PROGRAM MANAGEMENT LEADERSHIP PROGRAM
OVERVIEW

Program management is a complex specialty that all successful companies depend. Often misunderstood, program management is much more than a sophisticated project manager. *Successful companies rely on program managers to: knit together critical components of the enterprise, influence staff to get their best, manage interdependent projects across the globe, manage conflict constructively, communicated effectively and lead mindshare in the best collaborative best interest of the enterprise and its employees.*

The Program Management Leadership Program is specifically designed to develop the interpersonal and organizational leadership skills of the program manager. These human leadership skills enable technical skills to be effective.

This program has been designed based on industry research of best practices and core competencies required for success.

A. THE PROGRAM MANAGEMENT LEADERSHIP PROGRAM CURRICULUM

Required Courses

- Communicating With Influence I: *Strategies for personal and team success*

- Managing Interpersonal and Organizational Conflict: *Differences are the seed of creativity and achievement*

- Team Leadership: *Mastering the dynamics of collective action*

- C.O.L.T. Colloquium on Leadership and Teams.: *Seizing the opportunity and leading from anywhere*

- Leading and Managing Change: *The only constant is change*

- Analyzing and Designing Successful Organizations: *Leading a complex effort in a changing world*

Elective Courses (Select at least one)

- Designing and Managing Remote Operations: *Maximizing global success*

- Making Meetings Matter: *Scrap the waste…speed the pace*

- Using Dialogue and Discussion for Creative and Productive Communications: *Success through the lost art of discourse*

B. **BOSTON UNIVERSITY CERTIFICATE**

Peak performance Group has a unique 20+ year-old partnership with the Boston University Center for Management Development. The Program Management Leadership Program, upon client request, can earn a Boston University Certificate in Program Management Leadership.

Communicating With Influence I
## *Strategies for Personal and Team Success*

The latest business research indicates that the most important factor in individual and team success is the ability of individuals to communicate effectively and influence others. In this course, participants develop communication and influence skills needed to build team dynamics that lead to long-term organizational success. In addition, participants learn how to effectively and influentially send and receive messages in work environments that are, at times, volatile and antagonistic.

This knowledge- and skills-based course lays the foundation necessary for building successful team dynamics and interpersonal and team communications. The learning methods and exercises focus on creating new ways of thinking and behaving, leading to long-term, self-sustained personal change.

Who Should Attend   Any person whose success depends on his or her ability to communicate effectively and influence the thinking and performance of others.

Course Length: 3 days

Student Materials: *Communicating With Influence Participant Guide*, 300 pages
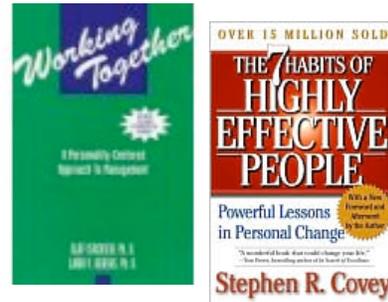
Benefits

- Provide and receive constructive feedback to influence change

- Define goals for a specific communication and design the most effective methods of delivery

- Use communication techniques to positively influence how another person thinks or behaves

- Drive up your influence while lowering antagonism related to a very difficult and potentially emotional communication

- Create collaborative work environments that lead to synergy among team members

- Create methods and plans to improve the productivity and quality of a team's work.

What You Will Learn

- Analyze your own psychological communication and work styles.

- Analyze another person's style of processing information, working, and making decisions

- Understand how perceptions are created and be better able to successfully manage them

- Effectively listen and understand the content and emotional components of messages

- Prepare and adapt influential messages to all the potential styles of receivers

- Create and send clear uncontaminated communications

- Create messages that increase the influence factor and lower the antagonism factor

- Analyze the communication and work styles of intact teams and team members

- Analyze and effectively manage key team dynamic issues related to intact teams

Using Dialogue and Discussion for Creative and Productive Communications
Success Through the Lost Art of Discourse

*Senge writes in The Fifth Disciple, that the theories and discoveries of great thinkers such as Einstein, Bohm, Bohr, and Pauli had their roots in conversations and co-operations between many people in and out of their direct fields of study. Skilled dialogue and discussion generates new ideas, creates opportunities for mutual influence, reduces unhealthy conflict while generating healthy discord, and consistently results in true consensus.*

This course provides professionals with specific tools to enable them to participate and lead effective dialogue and discussion meetings.

Who Should Attend: Any person whose success depends on the ability to communicate clearly, be understood, and influence how another person performs.

Course Length: 2 Days

Student Materials: *Using Dialogue and Discussion for Creative and Productive Communications Participant Guide*, 200 pages
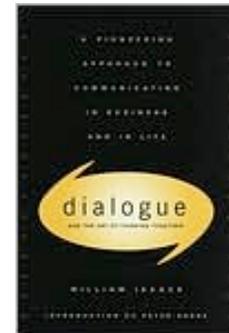
Benefits

- Analyze the accuracy of one's perceptions, discern the facts and then effectively manage each participant's misperceptions

- Create the environment for successful dialogue and discussion

- Recognize common statements and language that provokes arguments instead of meaningful dialogue or discussion

- Use dialogue techniques to create open and creative communication interactions and apply discussion to make effective decisions and bring the group to consensus

What You Will Learn

- Identify the key attributes of successful dialogue and discussion that lead to groups obtaining consensus

- Use communication techniques to find common interests that serve to foster and strengthen relationships

- Apply a communication tool to evaluate the extent and type of information that you tend to give and receive in the course of conversation.

- Identify your assumptions and then set them aside so they will not negatively impact a successful dialogue

![Peak Performance Group, Inc. logo]

Making Meetings Matter
Scrap the Waste…Speed the Pace

Unlike the ho-hum stuff you can read in any book or see touted in many a training catalog, the subject matter in this course is presented by a nationally known consultant who understands verbal and nonverbal communication, interpersonal dynamics, the insidiously common language barriers to effective decision-making and the critical link between incoherent documents and the meetings that give birth to them.

Who Should Attend: Any executive, manager, or individual contributor who has to run or attend meetings.

Course Length: 2 Days

Student Materials: *Making Meetings Matter Participant Guide*, 200 Pages.

Benefits

- Apply methods to control such Profit Robbers as the Intimidator, the Know-It-All, the Tangent Traveler and others

- Run meetings that motivate people, encourage them to take risks, share ideas, and reach decisions

- Deliver effective phone messages, one of the most prevalent and overlooked precursors of meetings?

- Use quick steps for streamlining meetings–whether they be video conferences, one-on-one get-togethers or face-to-face meetings with a staff, task force, or client group?

- Design meetings to ensure that outcomes are clear, understandable, and, when appropriate, action-oriented?

What You Will Learn

- Understand why *Industry Week* calls meetings the greatest of white-collar crimes?

- Identify dangers that lurk in the World of Poofery—the world of the spoken word?

- Recognize how meetings—especially in the explosive pace of today—*unwittingly* sabotaged by some of the most common "shorthand language," and how can that fate be avoided?

- Structure a typical agenda so that it is a call to order, not chaos?

- Create routine directives to eliminate meetings that have been spawned or to help legitimate meetings become more focused and effective?

- Write meeting announcements and agendas that ensure better preparation, participation and follow-through?

Diagnosing and Managing Interpersonal and Organizational Conflict
## Differences are the Seed of Creativity and Achievement

Conflict is a fact of life. By better understanding conflict and how it impacts your effectiveness at work, you can begin to make conflict work for you, not against you. This highly interactive three-day course helps strengthen your ability to work creatively with all types of conflict and improves your effectiveness in leading, accomplishing goals and managing interpersonal relationships. Extensive resources for further learning will be provided throughout the course.

Situation learning, role simulation, and group discussions supplement lectures and set the stage for on-the-job application of conflict management strategies. Extensive time is devoted to understanding the nature of conflict, its uses to management, and specific actions to take to improve the way you deal with real-life conflict situations.

Who Should Attend: Supervisors, managers, team leaders and others who are faced with and must effectively resolve conflict situations at work.

Course Length: 3 days

Student Materials: *Managing Interpersonal and Organizational Conflict Participant Guide*, 300 pages
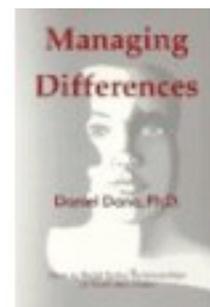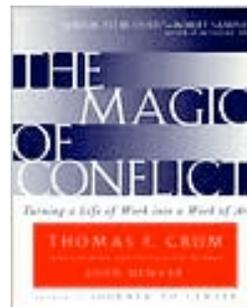
Benefits

- Understand more fully signs and symptoms of conflict as well as your personal triggers

- Examine your behavior in a particular conflict situation and assess which actions were beneficial and which were detrimental

- Use a four-phase conflict management process that covers initial assessment through implementation of appropriate solutions to effectively guide resolution of a conflict from beginning to end

- Apply intervention models to assess conflict situations and determine root causes

- Apply conflict management skills learned in class to real-life situations

- Use a theoretically sound method to determine when to get involved in a conflict situation and, if so, to what extent

- Gain skills needed to drive a successful negotiation

- Develop a workable plan that helps you manage conflict more effectively

Managing Conflict (cont'd)

What You Will Learn

- Understand how conflict is formed and how it can be constructive or destructive

- Use key interpersonal foundation skills including perceptions analysis, active listening, dialogue/discussion and climate setting to increase understanding and improve the likelihood of finding mutually agreeable, creative solutions

- Recognize the three layers in which conflict takes place and how conflict can be healthy or unhealthy

- Separate initial positions from the underlying interests as an important step in resolving conflict

- Resolve interpersonal conflict using a communications process designed to diminish anger and hostility

- Understand key dynamics of interpersonal conflict

- Identify tools and approaches to successfully manage organizational conflict

Team Leadership
Mastering the Dynamics of Collective Action

The art of team leadership involves creating an effective team design, driving task accomplishment, nurturing individual and group potential; building effective team dynamics that maximize synergy and creativity; developing inter-team and intra-team relationships that lead to commitment and dedication; and appropriately empowering people to make the right decisions for the team and the organization. Market leading companies who have achieved sustained success claim that successful team leadership is one of the most critical factors contributing to their success. Focused, inspired, and motivated teams of people do not get that way without a skillful team leader.

This course is a blend of current leadership theory, team development concepts and psychological styles of leadership. The focus is on developing participants' ability to understand the changing and different needs of a team and its members, while adapting to the changing needs of the business.

Who Should Attend: Any team leader, manager, or person responsible for guiding a group of people working together. The tools and techniques learned in this course are adaptable to all functional areas and business environments.

Course Length: 3 days

Student Materials: *Team Leadership Skills Participant Guide*, 300 pages

Benefits

- Establish the foundation for a successful team

- Create goals, roles and responsibilities for team members that align with the mission of the team and lead to synergy

- Understand and manage the human dynamics that impact a team's success

- Build team relationships and influence team members for maximum performance

- Build stronger working relationships with their colleagues, superiors and subordinates

- Create, analyze and manage team dynamics that will drive the success of your team.

- Use tools and techniques to analyze the effectiveness of a team and make critical adjustments when necessary

- Design the appropriate collaborative/competition model that maximizes the team's potential, including knowing when competition is productive and when it is destructive
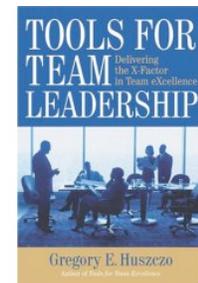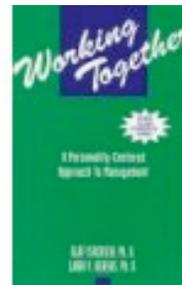
Team Leadership (cont'd)

What You Will Learn

- Identify factors that make teams effective and successful

- Analyze your own leadership style and learn how to adapt that style to the needs of the team and individual team members

- Understand the differences between management and leadership behavior and know which is appropriate for a particular situation

- Use Situational Leadership tools to maximize the growth and performance of a team

- Identify ways to motivate individuals and groups to perform above and beyond expectations

- Understand the advantages of collaborative teams and ways to achieve them

- Evaluate your team's effectiveness using team analysis instrument

C.O.L.T.
Colloquium on Leadership and Teams
Seizing the Opportunity and Leading from Anywhere

In today's complex and global environment, corporations depend on individuals stepping up and taking leadership roles from wherever they are in the organization. Astute professionals recognize and seize the moment to move the company further, demonstrating: a broad perspective that is in the best interest of the company, insight and courage to engage others by asking the right questions, and the pursuit of options even when the choices are potentially volatile and are hard to accomplish.

The challenges are many in today's business environment, such as: competition; culture; global team dynamics; remote operating environments; conflicts involving business, management and between employees; and competing enterprise objectives and needs. Often there is no single or one right answer to any problem. Effectiveness and success demands engaging the best efforts and best thinking of many.

*This course is an **advanced** extension of the* Team Leadership *course. Where the prior focuses on the dynamics, development and human aspects of teams, this course concentrates on values-based leadership, focusing on the greater good of the organization, leading through trust and influence, resolving difficult conflict, and looking for transformational moments.*

C.O.L.T. is a leadership course in the context of teams, whether the person is a leader, a member of the team, or a person supporting the team. This course has been deemed "The Gold Standard" of leadership courses in specific operational divisions.

Who Should Attend: Any person in the organization whose contribution and ability to take the lead will benefit the mission of the business.

Course Length: 4 days

Student Materials: *C.O.L.T. Participant Guide*, 300 pages
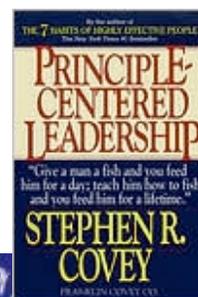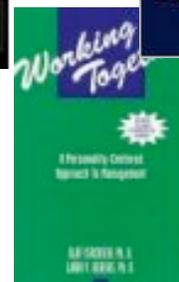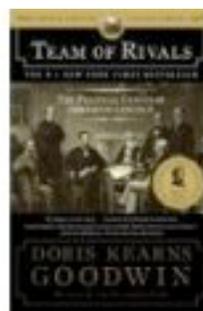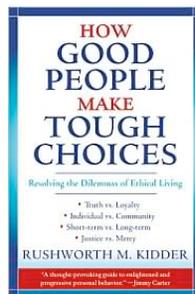
Benefits

- Lead from anywhere regardless of position and power
- Identify moments where leadership can be applied without having the power and position to do so
- Focus on the broad, systemic greater good of the company
- Resolve seemingly unresolvable conflict
- Develop the dynamics of an adaptive and learning team
- Influence others to look at difficult issues from new perspectives
- Lead using influence without authority

What You Will Learn

- Apply principles of values-base leadership
- Identify constructive conflict from destructive conflict
- Lead, influence and motivate by understanding individual personality styles
- Design constructive competition and recognize destructive competition
- Diagnose organization and interpersonal conflict for its root source and recognize the role of values in the debate
- Applying specific types of leadership as the needs of the team dictate
- Determining the right conversation to break through roadblocks, issues and problems
- Analyze the ethics of a situation and employing a principled approach to resolving issues
- Diagnose team behaviors and constructively effect team dynamics

Leading and Managing Change
The Only Constant is Change

When change occurs, the ability for a team and an organization to be successful depends on its ability to analyze, design an approach and manage the change in the best interest of the enterprise's business model and strategy. Leaders have a responsibility to attend to the organizational, team and personal requirements and challenges related to the evolving environment.

This course provides a model for the change process, tools for assessing individual and organizational readiness for the change, techniques for guiding the organization and coaching the individual through the change, and methods for measuring the success of the change. Embedded throughout the module are analysis and design tools necessary to attend to the broad enterprise organizational requirements, pressures, resistances and systemic impacts of change.

Who Should Attend: Any executive, manager or individual contributor that must influence, support, create or implement change

Course Length: 3 days

Student Materials: *Leading and Managing Change Participant Guide*, 295 pages
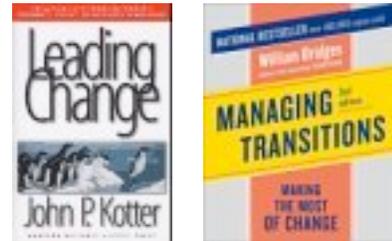
Benefits

- Identify unique barriers that impact the success of a change initiative

- Employ techniques of change that focus on the structural, process and interpersonal elements of the enterprise

- Use concepts and techniques of human motivation for encouraging positive-productive behaviors and discouraging counter-productive behaviors

- Developing a change management strategy for a team that can successfully implement change

- Optimizing group performance during change

- Create change that will be driven by individuals within the organization and sustain itself over the long-term

Leading and Managing Change (cont'd)

What You Will Learn

- Assess the skills of team members, sponsors, and change agents and then creating a plan for enhancing and leveraging those skills
- Identifying likely sources of resistance to change and developing strategies for managing that resistance
- Create a communication system for a change initiative to build momentum and keep it moving rapidly forward
- Optimize group performance during change
- Identify key symptoms that point to a systemic change or problem that needs to be addressed

Analyzing and Designing Successful Organizations
Leading a Complex Effort in a Changing World

The success of any enterprise is largely dependent on the ability of its leaders to navigate the changing marketplace. Once the decision of direction is made, the business operations, including the organization, must be designed to effectively and efficiently to execute the business plan and meet the enterprise's goals.

Through the use of real-life case studies, industry case studies and interactive exercises, this course teaches participants to analyze their organizations, analyze problems to uncover true root cause and design operations that drive their companies to higher levels of short-term and long-term effectiveness and competitiveness.

Who Should Attend: The course is designed for any manager, executive, internal consultant or organizational specialist that is responsible for analyzing, designing, leading and/or managing business operations.

Course Length: 3 days

Student Materials: *The Analysis and Design of Successful Organizations Participant Guide*, 295 pages

Benefits
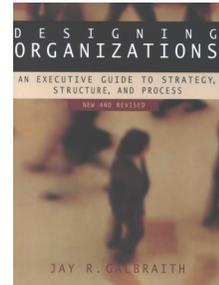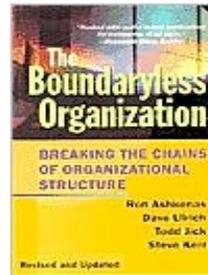
- Collect the right data at the right time from the right sources, then apply a variety of analytical models and tools to analyze the data

- Identify root causes to business, structural, process and personnel problems

- Use a variety of theoretical and practical tools to analyze and design your business and/or function

- Analyze your business systemically to identify problems, assess effectiveness and efficiency, evaluate cross-functional alignment and integration, and assess the company's long-term and short-term operational potential

- Analyze the corporate life cycle level to determine whether your organization is experiencing normal or abnormal problems of growth

- Design your business or function to be both efficient and effective over the short-term and long term

- Apply sound and tested principles to the detailed design of your operation

- Manage the change process effectively when re-designing business operations

What You Will Learn

- Identify key symptoms that point to a systemic change or problem that needs to be addressed

- Select and apply appropriate analytical tools to accurately diagnose the situation and determine root cause

- Use detailed phases of an operations and organizational assessment project to guide you in the order of operations for analyzing business problems

- Design data collection methodologies including identification of data sources, interview protocols and data collection tool

- Analyze and design solutions in an integrated systems model addressing business systems, organizational systems and human systems

- Conduct a 60/20/20 analysis to isolate for root cause in the structural, process and human systems areas

- Analyze and design charters to align authority, power and influence responsibilities

- Design business models and operations to create systemic balance and effective decision-making capability

- Design an operation or function to drive the enterprise into higher levels of its evolution and effectiveness

- Create productive business conflict and eliminate destructive conflict to drive the growth of the business

- Use operational mapping tools to model activities, uncover inefficiencies, identify ineffectiveness activities, and to design improved operations