



**A National Leader
in Learning Resources
for Project Managers**



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Mastering Continuous Improvement
Become a Certified Master of Continuous Improvement!
4-Day Course • Earn 30 PMI PDUs



This class is designed for: executives, managers, supervisors, professionals, improvement leaders and other key individual contributors.

By attending this new results-based, skill-building course, you will:

- Understand what Continuous Improvement is and how it adds value to one's leadership skills and to an organization.
- Improve communication on critical organizational issues.
- * Learn a decision-making process that will allow you to do things right the first time.
- Facilitate decision making sessions at any level of an organization.
- Learn how to find the root cause of every problem – even if you don't know the content.
- Be the "go-to" person for problem prevention thinking.
- Become the internal resource for innovative thought and action.
- Be able to resolve both day-to-day and complex issues quickly and efficiently.
- Lead others in addressing any Continuous Improvement opportunities using proactive management skills.
- Become a strong contributor to an organization's bottom-line.
- Insulate yourself from potential downsizing by having irreplaceable skills for your organization.
- Not a statistics course, but rather how to get successful outcomes with data.

**Save up to \$500
with Early Bird Registration!**

Earn 30 PMI PDUs

**Mastering Continuous Improvement
2012 Cities and Dates**

>>CLICK for details

- New York, NY • April 17-20, 2012
- Chicago, IL • May 15-18, 2012
- Las Vegas, NV • June 19-22, 2012
- Boston, MA • July 24-27, 2012
- San Francisco, CA • August 14-17, 2012
- Washington, DC • Sept 11-14, 2012
- Atlanta, GA • Sept 25-28, 2012
- Houston, TX • Oct 23-26, 2012
- San Diego, CA • Nov 6-9, 2012
- Raleigh, NC • Nov 13-16, 2012
- Orlando, FL • Dec 4-7, 2012

**Early-Bird
Pricing Still
Available!
SAVE UP TO
\$500!**

Visit our web site
www.projectmanagementresourcegroup.com
for details on all of PMRG's programs

***Detailed course outline
begins on next page...***



Project Management Resource Group is a Project Management Institute (PMI) Registered Education Provider (R.E.P.). All of the programs we offer are eligible for Level A PDUs. Each seminar/workshop is assigned its own unique ID number. Attendees who are certified PMPs can reference that ID number to claim their PDUs. In addition, all attendees will receive a certificate of completion which can also be used to claim their PDUs.

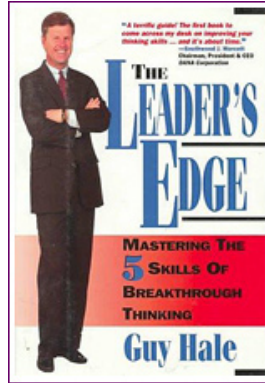
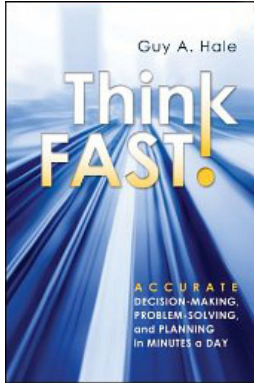
Although Project Management Resource Group is not a certified CEU provider with The International Association for Continuing Education Training (IACET), most of our seminars/ workshops are eligible for CEU credit to fulfill the continuing education requirements for many certifications.

**30 PMI PDUs
4-Day Course**

We would be happy to provide any information about our seminars/workshops to assist you in determining if our programs would fulfill your specific certification's continuing education requirements.

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About Alamo Learning Systems

Guy A. Hale, a seasoned business leader, is chairman and CEO of Alamo Learning Systems, one of the oldest and most highly regarded management training and consulting companies in the world.

The company's growing list of clients includes more than two hundred Fortune 500 companies. Guy has overseen the development of innovative and popular training programs such as



Mastering Continuous Improvement

Critical Thinking Skills, Process Improvement, Project Management, Innovation, Team Building, Total Quality Management, and ISO 9000, ISO 14000, AS9100 and TS 16949.

He is a frequent guest lecturer at the two most prestigious graduate schools in China, Beijing and Tsinghua Universities. He is author of *The Proactive Manager* (Wiley) and *The Leader's Edge*, which has become one of the all-time best selling business books in China. Guy wrote *Think Fast!* for anyone at any level of leadership, who wants to conquer his or her concerns with speed and accuracy, and achieve meaningful results. — biography from Amazon.com

Lance Hale

Mr. Hale is Vice President of Alamo Learning Systems and Master Facilitator for Alamo's key training programs. He has worked with Alamo for eighteen years. His responsibilities include managing large corporate accounts, sales, oversight of the corporate training and marketing departments, and developing various courses for high-profile clients.

Mr. Hale is an expert trainer in and performs sales for services including: Critical Thinking Skills, Continuous Improvement, Innovation, and Project Management. He has developed accounts and performed training for key accounts such as: Chevron, Union Pacific, Pacific Gas & Electric, Hewlett-Packard, and many others.

Mr. Hale earned his bachelor's degree in communications from Brigham Young University and his Masters of Human Resources and Organizational Development from the University of San Francisco.

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Course Description

Mastering Continuous Improvement teaches a powerful system to enable people to make good decisions, find the root cause to problems, prevent problems, and create innovative improvements with effectiveness and accuracy. The skills taught in the workshop will help a leader become the master of their environment, whether it's at work or at home. Participants will also learn how to lead business meetings that are centered on solving

problems, making decisions, and preventive action. People will receive instruction on how to mentor others in this system and how to use state-of-the-art e-Learning for review of the system and for exposing others to it. You will receive a certificate from the American Academy of Project Management® verifying that you are a Master of Continuous Improvement and that you are qualified to mentor others in your organization in this system.

COURSE AGENDA — DAY 1

Introduction to Continuous Improvement & Root Cause Analysis

An introduction to Continuous Improvement and its comprehensive applications. This workshop teaches how to manage your organization's processes and concerns by using critical thinking skills. A discussion on proactive versus reactive management.

Proactive Continuous Improvement Skills

An overview of the Continuous Improvement skills that will be taught in this workshop: Situation Review, Root Cause Analysis, Decision Making, Problem Prevention, Innovation, and Process Advising. At the end of the workshop, participants will be able to:

- Apply facts, measurement, and differing perspectives in developing solutions, making decisions, and preventing problems from occurring.

- Focus energy and resources on important issues by clearly defining priorities and developing action plans.
- Pinpoint the root cause of any problem through a fact-based, proven process and establish corrective action.
- Develop decisions and recommendations that emphasize criteria and results, versus opinions and emotion.
- Prepare for and prevent potential problems in order to take preventive action, as well as take advantage of future opportunities.
- Learn the latest innovative practices and develop usable ideas for innovation in an organization.
- Develop skills to help colleagues and teams address various business issues and concerns.
- Coordinate, communicate, and collaborate more effectively through clear, consistent approaches to root cause analysis, decision making, problem prevention, and innovation.

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COURSE AGENDA — DAY 1

Introduction to Continuous Improvement & Root Cause Analysis (continued)

Continuous Improvement: Situation Review

Each day, individuals and teams face many different concerns or problems: from complex, high stakes issues to nagging, day-to-day difficulties. Without the ability to clarify and prioritize concerns, people become “firefighters” — dealing only with the issue of the moment and ignoring really significant decisions and problems.

The Situation Review process helps individuals and teams better understand, analyze, and prioritize issues. It teaches participants to look beyond the surface of problems by asking questions and gathering information. They learn to break issues into manageable segments, evaluate priorities, and identify the best means of analysis to help resolve the highest priority concerns. The process provides a tool to help managers and groups continually determine where their efforts should be focused.

Continuous Improvement: Root Cause Analysis and Corrective Action

The Root Cause Analysis process is based on deductive reasoning, teaching participants to consistently apply fact gathering and comparative analysis to eliminate possible causes of a problem. This approach allows individuals and/or teams to objectively identify causes and use data (not opinion) to more quickly and effectively pinpoint the true cause of problems.

Root Cause Analysis is based on a checklist of questions that help identify relevant information and eliminate guesswork. An experienced manager or employee often gains immediate insight into the causes of a problem through a look at the facts generated by these questions. Corrective action is also discussed so problems will not reoccur.

After learning the Root Cause Analysis process and completing a case study, participants will be able to apply the skills learned to real applications they’ve brought to the workshop.

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COURSE AGENDA — DAY 2 Continuous Improvement: Decision Making & Problem Prevention

Decisions involve choosing between alternatives. Most people find decisions and recommendations to be the most challenging part of their jobs — fraught with emotion, politics, incomplete information, and risk of failure. Too often, decisions are made without adequate regard to what's really important, or fail to take varying needs and perspectives into account.

Alamo's Decision Making provides process managers with a system for clarifying decision criteria and analyzing alternatives — leading to better, more objective and balanced choices. The system helps individuals/teams identify and consider all the important factors in the success of a decision. Risks are confronted proactively, so they can be avoided or managed. Missing information can be identified; different people and opinions can be incorporated into the decision analysis.

Understanding and using Decision Making, participants gain the confidence that their decisions best meet the requirements of the situation, customers, and organization.

After learning the Decision Making process and completing a case study, participants will be able to apply the skills learned to real applications they've brought to the workshop.

Continuous Improvement: Problem Prevention

Effective problem prevention is critical to improved decision making and problem solving. Even the best decision, poorly implemented, can be a failure. Just having a list of steps or a plan diagram won't guard against the changes and difficulties that can derail a project or plan.

Problem Prevention teaches participants to analyze the implementation of decisions and solutions to ensure they are successfully carried out. The process is based on a series of critical questions that help highlight potential hazards in a decision/plan — or even a day-to-day activity — and to put measures in place to avoid or mitigate the problems. Problem Prevention also deals with the "up-side," providing a method to identify and capitalize on the often overlooked opportunities in a project or plan.

The Problem Prevention process focuses on the future, helping individuals or teams ensure that their efforts are ultimately successful through real proactive thinking and taking the right preventive action.

After learning the Problem Prevention process and completing an activity, participants will be able to apply the skills learned to real applications they've brought to the workshop.

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COURSE AGENDA — DAY 3 Continuous Improvement: Innovation

The Innovation section concentrates on three fundamental goals to enhance the frequency and success of innovative efforts:

1. To overcome the inertia and uncertainty that act as barriers to innovative thinking.
2. To provide a process to guide and manage the development and implementation of innovative solutions.
3. To teach techniques and skills to improve the quantity and quality of innovative ideas/projects.

The processes and skills taught in Innovation will give participants a clear path to take in every situation that calls for innovative thought.

Concepts and Skills Taught in the Innovation Section:

- Where and when Innovation is called for — the right tool for the right need.
- Where new ideas come from
- The Innovation process.
- How to get an organization to be innovative.
- Navigating through the corporate swamp.
- Presenting new ideas
- The latest principles of innovation used in some of the world's most successful innovative organizations.

COURSE AGENDA — DAY 4 Continuous Improvement: Process Advisor

Applying skills learned in the classroom to real, on-the-job problems can sometimes seem like a quantum leap. Most organizations have learned through hard experience that getting new knowledge and techniques to be used requires support and follow-up.

The Process Advisor section is designed to maximize the value of training by helping the participants become effective process advisors and process coaches so the organization can gain from the training the participants received. This section focuses on the powerful skills already learned and teaches the participants how to consult, explain, and coach others in the use of the Continuous Improvement skills.

Participants will be able to:

- Explain the purpose, rationale, and logic of each of the Continuous Improvement skills.
- Explain how each Continuous Improvement skill works.
- Explain the function and role of a process advisor.
- Use tested leadership skills to help Continuous Improvement be more effective.
- Understand where and how to use each Continuous Improvement skill
- Introduction to Continuous Improvement eLearning for rapid deployment of these skills.