... <input type="button" value="v"/>
L13. Speaking out for change?	Select one... <input type="button" value="v"/>
L14. Linking change to work processes?	Select one... <input type="button" value="v"/>
L15. Making change real for individuals?	Select one... <input type="button" value="v"/>
L16. Following through on change initiatives?	Select one... <input type="button" value="v"/>
L17. Exhibiting entrepreneurial skills?	Select one... <input type="button" value="v"/>
L18. Giving basic directions?	Select one... <input type="button" value="v"/>
L19. Setting clear, consistent goals and expectations?	Select one... <input type="button" value="v"/>
L20. Demanding high performance?	Select one... <input type="button" value="v"/>

Case-Based Learning Experience (CBLE)

Advanced Management Services, Inc. Case-Based Learning Experience (CBLE)



Case-Based Learning Experience (CBLE)

In a typical case-based training course, case studies are designed to thread theory with experience. In bridging the aforementioned gap, utilization of this traditional two-dimensional model usually results in an academic experience. Based on client results, we find that a multi-dimensional model results in a more robust learning environment. In response to client needs, we have developed a fully integrated approach to training design and delivery.

Our enclosed model provides a dynamic blend of learning opportunities through what we call the Case-Based Learning Experience (CBLE). The CBLE model integrates the following elements:

1. Facilitator expertise
2. Program development
3. Case studies
4. Exercises
5. Checklists, tools and templates

These elements are refined once the client deliverables are established, resulting in a precisely focused learning experience. CBLE allows for time optimization and advanced learning opportunities.

The CBLE model draws its strength from the use of company specific data. For example, in a three day Project Planning Scheduling and Control course, the decision may be to focus the learning on the scheduling component of project management. In this example, a case would be built and facilitated to guide the students through a typical scheduling scenario. In a longer, multi-course program, emphasis may be placed on scheduling; influencing skills and risk, so three correlating case studies would be built or sourced. All of the aforementioned approaches would reflect our standard approach to customization defined in this document.

The program delivers on a targeted, optimum learning model based on personalized service and customization provided by Advanced Management Services, Inc. It focuses on individual professional development while pursuing collective accountability as a team. This approach is modeled around a typical MBA program. The design of CBLE will allow you to spread the program further into the organization as it grows. In fact, the case studies and customized materials may be able to be adapted and used in different applications throughout the organization.

The model takes into consideration the following elements:

1. Facilitator Expertise

Our consulting and training programs are developed and delivered by highly qualified individuals with proven expertise and practical experience. Our entire team participates in continuous learning to provide clients with cutting edge information. The Advanced Management Services, Inc. team of project consultants holds various advanced academic and professional accreditations, are published authors, presenters and recognized leaders in their specific area of expertise.

The experience of our facilitators is second to none. Senior consultants bring real world experience to the classroom. Through the evocative use of examples, our facilitators are able to draw references to actual scenarios that the participants have either faced or are likely to encounter in their project management careers. We encourage our students to bring examples of real project challenges they face to class, as our experience has shown that robust discussion around these topics heightens the learning experience.

2. Program Development

Program development/customization is available in three distinct levels. This customization allows us to get to know your organization and target the program delivery to highlight the areas most in need. Also, the ability to facilitate focused discussion among the group regarding company specific project challenges often results in an internal initiative to improve the project management process. Based on your requirements, this course can be customized in one of three ways:

Level One: Advanced Management Services, Inc. will conduct several telephone interviews with management and project managers. The purpose of these interviews will be to gather data on current practices and challenges in your company relevant to the training course content. This information will be translated back into the facilitation of the program by verbal delivery. The instructor will reference your specific company projects and challenges in his/her delivery of the materials. No material will be customized. This level is not conducive to the case study model we describe here.

Case-Based Learning Experience (CBLE)

Level Two: Advanced Management Services, Inc. will meet on-site with several of your managers and participants. The purpose of these meetings will be to gather data on current practices and challenges in your company relevant to the training course content. In addition, we will review documentation on existing practices that are being used internally. This information will be translated back into the facilitation of the program by verbal delivery. Case studies used during the program will be industry related. Any tools or processes used internally can be referenced during facilitation and integrated into the workbook text at your request. The instructor will reference specific company scenarios and challenges in his/her delivery of the materials. The industry specific case study and your company's specific practices, tools/forms will be integrated into the materials.

Level Three: Advanced Management Services, Inc. will meet on-site with several of your managers and project managers. The purpose of these meetings will be to gather data on current practices and challenges in your company relevant to the training course content. In addition, we will review documentation on existing practices that are being used internally. This information will be translated back into the facilitation of the program via the customization of both the delivery and the course materials. Case studies used during the program will be company specific. Any tools or processes used internally can be referenced during facilitation and integrated into the workbook text at your request. The instructor will reference specific projects and challenges in his/her delivery of the materials. The workbook, slides, case study and delivery will be customized and your specific organization's practices, tools/forms will be integrated into the materials.

3. Case Studies

Case studies can be integrated into the program in one of two ways:

Industry Specific Related Cases

Industry specific case studies can be integrated into the program based on different scenarios. These case studies are selected based on the needs stated by the client and the learning objectives of the program. Depending on the level of customization selected, the case(s) utilized may be existing Advanced Management Services, Inc. case studies or industry related cases obtained from leading business/IT publishers such as Harvard Business Review, Wylie & Sons, McGraw Hill, and others. Integration of relevant case studies is

used when appropriate to supplement the learning objectives. We generally use industry specific case studies to review a group of modules and draw parallels to typical challenges which may exist in one particular industry.

Organization Specific Related Cases

Alternatively, some clients choose to have a case study developed based on a real or fictional scenario in their organization. In this case, we will work with you to determine the most relevant situation to highlight. The case study may be based on a particular success story, or failure. The strength in this type of approach lies in the fact that all the participants can relate to it from a language, experience and cultural standpoint.

4. Exercises

Exercises and opportunities for hands-on work are key components of our programs. Depending on the format selected, our courses are usually composed of 50% or less lecture. The remaining course time is comprised of work that allows the students to utilize the concepts presented in the course, share ideas, challenge the content and pose questions to the instructor. We believe this format creates a dynamic learning experience for the student that allows them to learn by doing.

Short exercises interspersed throughout the program to recap the modules help facilitate and reinforce learning by offering the participants an opportunity to practice what they have learned, both individually and in teams. In a typical Project Planning, Scheduling and Control course, participants may create a Project Overview Statement, build a work breakdown structure, estimate time against a given set of tasks, develop a risk mitigation plan and/or create a network diagram and critical path schedule.

5. Checklists, Tools and Templates

We take great pride in the course materials created for clients. These workbooks, often in excess of 100 pages, are designed to be used during the course, and also serve as a reference guide long after the course is complete. Narrative in format, our workbooks contain detailed explanations of the topics covered, as well as forms, checklists, tools and templates that the participant can utilize in practical application. Many of these templates are industry specific, and are included in the workbook based on needs expressed during development/customization interviews. We also include a section on further recommended reading, so the participant has an immediate reference point for continuous learning.

Testimonials

"The training we received from the AMS team was insightful, current and tailored to our environment/industry. Because of the training we have been able to improve and sustain performance within the IT department."

Bill McGuire
Director of Training
Abbott Laboratories

"The strategic management session the AMS team facilitated was a great success in helping our management team define their objectives to work against our newly launched international initiatives. Our division was tasked to prepare the organization for outsourcing and the AMS team was very capable and experienced; thus helping us to better prepare and understand the complexities associated with this strategy. I credit the interaction with AMS as a key success factor in accomplishing the international roll out."

William D. Taylor
Vice President IT Services
Fidelity Investments

"I would highly recommend your firm to anyone seeking a customer focused management consultancy. I have had the opportunity to work with many consulting firms in my position and have never seen one so truly focused on customer satisfaction. Your company's willingness to be flexible and creative is overshadowed only by the firm's ability to deliver quality."

Wendy Dobrindt
Assistant Controller
Hartford Financial Products

"The Leadership Skill Survey Tool helped me to align my employees development plans with our internal training curriculum. The simplicity of the tool was surprising, yet the output was quite robust. I will continue to use this tool within our employee development activities."

Drew Boyd
Training Manager
ADP Solutions

Project Briefing

Solution Suite: *Professional Development, Business Development, Globalization*

Project Description: *Global Leadership Development*

Client

The client is an international manufacturing firm with operations in six countries and 23k employees.

Challenge

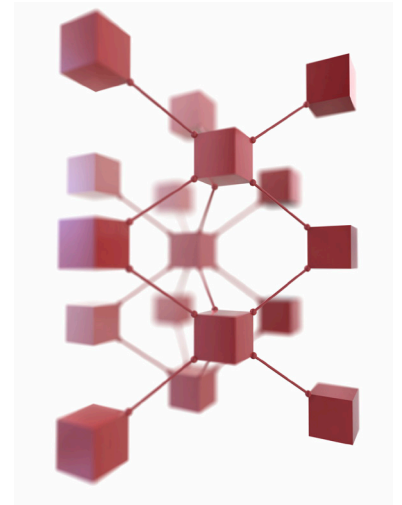
The organization was faced with rapid expansion and attrition due to a transitioning/retiring executive workforce. Additionally, they were challenged with a global work force requiring varied levels of leadership development and inclusion training.

Solution

AMS created a stage gated educational and development plan which included a leadership assessment, gap analysis aligned to job function and baseline competency as well as crafting customized best practice and intellectual property to align with the organizations strategic initiatives.

Benefits

The organization was able to establish an internal benchmark for the leadership competency while crafting performance metrics and career paths for developing managers. In addition, the structure of the program led to a reduction in attrition and a boost in overall productivity due to inclusion and visible paths for each associate. These solutions were rolled out globally and delivered via on-site, distance and consulting vehicles. The program was adopted by all divisions and is still the base line for the organizations leadership development training.



Program Development Team

Michael McCourt, MPA
Principal Consultant



Michael specializes in conflict management, risk management, project leadership, negotiating, influencing and management development topics including: sales, customer service, leadership and communications.

He is also an adjunct instructor for the USDA Graduate School in Washington D.C., where he teaches courses on interviewing techniques and presentation skills.

A requested speaker and author, Michael has worked both nationally and internationally with a diverse cross-section of industries and organizations; ranging from start-up ventures to Fortune 500 companies.

Phil Ventresca, MBA
CEO/Founder



Phil Ventresca is Founder, CEO and President of Advanced Management Services, Inc. (AMS), a full service management consultancy servicing an international client base. Since founding AMS nearly two decades ago Phil has lead the organization to becoming an internationally recognized provider of Consulting, Training and Assessment services. He has personally assisted many of the firms Fortune 50/100/500 clients with the creation of organizational and performance based solutions.

Phil has designed business methodologies, processes and personnel performance plans for organizations such as, AT&T, Fidelity, The Hartford and many more. Phil maintains an active role providing executive coaching and account solution development for the AMS family of clients. As an entrepreneur Phil has founded AMS Aviation and PTV Equity both wholly owned subsidiaries of AMS.

Phillip Walker, Ph.D,
Cert OSD
Principal Consultant



Phillip Walker works skilfully with individuals and teams to stimulate discussion, raise awareness, develop abilities, and turn plans into action. He is an internationally acclaimed organizational psychologist, management consultant and trainer. Dr. Walker is also a leading world authority on organizational trust building. He was mentored by Dr. Jack Gibb, known for his pioneering work in integrating organizational development theory, research, and practice.

Since 1989, Dr. Walker has authored three successful leadership development training programs taught globally and throughout the United States. He has eighteen years teaching experience at numerous universities at all levels. Dr. Walker regularly conducts training programs globally, including the PR China, UK, Sweden, Hong Kong, Canada, and United States.

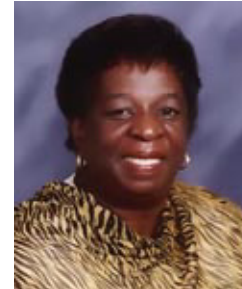
Program Development Team

**Victor Teplitzky, MSOD,
NSPE, Ph.D., PMP**
Principal Consultant



Victor is an Industrial Engineer and Behavioral Scientist (HRD/OD). Since 1974 he has provided training, consulting and research services to a wide variety of organizations in both the public and private sectors. He has developed, conducted and analyzed training needs assessments for various organizations including; the National Guard Bureau, several State National Guard organizations, the US Postal Service, National Institutes of Health and Sara Lee Corporation. Has designed and developed over 100 training workshops including both general programs for "off the shelf" presentations and workshops tailored to meet specific client needs.

Pearl Maxwell, Ph.D.
Principal Consultant



Since 1989, Pearl has developed a successful career an organizational development practitioner, professional trainer and keynote speaker. She possesses a unique skill that combines adult learning models, personal experiences and humor to engage organizations and create successful improvement efforts and productive learning sessions.

Pearl has extensive experience working with process improvement and reengineering initiatives helping clients, such as SCC, Sprint, Rehab Care, Symphony Health Services, to create functional business models for enhanced organizational productivity.

Jeff Stempien, PMP, MBA
Principal Consultant



Jeff is a business professional and consultant with 30 years of experience in transportation, logistics, and supply chain management. He has held senior and executive positions with leading transportation service providers and was most recently the Director of European Logistics for a leading chemical company based in Lausanne, Switzerland. His practical experience includes direct management of large international integrated transportation services, coordination of global supply chain networks, and new business development. One of his last assignments was to lead a project team in the complete analysis of the transportation infrastructure of the Republic of Russia for the US Department of State.

Jeff has over 15 years of direct sales and sales management experience within real estate, insurance, retail, and service sectors. In addition to being a Vice President of Sales and Marketing for a \$25 Million dollar logistic services company, Jeff held a Senior Business Development Director position at CSX Transportation. Jeff was also responsible for bring a European Start-up to the \$10 Million Dollar annual revenue plateau in three years.

Jeff has managed and overseen the development of international sales organizations designing and deploying the process necessary to meet objectives.

AMS Advantage

Benefits to our clients are driven by the key value points that make up the AMS Advantage:

- Fully owned copyright allows for flexibility in customization of training programs.
- Executive level consultants with an average of 20 years specific industry and subject matter expertise.
- Licensing of specific training materials to corporate training departments and Universities.
- Learning Management System (LMS) to support curriculum based training solutions.
- Best in Class Implementation Methodology to ensure the highest levels of service.
- Account management structure to support client needs.
- Cross industry experience to promote creative client solutions.
- Priced competitively with a focus on value added solutions.
- Team and client portal to ensure collaboration and communication.
- Client facing Lessons Learned Analysis (LLA) at the close of every project.
- Project communications structure to ensure multiple consultants are briefed on client projects.
- Domestic and international resources to provide the right consultant, at the right time, in the right place.
- Best Practice tools and processes to support our solutions.
- Industry specific accreditations and academic credit for specific programs.
- Articles, published works and benchmark research available for our client family.
- Monthly Newsletter highlighting current trends, new products and industry news.

Leadership Definitions

Leadership Definitions

<u>Leadership</u> – The art of motivating a group of people to act towards achieving a common goal.	
Behaviors	Competencies
<u>Self-Awareness</u> – Being mindful or conscious of yourself.	<u>Business Acumen</u> – The ability to understand the full spectrum of the businesses strategic capacity, operational standards and tactical initiatives in a macro perspective. As well as having the ability to know your place in the business as it relates to making competent decisions around your job functions.
<u>Integrity</u> – Personal honesty and independence.	<u>Inclusion/Diversity</u> - The ability to accept diversity and include all forms of diversity within the organization. Offering a fair and unbiased collaboration between all contributors.
<u>Mentoring</u> – A person is looked upon for wise advice and guidance.	<u>Interpersonal</u> – The ability to interact between business units and personnel while maintaining the highest level of quality interactions.
<u>Empathy</u> – Identification with and understanding of thoughts or feelings of another.	<u>Communication</u> - The ability to communicate up/down in the organization leading to collaboration and results driven outcomes.
<u>Humility</u> – The quality or state of being humble.	<u>Decision Making</u> - The ability to provide deductive reasoning that leads to goal driven decisions.
<u>Gratitude</u> – The state of being appreciative.	<u>Innovation</u> - The ability to create and generate realistic and forward thinking results for new business development.

[Back to Top>](#)