CAPSTONE
LEARNING SOLUTIONS
UNIQUE LEARNING SOLUTIONS TO MOVE YOUR CAREER FORWARD

Professional Development and Leadership Training Catalogue, May, 2022

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COURSE OFFERINGS

EDUCATIONAL PARTNERS

LEGAL ASPECTS OF PROCUREMENT

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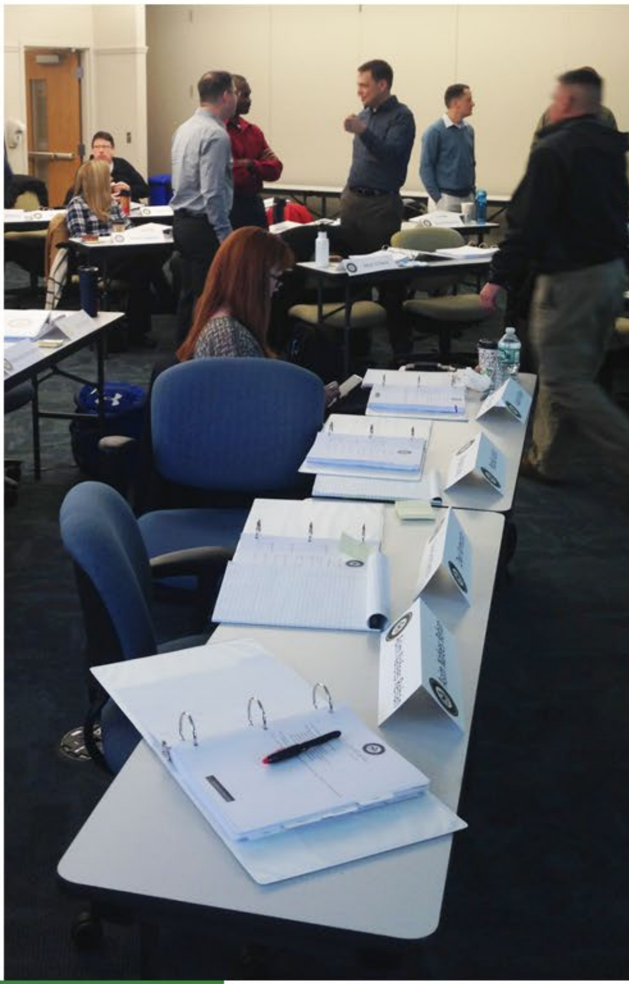
LEGAL ASPECTS OF PROCUREMENT

COURSE	Days	Classroom	CEU	CPE	Certification
FAR PART 31: COST PRINCIPLES	1	X	0.65	8	N/A
GOVERNMENT CONTRACTING FUNDAMENTALS	3	X	1.30	16	N/A
GSA SCHEDULE CONTRACTING	1	X	0.65	8	N/A
LEADING PRACTICES IN COST ESTIMATING & ACCOUNTING	2	X	1.30	16	N/A
NAVIGATING THE FAR: PRACTICAL APPLICATIONS	2	X	1.30	16	N/A
NEGOTIATING STRATEGIES AND TECHNIQUES	2	X	1.30	16	N/A
ORGANIZATIONAL CONFLICTS OF INTEREST	1	X	0.65	8	N/A
PREPARING COMPLIANT PROPOSALS	2	X	1.30	16	N/A
PROTESTS: PROCESS AND STRATEGY	1	X	0.65	8	N/A
SURVIVING A DCAA AUDIT	1	X	0.65	8	N/A
ACCOUNTING & AUDITING FOR GOVERNMENT CONTRACTS	2	X	1.30	16	N/A
ADVANCED CONTRACT ADMINISTRATION	2	X	1.30	16	N/A
ADVANCED SOURCE SELECTION	2	X	1.30	16	N/A
BEST PRACTICING IN SUBCONTRACTING	2	X	1.30	16	N/A
CAS COST IMPACTS	2	X	1.30	16	N/A
CONTRACT CHANGES & EQUITABLE ADJUSTMENTS	2	X	1.30	16	N/A
COST ACCOUNTING STANDARDS	2	X	1.30	16	N/A
COST AND PRICE ANALYSIS	2	X	1.30	16	N/A
ETHICS AND COMPLIANCE	1	X	0.65	8	N/A



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FAR PART 31: COST PRINCIPLES

Overview

1 Day

This course reviews the cost principles applicability to the various contract types and procurement methods of the government. This course also addresses the current areas of audit scrutiny by the government and methods of complying with the regulations including business systems and disclosure requirements.

Course Objectives

- Recognize the types of allowable contract cost includable in estimates, proposals and invoices to the prime contractor or government
- Analyze cost allocability and reasonableness under the cost principles and CAS
- Identify the types of cost or activity under scrutiny from government auditors or those that may require an advance agreement to be considered allowable
- Recognize accounting methods and systems for accumulating and reporting cost, including expectations for policies, procedures and training
- Analyze the accounting documentation, record retention requirements and auditor access to both budgeted and incurred cost

GOVERNMENT CONTRACTING FUNDAMENTALS

Overview

3 Days

The Government Contracting Fundamentals course is a comprehensive, three-day overview and discussion of the federal government contracting process, including applicable procurement laws, regulations, and practical requirements. For those who are new, relatively inexperienced, or require a supervisory understanding of government contracting, this course provides an overview that will familiarize the attendee with the federal contracting process, provide a strong foundation on which to build greater subject-matter expertise, and dispel common myths and misunderstandings. For those with some experience, the course will heighten knowledge, provide context, sharpen issue awareness, and improve the ability to operate successfully in this highly complex and competitive field. This "fundamentals" course is designed to be of benefit to both government and contractor personnel, including contracting officers, contract and subcontract administrators, program and item managers, finance and accounting personnel, engineers, and attorneys (in-house, outside, government).

Course Objectives

- Understand the major differences between government and commercial contracting.
- Understand the principle laws and regulations that affect the federal procurement environment.
- Become familiar with the major components of the Federal Acquisition Regulation (FAR) and Cost Accounting Standards (CAS).
- Understand the government's legal environment and the players on the government's contracting team.
- Understand the different contract types, and their associated opportunities and risks.
- Understand competition alternatives, including full and open competition, set-asides, and sole-source procurements.
- Explore various procurement methods and discuss the processes affiliated with each, including competitive negotiations, sealed bidding, simplified acquisition, and federal supply schedules.
- Identify multiple types of compliance requirements, audits, and reviews, and the associated penalties for non- compliance.
- Recognize the components of a typical government contract and discuss the use and applicability of specific contract clauses, including inspections, changes, terminations, delays, and disputes.

GSA SCHEDULE CONTRACTING

Overview

1 Day

Obtaining, managing and understanding a GSA or VA Schedule contract takes specialized knowledge and dedication. For instance, do you know what your Basis of Award customer is? If you don't, this course is definitely a must for you. GSA Schedule contracts are an integral part of any company's federal business strategy. This intensive one-day course provides an overview of the program, current government market trends and other knowledge you need to succeed. It is especially designed for executives, managers, and general counsels involved in federal government business.

The course alerts you to key risks and presents solutions and time-honored best practices. Budget trends, marketing tips and other information important to growing your business are also included. The program is suitable for lawyers and non-lawyers within and outside the United States.

Course Objectives

- Analyze the structure of a GSA Schedule contract and distinguish myth from reality of GSA schedules
- Identify the key contractual, regulatory, and statutory requirements that apply to GSA Schedule contractors
- Analyze the risks of non-compliance
- Obtain information on federal budget trends
- Learn best practice marketing and compliance tips by studying what has worked for other successful Schedule contractors

LEADING PRACTICES IN COST ESTIMATING AND ACCOUNTING

Overview

2 Days

This course examines the leading practices for adequate accounting and estimating systems. It also provides recommended approaches to achieving, maintaining, and documenting execution of internal accounting and estimating system controls and behaviors to comply with government contract requirements. This two day class covers sound business practices in accounting and estimating.

Course Objectives

- The nature and intent of accounting and estimating system compliance requirements
- Inter-relationships between accounting and estimating systems
- The nature and intent of business system internal controls
- Indicators of control risk/vulnerability and potential noncompliance in accounting and estimating systems
- The adequacy qualities and significant compliance issues related to accounting and estimating systems and internal controls

CAPSTONE
LEARNING SOLUTIONS

NAVIGATING THE FAR: PRACTICAL APPLICATIONS

Overview

2 Days

This fast-paced interactive course examines the organization, content, policy and procedures of the Federal Acquisition Regulation (FAR) as it applies to Federal acquisition. Designed for new professionals in both government and industry, as well as more experienced professionals, to build or update their familiarity with the Federal Government's procurement system. The course includes a review of the topical divisions of the FAR, exercises to help the participant find and analyze FAR contracting issues, and group activities to reinforce the application of FAR principles.

Course Objectives

- Identify the foundations, organization, and principles of the FAR.
- Learn to "navigate" the FAR in order to understand, interpret and use it in executing business transactions.
- Analyze the purpose of the policies, processes and procedures set out in the FAR to better understand the constraints on, and the latitude available to, government procurement officials.
- Increase professional understanding of the acquisition system.
- Build skills to train, mentor and coach others using the FAR.
- Improve participant's ability to add value through their role in the acquisition process.

NEGOTIATING STRATEGIES AND TECHNIQUES

Overview

2 Days

This course is divided into two parts. The first part is designed to provide attendees with a thorough understanding of the qualities of an effective negotiator, with examples rooted in the government contracting process. The second part focuses on the negotiation process itself—the preparation stage, the actual negotiation, and the techniques for ensuring that the deal is closed once and closed correctly. Class discussion and case studies underscore the importance of the principles covered in the lecture.

Course Objectives:

- Recognize the traits that make an effective negotiator
- Apply the principles taught in the program to your own negotiations
- Determine effective negotiation practices
- Identify different agenda approaches that can be used to meet your goals
- Recognize and defeat strategies being used against you
- Analyze the human element of a negotiation, often the most important element

ORGANIZATIONAL CONFLICTS OF INTEREST

Overview

1 Day

This Organizational Conflicts of Interest (OCI) course will provide an in-depth analysis of both OCI theory and OCI practice. The course will begin by analyzing different types of OCIs, regulatory provisions in the FAR and DFARS, and the obligations of both government and contractor as defined by the extensive and evolving case law from the GAO and courts. The next part of the course will be unique- it will provide practical, hands-on guidance to contracting personnel (and counsel who advise and assist them) so that they can understand and address OCI issues in order to maximize business opportunities, make wise business choices, and avoid wasting Bid and Proposal resources on lost causes. Similarly, this guidance will be invaluable to government agency procurement officials who want to understand how they can identify and resolve OCIs. The workshop will provide examples, case-based discussion scenarios, and take-home materials that contractors can adapt and use.

Course Objectives

- Recognize the three types of organizational conflicts of interest and why they are important
- Identify requirements imposed by current FAR and DFARS regulations
- Analyze existing case law, with a resource to find more detailed information
- Identify potential organizational conflicts of interest with respect to both existing procurements and potential future procurements
- Identify and mitigate potential organizational conflicts of interest
- Adapt resources in order to mitigate potential organizational conflicts of interest
- Analyze how related areas of the law affect organizational conflicts of interest

PREPARING COMPLIANT PROPOSALS

Overview

2 Days

This two-day course walks through the proposal preparation process. This includes work done prior to a customer issuing a request for proposal through contract award. It focuses on the importance of ensuring integrity between the technical, management and cost volumes of the proposal and the processes necessary to make that happen.

The estimating process, a significant component of the proposal preparation process, is one of the business systems specifically addressed by the Department of Defense Supplement to the Federal Acquisition Regulation. This course addresses each of the specific components of an acceptable estimating process must meet. The existence of a compliant estimating system will help maximize the likelihood an auditor will find the company's proposal adequate. Even if a company does not do business with the Department of Defense, it is important that cost estimates meet the criteria in DCAA's adequacy checklist.

The course also presents techniques for gathering data, developing and documenting sound basis of estimates, and cost and price analysis techniques to support cost estimates for direct material and subcontractors– a particularly troublesome area.

The course also covers the importance of time management and writing in the context of proposal preparation.

Course Objectives

- Preliminary work before the customer request for proposal.
- Reviewing the customer's request for proposal.
- Using the work breakdown structure.
- Selecting subject matter experts for technical inputs.
- Templates and formats for gathering resource requirements.
- Writing techniques for clarity and comprehension– avoid the "great solution but no one understands it" dilemma.
- Proposal review techniques

PROTESTS: PROCESS AND STRATEGY

Overview

1 Day

This course will address topics of interest to both contractor and government personnel. Designed for lawyers, contracting professionals, and anyone else involved in the acquisition process to better understand the protest system, as well as best practices in planning to file or defend a protest.

Course Objectives

- Learn about protecting protest rights and deciding whether to protest:
- The debriefing process
- Potential protest issues
- Selecting a forum
- Timeliness and stay issues
- Understand what to expect during the protest itself:
- Protective orders
- The role of outside counsel
- The role of interveners
- Protest timelines
- Supplemental protests
- Hearings
- Understand the outcomes of protests:
- Voluntary corrective action
- Types of relief based on a decision
- Combining GAO and COFC remedies
- Corrective action process issues

SURVIVING A DCAA AUDIT

Overview

1 Day

This one-day course provides an overview of the government contract audit function, DCAA audit expectations regarding adequacy of accounting systems, labor timekeeping and cost accumulation, and cost representations for forward pricing, billing, and incurred costs are covered. The course also addresses strategies for addressing controllable audit risk/vulnerability factors, and preparing for and handling issues that arise during contract audits. This course is recommended for those individuals responsible for contract audit related issues and preparing input or information that is subject to audit review.

Course Objectives

- DCAA general expectations for government contractors
- Government contracting basics including acquisition regulations content, contract types, and roles and responsibilities of acquisition officials
- DCAA expectations regarding the adequacy of accounting systems, labor timekeeping, and cost accumulation
- DCAA audit risk assessments and quality of audit evidence
- FAR Part 31 Cost Principles and Cost Accounting Standards
- Truth in Negotiations Act requirements and price proposal audits
- DCAA audits of incurred costs and business systems
- Strategies for audit risk management

ACCOUNTING AND AUDITING FOR GOVERNMENT CONTRACTS

Overview

2 Days

This course is designed to help contractors navigate the details of these requirements so that they can successfully recover all allowable and allocable contract costs incurred in support of their contracts. This course will also prepare contractors for the accounting requirements of government contracts and identify strategies in preparing for audits. Instructors provide real life examples of the challenges associated with the existing accounting and audit environment. Whether your company is new to government contracting or has been in the business for years, this course will be valuable to ensure that you are up to speed with these ever-changing requirements and prepared for the audit requirements to come as a result of these contracts.

Course Objectives

- Identify basic accounting terms and procedures required for government contracts
- Identify and discuss Federal Acquisition Regulations related to the determination of the allowability, allocability, and reasonableness of costs
- Identify contract types and different interim financing methods
- Identify revenue recognition methods unique to government contracts
- Identify special reporting requirements
- Distinguish competitive vs. non-competitive procurements
- Government contractor system expectations– accounting, estimating, timekeeping, and purchasing
- Determine the current audit environment through an overview of DCAA
- Examine the incurred cost submission and audit approach including penalties for unallowable costs

ADVANCED CONTRACT ADMINISTRATION

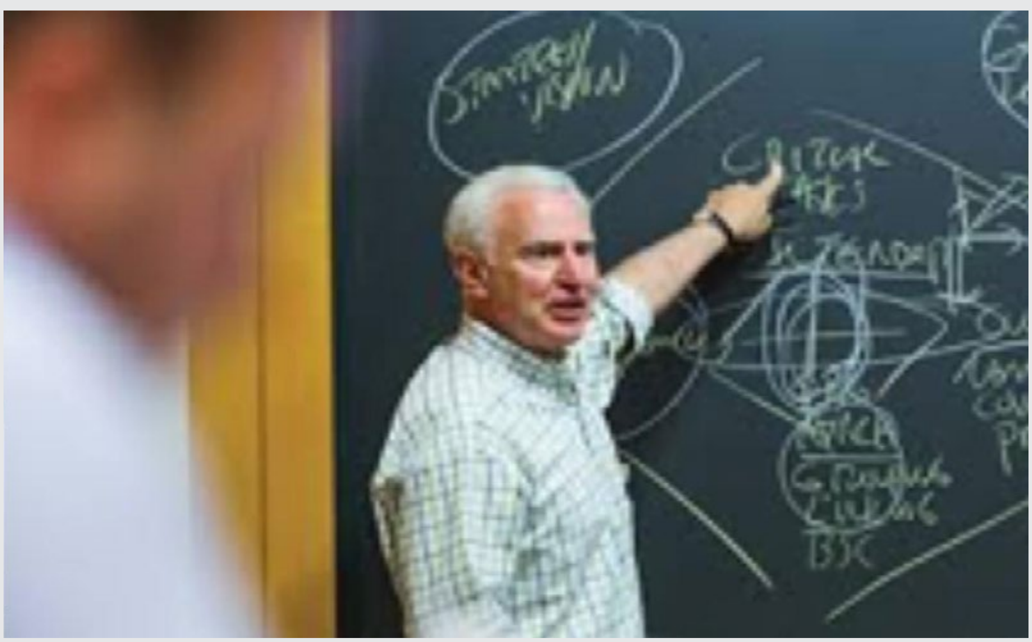
Overview

2 Days

This course focuses on all of the aspects of contract administration. It is intended to expand on the working relationship between government employees and the contractor. We address the rules governing: the interpretation of contract language, the allocation of risk between the parties, the application of the major contract clauses, the negotiation of price adjustments, and the submission of requests for equitable adjustment and claims. Students will learn the fundamental legal principles the courts and boards of contract appeals apply in interpreting the major clauses that impact contract administration.

Course Objectives

- Identify constructive changes
- Identify excusable delays and suspensions of work
- Learn the rules governing inspection, acceptance, and warranties
- Identify the grounds for default termination
- Learn the rules governing terminations for convenience
- Determine how to price adjustments
- Learn the rules governing payment and discharge



ADVANCED SOURCE SELECTION

Overview

2 Days

This course focuses on the Competitive Negotiation and Source Selection processes outlined in FAR Part 15, examining the challenges, issues, and processes encountered in conducting a formal source selection and responding to a Request for Proposal. This course is highly interactive, using case studies from the Government Accountability Office (GAO) and the Federal Court of Claims. Interactive team exercises are for participants to practice in RFP and evaluation factor development.

This course is appropriate for both government and contractor personnel, whether a new or seasoned professional, including contracting officers, contract and subcontract administrators, program managers, finance and accounting personnel, engineering personnel and anyone who participates in the source selection process.

Course Objectives

- Review and understand the Federal Government's formal source selection process
- Identify and discuss source selection issues and difficulties
- Identify the various strategies that are available to achieve the most effective source selection and "best value" awards
- Practice developing evaluation factors and the evaluation process
- Compare and contrast government and industry perspectives
- Demonstrate methods to reduce the potential for protests
- Improve ability to compete and the opportunity for successful awards

BEST PRACTICING IN SUBCONTRACTING

OVERVIEW

2 DAYS

Successful prime-sub relationships are often the key to profits in government contracting. This two-day course is designed to provide a comprehensive and practical discussion of prime-sub contracts, teaming agreements, and joint venture arrangements best practices. In this class you will learn who the players are and their roles, strategies and factors to consider in choosing a team, and understanding each party's role in working to win a contract. In addition this class focuses on the importance of how the team is structured and the importance of a non-disclosure agreement, drafting teaming and JV agreements and hazards to avoid, negotiating and finalizing the subcontract, and dealing with flow downs as is addressed in practical terms.

COURSE OBJECTIVES

- Understand who the players are and what are their roles
- Identify strategies and factors to consider in choosing a team
- Learn the importance of a non-disclosure agreement
- Understand how to structure the relationship: Prime, Sub, or JV
- Understand the role of a teaming agreement
- Learn how to draft a teaming agreement
- Learn how to draft a JV agreement
- Learn how to negotiate and finalize the subcontract
- Understand how to deal with flow downs
- Learn how to handle disputes

CAS COST IMPACTS

Overview

2 Days

This two day course provides students with a comprehensive learning experience on what constitutes a cost accounting practice (CAP) change and what constitutes a noncompliance. Students will learn the requirements for preparing cost impact proposals, including General Dollar Magnitude Proposals and Detailed Cost Impact Proposals. The course includes a focus on how to compute increased and decreased costs by contract, by contract group, and in the aggregate and a discussion of the various methods for resolving CAS cost impacts. In addition to course instruction, the student will complete numerous practical exercises and two comprehensive case studies (one for a CAP change and one for a noncompliance). This course is a must for anyone that is involved in determining the cost impact of a change in cost accounting practice and/or a noncompliance.

Course Objectives

Upon completing this course, the student will be able to determine whether a contractor has complied with any/all of the Cost Accounting Standards (CAS) cost impact statutory and regulatory requirements, including the following:

- Given a scenario, the student will be able to identify the impact the various types of cost accounting practice changes or CAS non-compliances have on Government contracts
- Given a scenario, the student will be able to prepare an adequate and compliant cost impact proposal
- Given a scenario, the student will be able to provide advice to the client as to the most advantageous method for resolving the cost impact

CONTRACT CHANGES AND EQUITABLE ADJUSTMENTS

Overview

2 Days

This course focuses on the central role the Changes clause plays in the performance of government contracts. It addresses the use of the clause in ensuring the government achieves its goals during contract performance. The use of the clause by contractors to assert requests for equitable adjustment when the conditions of performance change, the myriad of rules governing the negotiation of equitable adjustments, and the process of modifying the contract to accomplish these goals are covered.

Course Objectives

- Identify constructive changes.
- Identify excusable delays and suspensions of work.
- Learn the rules governing inspection, acceptance and warranties.
- Identify the grounds for default termination.
- Learn the rules governing terminations for convenience.
- Determine how to price adjustments.
- Learn the rules governing payment and discharge.

COST ACCOUNTING STANDARDS

Overview

2 Days

The Cost Accounting Standards (CAS) was designed to promote uniform and consistent methods of accounting practices for contractors. This course explains to which contracts and contractors the Standards are applicable, and highlights the current and proposed exemptions to the Standards. Discussions include the requirements of all 19 Standards, the differences in accounting as compared to GAAP and IFRS, and methods of structuring your accounting system for compliance. The administrative requirements, including preparation of the Disclosure Statement, and post award contract adjustments due to changes in accounting practices are also covered.

Course Objectives

- Identify when the Cost Accounting Standards are applicable and when a Disclosure Statement is required.
- Distinguish the differences between “modified” and “full” CAS coverage and to which contracts and subcontracts the Standards apply.
- Recognize the fundamental requirements and techniques of application for the Standards.
- Assess accounting system designs for compliance with the Standards.
- Appraise administrative requirements for changes to accounting practices and fundamentals of the General Dollar Magnitude and Detailed Cost Impact.
- Prepare the CASB Disclosure Statement.

COST AND PRICE ANALYSIS

Overview

2 Days

Course participants will learn regulatory requirements and expectations related to cost and price analysis. Additionally, how and when to perform and document price analysis, how and when to perform and document cost analysis, and how and when to request performance of and incorporate results of a technical analysis. Participants will also learn how to document source selection, including justification for single/sole source acquisitions and related negotiations. This course consists of practical techniques for analyzing the reasonableness of proposed pricing and costs, and documenting the results of the analysis.

Course Objectives

- Identify cost and price analysis requirements and techniques for U.S. Government contracts and subcontracts
- Understand Regulatory requirements and expectations related to price and cost analysis
- Know when to perform and document price analysis
- Know when to perform and document cost analysis
- Know when to perform and incorporate technical analysis
- Learn to document source selection including justification for single/sole source acquisition

ETHICS AND COMPLIANCE

Overview

1 Day

Legal and ethical conduct is the way to protect your credibility and earn the respect and trust of your employees, partners, clients, and community. This one-day course provides an in-depth understanding of the ethical and compliance rules that apply in the federal government marketplace. It emphasizes the importance of ethical conduct when contractors do business with the federal government; enable contractor (and government) employees to recognize compliance and ethical issues and traps before they make irreparable mistakes; and advise about support resources.

Course Objectives

- Understand the ethical and compliance rules that apply in the federal government.
- Identify the importance of ethical and compliant conduct when doing business with the federal government.
- Recognize compliance rules, ethical issues and traps before irreparable mistakes are made.
- Identify and be able to use support resources.

LEADERSHIP

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LEADERSHIP

COURSE	Days	Classroom	CPE	Certification
PRESENT WITH POWER, PUNCH AND PIZZAZZ! ... DELIVER PRESENTATIONS WITH POISE, PERSUASION AND PROFESSIONALISM	1-2	X		
POSITIVE LEADERSHIP CERTIFICATE	2	X		*
POSITIVE LEADERSHIP	0.5	X	0.40	*
MINDFUL LEADERSHIP	0.5	X	0.40	*
COACHING TOWARD THE POSITIVE	0.5	X	0.40	*
PURPOSEFUL LEADERSHIP	0.5	X	0.40	*
PERFORMANCE LEADERSHIP WORKSHOP	1.0	X		
CONFLICT RESOLUTION: BUILDING HIGH PERFORMANCE WORK TEAMS (UTILIZES "EVERYTHING DISC" ASSESSMENT)	1.0	X		
LEADING FOR OPTIMAL PERFORMANCE	1.0	X		
GLOBAL SUPPLY CHAIN CONCEPTS	1.0	X		
GENERATIVE ACTION WORKSHOP	1.0	X		
LEAN SIX SIGMA: DEVELOPING AND IMPLEMENTING A LEAN PLAN	0.25	X		
INFLUENCING OTHERS	1.0	X		

CAPSTONE LEARNING SOLUTIONS

PRESENT WITH POWER, PUNCH AND PIZZAZZ! …
DELIVER PRESENTATIONS WITH POISE,PERSUASION

Overview

1-2 Days and Professionalism

Presentation and personal presence skills are key to success for the growth of any employee. In fact, Forbes magazine rated presentation skills as the #1 most important professional development skill.

People who present themselves well are seen as more intelligent, professional, successful, popular, personable and trustworthy. As Lowell Thomas said, "The ability to speak is a shortcut to distinction. It puts a man or woman in the limelight, raises him head or shoulders about the crowd and the man or woman who can speak acceptably is usually given credit for an ability all out of proportion to what he or she really possesses."

This highly interactive, how-to, fun and content rich session will provide you with a tool chest of tips, tools and solutions you can use immediately to transform your presentation skills. If you have ever admired and envied those who seem to make presentations with ease and confidence and you find yourself wishing that you had the talent to motivate, persuade, influence and hold the attention of one person or hundreds, this course is for you.

Course Objectives

- It's how you say it, not just what you say
- Words and phrases that sell
- How to make sure your audience walks away with the message you want them to and not something else
- Effective ways to improve your body language to make yourself more approachable, likeable and trustworthy
- 13 ways to overcome speakers anxiety
- Planning and organizing your presentation for maximum impact.
- Learn the "windshield wiper method" to plan your presentations and never forget what you are going to say
- 3 techniques for making effective impromptu speaking
- How to instantly go from monotone to enthusiastic
- Knowing and understanding your audience to get maximum impact
- 3 ways to deal with impromptu presentations
- Presentation emergencies – what to do when things go wrong
- 12 most common mistakes presenters make
- Characteristics of excellent presenters
- Attention getting openings
- 7 ways to keep your audience awake
- How to get and use stories and humor in your presentations
- Eliminate filler words (ah's uhms, ok's) once and for all
- Slides do's and don'ts
- Handling questions and answers
- Exercises to improve your voice, delivery and make you more engaging
- 7 powerful ways to close your presentation
- What to do before, during and after your presentation to insure success
- Video feedback and critique (depending on time and format)

Course Objectives

- Manage speakers anxiety and be more comfortable and confident
- Project poise and professionalism
- Captivate your listeners

POSITIVE LEADERSHIP CERTIFICATE

Overview

2 Days

Earned after completion of four half-day courses: Positive Leadership, Mindful Leadership, Coaching Toward the Positive, and Purposeful Leadership

POSITIVE LEADERSHIP

Overview

0.5 Day

Participants will learn how positive psychology can impact leaders and the strong effect that it has on followers and teams. The results of increased productivity and happiness in the workplace are both compelling and valuable to the organization. Seminar participants will complete the Positive Leadership Index to determine their current level of positivity and the Balance Wheel to determine how balanced their life is.

Course Objectives

- Providing background on the growth of positive psychology in the past decade.
- Explaining the critical effects of having a strong social network.
- Demonstrating how work, engagement, and productivity are related.
- Showing how certain simple psychological and physical practices can make such an immediate difference in a leader's life and with his/her team.

MINDFUL LEADERSHIP

Overview

0.5 Day

Participants will understand how mindfulness can help manage stress, improve decision making, and engage teams. In this seminar participants will learn how to use mindfulness techniques to increase positivity, emotional intelligence, and strategic awareness. In addition to learning practical techniques, participants will complete a mindfulness assessment and review results during class.

Course Objectives

- Practicing mindfulness techniques to create a calm, clear mind.
- Increasing your self-awareness and self-control to enhance leadership skills.
- Improving your relationship with others through empathy and trust.
- Enhancing your creativity and strategic awareness.

COACHING TOWARD THE POSITIVE

Overview

0.5 Day

Through hands-on activities this seminar will demonstrate why positive leadership coaching is critical to people, teams, and organizations. Using a disciplined and researched process of positive leadership coaching, participants will learn how to self-coach and successfully move themselves and their teams systematically toward a more positive state. Based on positive inquiry used by professional executive coaches, participants will learn how to ignite positivity throughout their organization by asking powerful questions and creating "positive emotional contagion."

Course Objectives

- Employ the Positive Leadership Coaching Clock.
- Identify the "Ideal Future State" for yourself and your team.
- Develop and set goals to give purpose, direction, and confidence.
- Assess the "Impact" of change if the ideal future state is pursued.
- Inventory the "Issues" surrounding the current state—where you are now.
- Commit to "Intention" to move from the current state to the future ideal state.

PURPOSEFUL LEADERSHIP

Overview

0.5 Day

Participants will learn how purpose drives positivity and success. You will discover your strengths, clarify your values, and identify ways in which you can use your strengths and values to become a better leader, serve others, and identify needs both at work and in the community. Participants will be asked to complete a Gallup StrengthsFinder Assessment prior to attending and will conclude the seminar by writing a personal mission statement.

Course Objectives

- Completing a strengths assessment to discover your top strengths.
- Clarifying what is most important to you.
- Identifying meaningful contributions that you would like to make in your organization and community.
- Writing a personal mission statement.

PERFORMANCE LEADERSHIP WORKSHOP

Overview

1 Day

Performance Leadership is a model for developing people and talent. It is a way for leaders to help the people they work with grow and ultimately become Peak Performers.

The Performance leader understands to adapt their own leadership style accordingly based upon the developmental level of the people they manage. This diagnostic approach to leadership allows for a much more effective means to accomplish organizational and personal goals as well as helping yourself and others reach professional development objectives. Participants will learn through a variety of learning medium including; Leader self-inventory, interactive experiential based training, role play, video review, case study analysis, and facilitated group discussions. The objective of this dynamic workshop is to enhance the abilities of the leader to properly diagnose the performance level of the employee and prescribe the most appropriate leadership style for maximum effectiveness. The workshop will also focus on strategies to develop employees through career development planning, goal setting, and face to face counseling.

Course Objectives:

- Open up communication in order to increase the frequency and quality of conversation about performance and development between you and the people you work with
- Help others develop confidence and commitment
- Lessons from Colonel Joshua Chamberlain of the 2nd Maine-“The Lion of the Round Top”
- Teach others to provide their own direction and support
- Value and honor differences
- Diagnose others development level and choose appropriate leadership style
- Know why there is no best leadership or coaching style
- Learn common language for coaching and developing others

CONFLICT RESOLUTION: BUILDING HIGH PERFORMANCE WORK TEAMS

A PEOPLE READING WORKSHOP

Overview

1 Day

The foundation of personal and professional success lies in understanding yourself, understanding others, and realizing the impact personal behavior has on others. The Everything DiSC Profile is a multi-purpose learning instrument that helps individual's asses to what degree they utilize each dimension of behavior in a situation. Used by many Fortune 500 Companies, HR professionals, consultants, coaches, trainers, government agencies, sales firms and educational institutions. Everything DiSC Profiles helps these clients:

- Build productive teams
- Develop effective managers, supervisors, leaders
- Improve customer service
- Ease frustration and interpersonal conflict
- Enhance communication
- Conflict management resolution
- Team development and team building
- Improve personal diversity awareness and recognition
- Improve the bottom line; productivity
- Assist in hiring, recruiting, placement, promotion, outsourcing
- Change management, Quality enhancement
- Managing, counseling, coaching

Course Objectives

- Discover behavioral strengths, areas for augmenting, blending, capitalizing
- Value and learn to respect the strengths of others
- Deal with conflict effectively by learning adaptive behaviors
- Enhance work group with teamwork and minimize team conflict
- Develop strategies to meet diverse needs of others
- Improve communication skills by determining communication styles
- Increase sales skills and understanding of the prospect, client, customer with people reading
- Improve customer relationships by identification and meeting needs
- Reduce conflict and stress, in interpersonal relationships
- Manage interpersonal communication better

LEADING FOR OPTIMAL PERFORMANCE

Overview

1 Day

Effective Supervisors and Managers are capable of leading and influencing those within their command to attain the goals and objectives of the organization. This one day workshop will provide an overview of proven strategies to implement change initiatives within your organization as well as some guidance in effectively motivating employees who may have become beat up, drawn out, and cynical. This interactive course addresses various leadership styles, skills, and strategies to enhance the knowledge, skills and attitudes of the employee for maximum performance. Leading and influencing can be accomplished at all levels within any organization and is the foundation for our leadership philosophy; "Leadership at all Levels"

Course Objectives

- Creating an Empowering Organization
- Learning to "Cross the Line"
- 360 degree Leadership; Leading from the Middle
- Adaptive Leadership styles/ "Diagnose Before You Prescribe"
- Focusing on the Organizational Spirit
- The Power of a Belief System- Beliefs Drive Performance and Behaviors
- Organizational/Personal Goal Setting
- Creating a Vision
- The eight step process for leading organizational change initiatives
- Overcoming Adversity

GLOBAL SUPPLY CHAIN CONCEPTS

Overview

1 Day

The Supply Chain Management and Compliance course is an intensive overview and interactive dialogue on the supply chain management risks and compliance issues that face government contractors. A government contractor must understand and effectively address a broad range of issues including laws, regulations, initiatives, and a number of new developments that cover issues from cyber threats to counterfeit parts. In addition, a supply chains may be globally dispersed, which raises additional issues. Whether you are new to supply chain management or have experience, this course will provide an understanding of supply chain risks and compliance requirements, including emerging issues, and provide a strong foundation on which to build greater subject-matter expertise. This course is designed to be of benefit and interest to both government and contractor personnel, including supply chain managers, purchasing personnel, contracting officers, contract and subcontract administrators, program managers, and attorneys (in-house, outside counsel, government).

Course Objectives

- Supply Chain Management Today – How it Evolved from Yesterday's "Purchasing Department" and is a Compliance Function
- Specific Government Contractor Supply Chain Issues
- Subcontractor Source Selection Issues Including Responsibility & Past Performance
- Teaming & Collaborative Arrangements and Their Role in the Supply Chain
- The Role of Company Standard Policies, Procedures & Standard Forms & Agreements
- Addressing Requirements for Supplier Business Ethics & Conduct
- Counterfeit Parts and Why This Issue is Getting Attention
- Cybersecurity Concerns – A Key Government Concern and a Potential Back Door into Your Company
- Intellectual Property Issues
- Supply Chains & Socioeconomic Goals
- Specific Issues with Global Supply Chains
- Supply Chain Management is a Moving Target – Further Regulation of the Supply Chain

GENERATIVE ACTION WORKSHOP

Overview

1 Day

The Generative Action Workshop is a process designed to help you and your team extend to the workplace what you've learned from participating in this program. If learning aims at change, what changes from your learning will satisfy you? This workshop reveals the steps required for taking conscious action to transform how the situation occurs as opposed to our normal "reacting to the situation".   This conscious action arises out of self-awareness, other awareness and systems awareness. What is included in the situation? All those conditions that drive performance and outcomes – some of which we influence, some of which we can anticipate and plan for and many of which we must be prepared to respond to by increasing our capacity to observe in the moment. The potential impact is a high-performing workplace with engaged and committed team members

You will be working in teams to assess yourself, others and the situation, explore possibilities for the future and declare your commitments for action.

Course Objectives

- Describe the gap between your current reality and your ideal work situation.
- Determine the urgency for change and explore the consequences of taking no action.
- Identify a set of possibilities for action that could help you generate a desired future.
- Identify the key players – who must be included to for the new reality to be realized
- Speculate about what conversations must be changed
- Identify actions/practices that you as a leader can deploy to create a new reality.
- Declare your commitments
- Make proposals for action

LEADING MATRIX TEAMS (GMU PMP-0507)

OVERVIEW

2 DAYS

Harnessing the potential offered by 21st century technology and the power of distributed virtual teams is a keystone challenge for today's management team. Professional skill sets, in addition to technical acumen, are becoming a pre-requisite to success for program and project managers. This course helps participants develop action plans to encourage strong collaborative and information sharing practices across the project enterprise. Learn to use strong conversational practices augmented by appropriate technology tools.

COURSE OBJECTIVES

Participants will learn to recognize and navigate the varying characteristics, dynamics, and transformation of today's team-based workforce. Additionally, they will learn how to develop learning organizations to drive short and long term profitability in a 21st century knowledge economy. Exercises help participants practice collaborative information strategies and use conversations to mitigate risk, create constructive solutions, and achieve top performance. Topics covered include:

- Virtual teams and 21st century challenges
- Corporate geography
- Communicating across time and distance
- Enterprise knowledge sharing methods
- Selecting the right collaborative tool
- Communities of practice
- Virtual water coolers
- Difficult discussions in real time or virtual mode
- "Hearing" virtual body language
- Constructive intervention strategies
- Collaborative team best practices
- Motivating and sustaining team performance
- Leveraging diverse personalities
- Coach and mentor roles
- Accountability

INFLUENCING OTHERS

Overview

1 Day

Business today is largely run by teams and populated by authority-averse baby boomers and Generation Xers. That makes persuasion more important than ever as a managerial tool. But contrary to popular belief, author Jay Conger (director of the University of Southern California's Marshall Business School's Leadership Institute) asserts, persuasion is not the same as selling an idea or convincing opponents to see things your way. It is instead a process of learning from others and negotiating a shared solution. To that end, persuasion consists of these essential elements: establishing credibility, framing to find common ground, providing vivid evidence, and connecting emotionally. Credibility grows, the author says, out of two sources: expertise and relationships. The former is a function of product or process knowledge and the latter a history of listening to and working in the best interest of others. But even if a persuader's credibility is high, his position must make sense--even more, it must appeal--to the audience. Therefore, a persuader must frame his position to illuminate its benefits to everyone who will feel its impact. Persuasion then becomes a matter of presenting evidence--but not just ordinary charts and spreadsheets. The author says the most effective persuaders use vivid--even over-the-top--stories, metaphors, and examples to make their positions come alive. Finally, good persuaders have the ability to accurately sense and respond to their audience's emotional state. Sometimes, that means they have to suppress their own emotions; at other times, they must intensify them. Persuasion can be a force for enormous good in an organization, but people must understand it for what it is: an often painstaking process that requires insight, planning, and compromise.

Course Objectives

- Understand essential elements of persuasion
- Understanding how to sense and respond to your audience

ETHICS AND COMPLIANCE

Overview

1 Day

Legal and ethical conduct is the way to protect your credibility and earn the respect and trust of your employees, partners, clients, and community. This one-day course provides an in-depth understanding of the ethical and compliance rules that apply in the federal government marketplace. It emphasizes the importance of ethical conduct when contractors do business with the federal government; enable contractor (and government) employees to recognize compliance and ethical issues and traps before they make irreparable mistakes; and advise about support resources.

Course Objectives

- Understand the ethical and compliance rules that apply in the federal government.
- Identify the importance of ethical and compliant conduct when doing business with the federal government.
- Recognize compliance rules, ethical issues and traps before irreparable mistakes are made.
- Identify and be able to use support resources.

CAPSTONE LEARNING SOLUTIONS

EFFECTIVE PRESENTATION SKILLS

Overview

1 Day

This full day session is a combination of lecture, exercises, and demonstrations by the instructor modeling the presentation skills/behaviors desired. It will be an intensive, interactive, "how to" overview of all the key aspects involved in delivering an effective presentation. All attendees will receive a copy of Present with Power, Punch, and Pizzazz by Arnold Sanow along with customized participant handouts.

Using his Apple iPad, the Mason instructor will tape each person's presentation. Immediately afterwards, participants and the instructor will verbally provide feedback and suggestions for improvement for each presentation, to reduce and eliminate weaknesses and enhance strengths. The instructor will make specific suggestions for change and have individuals do parts of the presentation again--to reinforce new learning and see immediate results.

Course Objectives

- 5 steps to overcome "speaker's anxiety"
- The 12 most common mistakes presenters make
- 6 dynamic ways to open your presentation
- 15 ways to keep your audience engaged and awake
- How to overcome ah's, uhm's, ok's and other filler words
- Learn the "windshield wiper method" to plan your presentations
- Never forget what you are going to say
- It's not what you say, it's how you say it
- How to avoid misunderstandings
- Common weaknesses of business presentations – Language to use and not to use.
- How to get your message across in a clear, concise and understandable manner
- How to instantly go from monotone to enthusiastic
- Characteristics of successful presenters
- 3 techniques for making effective impromptu speaking
- Dealing with disruptive or hostile audiences
- Answering questions the right way
- 12 keys to make your PowerPoint slides stand out
- 7 strategies for closing your presentation
- What to do before, during and after your presentation to insure success
- Critiques and videotaping of all participants

COMMUNICATION AND INTERPERSONAL SKILLS FOR MANAGERS

Overview

1 Day

Many people believe good communicators are "born" with the skill and that only a few "lucky people" possess outstanding communicating abilities. In reality, those excellent communicators we admire either had superior role models, or they made a deliberate effort to learn those skills. This course will focus on developing and enhancing communication and interpersonal skills in the workplace and in one's personal life.

Course Objectives

- Communication assumptions
- Active Listening and listening to learn
- How to avoid misunderstandings
- Communication do's and don'ts
- How to develop cooperation, likeability and trust in those you lead

COACHING YOUR EMPLOYEES

Overview

1 Day

Building positive connections, enhancing emotional intelligence, and transforming interpersonal skills will boost your bottom line in many ways. You will retain employees and customers, improve morale, get things done, build better teams, improve customer service, enhance communication, increase job satisfaction, and get customers and co-workers singing your praises. This program is tailored to meet your challenges.

Course Objectives

- How to build cooperation, likability, and trust
- Ways to build a positive, productive, and profitable work environment
- How to increase your “social IQ” to build relationships with co-workers
- Strategies to become totally customer oriented (internal and external)
- Techniques to boost “emotional intelligence”
- Solutions to enhance working relationships and teamwork
- 17 specific ways to get along
- Three guidelines to boost everyone’s attitude
- Step-by-step guidelines for giving feedback in a positive manner
- How to say “NO” in a nice way
- How to communicate in a clear, concise manner
- 12 ways to become an active listener
- Four ways to avoid misunderstandings
- 15 ways to become more memorable
- Real life communication do’s and don’ts
- How to overcome actions that create adversarial relationships
- Solutions to banish incivility, rudeness, and bullying in the workplace
- Understanding your communication style and how to adapt it to influence others
- How to use body language to get an almost “unfair advantage”
- Methods to disagree without being disagreeable
- Solutions for controlling anger
- How to eliminate negativity

THE LEADER'S EDGE: PEOPLE SKILLS

Overview

1 Day

Understanding, Communicating and Motivating People with Critical Conversations

3.5 hr Online

This full-day workshop presents an overview for dynamic people skills. During this program, participants explore the key moments for holding critical conversations with their team members. In addition, they develop models for safely delivering these critical conversations. The on-site workshop is immediately followed by 30-days access to online resources. These resources provide continued learning for on-site program.

A strategic blend of group activities, facilitated discussion and information coach participants safely through the four stages of learning implementation. The four stages are engage, share, practice, and perform.

The workshop covers six key communication models. These concepts are reviewed, discussed, and practiced during this interactive workshop. Participants develop communication models as part of the program's action plan. These models allow participants to use their new models immediately. They discover when and where to use these new models.

Course Objectives

- Describe and implement the Six Key Communication Models: Persuasive, Collaborative, Feedback, Assertive, Group , and Active Listening

THE WRITER'S EDGE: STRATEGIC PROPOSAL WRITING

Overview

0.5 Day

A Step-By Step Process for Writing Winning Proposals

3.5 hrs online

This half-day workshop presents the structured process for writing winning proposals. Participants explore, first-hand, how a proposal is designed, developed, and delivered—as individuals and as teams. They also see the key benefits for using proven tools and techniques to accelerate the writing production process. The on-site workshop is immediately followed by 30-days access to online resources. These resources provide continued learning for on-site program.

A strategic blend of group activities, facilitated discussion and information coach participants safely through the four stages of learning implementation. The four stages are engage, share, practice, and perform. Plus, participants implement the fundamental steps established by The Association of Record for Bid, Proposal, Business Development, Capture and Graphics Professionals (APMP).

The workshop covers seven core topics. These concepts are reviewed, discussed, and practiced during this interactive workshop. We begin building confidence and expertise with participants so they fully use the organization's current resources, such as The Shipley Guides.

Course Objectives

- Implement the Seven Core Concepts
- Working and writing as a team
- Mapping an organized proposal foundation
- Breaking through Writer's Block
- Holding effective meetings
- Developing expertise with graphics
- Understanding executive summaries
- Using resources quickly

HIGH OCTANE WRITING

Self-Paced

3 hrs online

High Octane Writing ONLINE is a 3 hour business writing course conducted exclusively online. Each participant will receive the same five (5) learning modules which take approximately three hours to complete. The instructor recommends participants complete one module at a time. All participants will receive a user ID and password to access a secure site for these training modules. All course content is self-paced and must be completed within a 30 day period.

In addition, participants will participate in a confidential coaching session, of up to one (1) hour. Students may choose from telephone, Clickmeeting (web) or Skype sessions with the instructor. Coaching is done in one 60 minute or two 30 minute sessions. Participants will receive links to an online scheduling program to arrange their coaching at their convenience, at any time within the same 30 day period they are completing the online learning modules.

The instructor will be working with online participants to ensure success, to encourage completion of all the online learning assignments.

I. Online Delivery

The online seminar will be comprised of the following key topic areas:

- Use Microsoft Office tools for quick editing
- Click and sharpen any document within minutes
- Recognize what type of writing triggers legal red flags—and how to avoid them
- Reduce clichés
- Write persuasively

From their secure site, students will see a learning dashboard which details all the modules in their program, to complete at their own pace, within that 30 day period. The above course content will be covered in a variety of means including Power Point slides, mini-exams, assessments, and reading assignments in PDF form ready for downloading. The online learner must complete assignments imbedded in the course materials. Assignments are uploaded back to the instructor for review and feedback. There will also be videos and audios to reinforce the learning concepts. These are private materials coming from a secure site, to maintain client security and confidentiality. All online resources are copyright protected.

II. Online Coaching:

The online program provides each participant with up to one (1) hour of confidential coaching with the instructor, during the same 30 day period they are completing the online learning modules. Students use an online scheduling program to arrange, at their convenience, one 60 minute or two 30 minute coaching sessions. Coaching can be completed online, by telephone or Skype with the instructor. The instructor/coach may recommend additional resources as it pertains to the High Octane business writing course, provide positive feedback as participants succeed in using new information and techniques, review participants' business writing samples, etc. All feedback is kept strictly confidential to ensure maximum participation.

LEAN SIX SIGMA: DEVELOPING AND IMPLEMENTING A LEAN PLAN

Overview

0.25 Day

The U.S. Navy Aircraft Intermediate Maintenance Depot (AIMD) Lemoore Power Plants Division (F404 engine maintenance) was a real mess. Not-Ready-For-Issue parts were everywhere; the backlog was depressing (35 engines and 190 modules awaiting maintenance); there were 30 F/A-18 aircraft with bare firewalls (no engines); the maintenance crews were working 12-hour days; manning was at 61% of authorized levels; reenlistment rates were an abysmal 50%, and crew morale was lousy. Time on Wing for the engines repaired by the AIMD was significantly below the original specification. As if all of that wasn't enough, more parts and engines arrived daily. The newly appointed Officer-in-Charge of the Lemoore AIMD had worked in commercial aircraft facilities and she understood quickly that the situation at her new assignment was dysfunctional. She knew that something needed to be done and she decided to use Lean manufacturing to tackle the challenge. It would be the first application of the Lean concept to Naval Aviation.

Course Objectives

- Understand how to identify and set appropriate metrics to measure performance.
- Understand the process by which change is managed.
- Introduce the concepts involved in Lean manufacturing.
- Understand how to identify excess capacity, and how managers assess the alternatives available as they deal with excess capacity.
- Appreciate the value of a 'New Look' attitude and consider how that attitude can
- Appreciate the value of a 'Navy Enterprise' attitude and consider how that attitude can be fostered individually and as a team.

PROJECT MANAGEMENT W/ GEORGE MASON UNIVERSITY

CAPSTONE
LEARNING SOLUTIONS

PROJECT MANAGEMENT W/ GEORGE MASON UNIVERSITY

COURSE	Days	Classroom	CEU	Certification
ESSENTIALS OF PROJECT MANAGEMENT (GMU PMP-0400)	3	X	1.95	
PMP: PREP FOR THE PMP CERTIFICATION EXAM (GMU PMP-0401) *INDUSTRY RECOGNIZED CERTIFICATE PREP COURSE*	4	X	2.60	
MANAGING AND LEADING PROJECTS (GMU PMP-0402)	2	X	1.30	
PROJECT ESTIMATING, MEASURES, AND CONTROLS (GMU PMP-0403)	2	X	1.30	
MANAGING RISK AND COMPLEX PROJECTS (GMU PMP-0406)	2	X	1.30	
NEGOTIATION AND CONFLICT RESOLUTION (GMU PMP-0407)	2	X	1.30	
MEASURING PERFORMANCE USING EARNED VALUE MANAGEMENT (GMU PMP-0501)	2	X	1.30	
LEADING MATRIX TEAMS (GMU PMP-0507)	2	X	1.30	
BUSINESS PLANNING AND STRATEGY DEVELOPMENT (GMU PMP-0508)	2	X	1.30	
SOLVING COMPLEX PROBLEMS (GMU PMP-0510)	2	X	1.30	
FINANCIAL ANALYSIS FOR NON-FINANCIAL MANAGERS (GMU PMP-0513)	2	X	1.30	
EMOTIONAL INTELLIGENCE FOR LEADERS (GMU PMP-0512)	2	X	1.30	
PROJECT MANAGEMENT CERTIFICATE	*	X	8.45	*
EXECUTIVE LEADERSHIP CERTIFICATE	*	X	5.20	*


Meaning — Establish Safety — Citizenship
Maslow's Hierarchy of Needs
Knowing — Cultural Awareness + Acceptance/Respect
— Political
— Social
— Religion
— Customs
— Language
Stewardship/Right Action — Ethics
1. Feel Good Before/After Action (Empathy)
2. Golden Rule
Respect/Empathy
3. End/Means Justification
Exploration - Achieve Synergy — SWOT
- Strengths/Weaknesses
- Opportunity
- Threats
- Capability
AoA
CDA Analysis
War Gaming
Empowerment — Top Cover
— Clear Order & Direction
— Resources
Purpose
Relatedness
HADR, PKO
etc.
Dependency
Value
AMP 22

ESSENTIALS OF PROJECT MANAGEMENT (GMU PMP-0400)

Overview

1 Day

Organizations are successfully using project management concepts to deal with increasingly competitive markets, financial pressures to improve performance, restructuring, and globalization. Project management provides a structure for dealing with the "faster, better, cheaper" pressures that most organizations are facing.

This comprehensive course provides participants with an overview of the essential elements (e.g., selecting projects, planning, managing and control, etc.) of project management and the project management life-cycle. Participants gain an understanding of the techniques, practice and new directions for project management and gain practical experience with approaches to achieving successful project performance.

Course Objectives

- Introduction To Project Management
- Project Selection And Planning
- Project Management And Leadership
- Negotiation And Conflict Resolution
- Project Planning And Estimating
- Risk And Quality Management
- Project Execution And Control
- Project Completion And Closeout

For individuals seeking to pass the Project Management Professional (PMP®) Certification examination offered by Project Management Institute, this course serves as the foundation course prior to taking the Course: PMP 0401 Preparation for the PMP® Certification Examination.

PROJECT MANAGEMENT PROFESSIONAL: PREP FOR THE PMP CERTIFICATION EXAM (GMU PMP-0401)

Overview

4 Days

Project Management Professional (PMP®) certification has become the most recognized credential for the practice of the rapidly evolving profession of project management. This course prepares you for the PMP® certification examination offered through the Project Management Institute (PMI®). Only people who have successfully demonstrated their mastery of concepts of project management, as documented in the Project Management Body of Knowledge (PMBOK®), and meet PMI experience requirements are allowed to use the PMP® designation. Increasingly, the federal government and companies all over the world are recognizing the value that project management can provide. The specification of project management personnel qualifications in many federal procurements and the establishment of project management career paths in corporations are recognition of the growing importance of project management in the workplace. PMP® certification is often a requirement for promotion and success in these environments.

Course Objectives

This course covers the ten knowledge areas identified in the PMBOK®:

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

It is assumed that participants have a working knowledge of the PMBOK® and the ten knowledge areas or have completed the Essentials of Project Management course.

MANAGING AND LEADING PROJECTS (GMU PMP-0402)

Overview

2 Days

By its very nature, project management is carried out by teams. Normally these are comprised of members that have often not worked together before; are organized for limited, defined periods; and are expected to work together to accomplish common goals. In this environment, one of the biggest challenges for a project manager is to bring together people with a variety of backgrounds and talents and get them to perform as a successful team. Forming teams of diverse skills and expertise can be difficult but also very rewarding. Successful leaders are those that greatly improve the success of these teams in reaching project objectives. Effective leaders are easily recognized but difficult to characterize. They do not rely on intelligence or personality alone. Latest research has led to better identification of key aspects of effective leadership. This course takes a close look at current thinking on effective leadership and how to apply these skills in the project environment.

Individual skills alone, however, will not lead to successful projects. This course provides an in-depth study of the manner in which teams form and function. By understanding team dynamics, successful project managers can better adjust their management approach and maximize the contribution of all team members to improve the probability of the project being successful. The success of every project depends on the capability to effectively communicate both within the team and among project stakeholders. The course also covers the multi-dimensional nature of communication and the "soft skills" that are essential for effective leadership. Focus is given to using the tools of motivation, power, and communication, to better achieve project objectives.

Course Objectives

- Analyzing The Qualities Of Successful Leaders
- Understanding Team Formation, Functioning, And Dynamics
- Communication Theory And Practice
- Characterizing Management Styles
- Understanding The Relationship Between Motivation And Team Success
- Leadership Skill Self-Assessment
- Understanding Your Personal Management Style And Traits
- Applying Problem Solving Skills
- Applying "Soft Skills" Techniques To Improve Team Performance

Course participants should have project management experience and understand project management processes and techniques.

PROJECT ESTIMATING, MEASURES, AND CONTROL (GMU PMP-0403)

Overview

2 Days

Successful projects start with sound planning. While establishing proper performance baselines is key to project success, measuring progress and adapting to changing circumstances is vital to accomplishing project objectives. This course covers, in detail, project estimating including scope delineation using work breakdown structure, resource estimation using various methods, duration and schedule development using Monte Carlo simulation and Program Evaluation and Review Technique (PERT). Measuring progress requires that the data be current, complete, and accurate. To best use these data, a number of techniques have been developed that help measure project status. This course examines these techniques with a particular emphasis on one of the most successful project measurement techniques – Earned Value Analysis (EVA). EVA has proven to be highly successful in assisting project managers to better measure project performance status. Last, this course examines various ways to make changes to on-going projects that improve performance without being disruptive.

Course Objectives

- The Psychology Of Estimating (Goldratt's Theory Of Constraints)
- Schedule And Resource Estimating Methods And Techniques
- Work Breakdown Structure Development
- Critical Path Method / Program Evaluation And Review Technique
- Monte Carlo Simulation
- Earned Value Analysis
- Estimating Techniques
- Trend Analysis
- Baseline Management
- Forecasting And Evaluation Techniques
- Change Control Techniques
- Use Of Historical Data

Audience

Course participants should have project management experience and understand project management processes and techniques. Participants should take the following courses prior to this course: PMP 0400 Essentials of Project Management.

MANAGING RISK AND COMPLEX PROJECTS (GMU PMP-0406)

Overview

2 Days

In the past, companies and organizations have favored and funded multiple small to medium size projects. As budgets have tightened, the trend is to engage in fewer but larger projects, assuming that increased execution risk can be offset by more management attention. History has shown, however, that high- risk, complex projects (HRCP) usually create their own dynamics in terms of complexity, politics, budget, and schedules. These risks must be managed if the project is to be successful.

This course is based on the lessons learned from 100 high-risk projects documented in the Project Experience Risk Information Library (PERIL) Database (Kendrick) and The Project Management Case Book (Cleland, et al). Examples used include lessons learned from a number of large and well-known high-risk projects.

Course Objectives

- Definition Of Complex, High-Risk Projects
- Identification Of Risk Drivers
- The Five Common Elements Of High-Risk, Complex Projects
- Screening High-Risk Projects
- Obtaining Stakeholder Involvement And Support
- Approaches To Risk Reduction
- Identifying, Qualifying, Quantifying, And Planning For Risk
- Unique Financial Management Aspects Of Complex Projects
- Creating And Applying Performance Metrics
- Effective Use Of Change Control In A HRCP Environment
- Leading High-Risk Projects
- Dealing With Politics
- Managing Media Coverage Of High-Risk Projects
- Troubled Projects And Recovery Plans
- Documenting Project Status At Completion

Only people who have successfully demonstrated their mastery of the basic concepts of project management should take this course. Prior to taking this course, participants are encouraged to take: PMP 0400 “Essentials of Project Management” and PMP 0401 “Project Management Professional Preparation for the PMP® Certification Examination.”

NEGOTIATION AND CONFLICT RESOLUTION (GMU PMP-0407)

Overview

2 Days

Negotiation and conflict resolution are integral parts of daily life and working with people. Project managers need the skill to handle people problems before they affect performance, whether the problems are within the team or with clients, customers, or stakeholders. This course covers the foundations of negotiation, negotiation strategy including planning and framing, how to recognize and prepare for the phases of a negotiation, and how cultural differences are increasingly playing a role in the globalize economy. Another aspect of working with people is how to deal with the inevitable conflicts that may arise. Project managers are called upon to resolve conflicts not only within their teams but also with clients, customers, and other stakeholders. This course will also cover argumentation, constructive and destructive conflict, conflict resolution styles, and various approaches to conflict resolution.

Course Objectives

- Pitfalls Of Negotiation As An Event
- Overview Of Rational Negotiation Process
- Negotiating: Strategizing, Framing And Planning
- An Integrated Four-Step Process
- Distributed Negotiations
- Integrative Negotiations
- Perception, Cognition, And Communication
- Finding And Using Negotiation Leverage
- Ethics In Negotiation
- Global Negotiations
- Managing Difficult Negotiations
- Negotiation Mistakes
- Making Effective Arguments
- Conflict And Cohesion In Groups
- Functions And Dysfunctions Of Conflict
- Approaches To Conflict Management

Participants should take PMP 0400 “Essentials of Project Management” before taking this course.

MEASURING PERFORMANCE USING EARNED VALUE MANAGEMENT (GMU PMP-0501)

Overview

2 Days

Measuring performance is critical to managing projects successfully. This session covers the concepts and practices of an Earned Value Management System (EVMS). Participants will learn the key elements to establish EVMS to objectively manage project performance, correctly apply earned value formulas, obtain project status and forecast project completion. An emphasis will be placed on application of earned value as it relates to the Federal Government.

Course Objectives

Module One: EVMS Planning and Requirements - Overview of EVMS methodology, system criteria, ANSI 748 A Guidelines

Module Two: Project Scope and EVM - Understanding the project scope, creating a project Work Breakdown Structure (WBS), creating the Organizational Breakdown Structure (OBS); work packages, creating control accounts

Module Three: Planning and scheduling the budget - Sequencing activities and determining critical path; integrated master schedule and integrated master plan

Module Four: Estimating and Budget Project Resources and Costs - integrate schedule and budget into cost, cost estimates and budget, control account plans, management reserves, establishing the Performance Management Baseline (PMB)

Module Five: Monitoring Performance, Reporting and Actions - Determining variances and performances indices, the Over the Target Baseline, reporting performance, recovery plans

Module Six: Forecasting Project Completion - Calculating the Estimate at Completion (EAC), Estimate to Complete (ETC), To Complete Performance Index

Module Seven: Federal Issues and EVM - Federal EVMS Guidelines, Integrated Baseline Review (IBR), CPR Formats 1-5, OMB Circular A-11, Section 300

Course participants should have project management experience and understand project management processes and techniques.

CAPSTONE LEARNING SOLUTIONS
UNIQUE LEARNING SOLUTIONS TO MOVE YOUR CAREER FORWARD

BUSINESS PLANNING AND STRATEGY DEVELOPMENT (GMU PMP-0508)

Overview

2 Days

Many organizations face significant challenges as they deal with increasing demands for greater speed, product quality, and reduced cost – faster, better, cheaper. The causes for these demands include newly competitive markets, reduced barriers to international trade, rapid advances in information technology, and a dynamic world economy. In this environment, the key to success for global firms is to use available resources in more effective ways to implement the enterprise's strategy. It is vitally important that firms identify long-term objectives and the strategies that will lead the organization to success in a global market place. While identifying strategic paths is difficult, of even greater significance is how best to implement the resulting strategies. Many firms have successfully turned to the disciplines of project, program, and portfolio management to deal with how best to implement strategy. The result has been improved revenues and profits.

This course focuses on how firms can gain a competitive edge by adopting and implementing a full project, program, and portfolio management structure that will improve the effectiveness and efficiency of the whole organization. This course provides: (1) an overview of strategic planning, (2) the rational for why program management has become the most successful technique for implementing strategy, (3) demonstration of how the discipline of project management supports strategy achievement, and (4) how program management will greatly increase organizational effectiveness during the implementation phase.

Course Objectives

Participants gain an understanding of the techniques, practice and new directions for project management; and the participants gain practical experience with approaches to achieving successful project performance. Topics covered include:

- Overview of Strategic Planning
- Strategic Planning / Program Planning Interface
- Aligning Project Objectives With Organizational Strategic Goals
- Business Plan Integration
- Program And Portfolio Management Techniques
- Effective Implementation Phase Techniques

Participants should take the following courses prior to this course: Essentials of Project Management and Project Estimating, Measures and Control.

SOLVING COMPLEX PROBLEMS (GMU PMP-0510)

Overview

2 Days

Managers of large-scale enterprises face a variety of challenges when trying to maintain a balance among the complexities of today's work environment. Often the surface symptoms do not reveal the actual core issue. This course will help managers and group leaders identify and resolve challenging enterprise situations using a variety of conversation practices and mapping techniques. By the end of this course participants will facilitate productive, problem-solving dialogs, visually map communication process flows, and establish collaborative team practices and negotiation strategies.

Course Objectives

Participants gain an understanding of techniques to facilitate a constructive problem solving process to identify organizational challenges that blends creative thinking and tactical rigor to develop innovative solutions. Topics covered include:

- Complex enterprise-wide organizations and structures
- Milestones and metrics
- Transforming positive change initiatives
- Power of double-loop problem solving techniques
- Challenges that can impede enterprise problem solving
- Advocacy and inquiry dialog methods for managing difficult conversations
- Visual mapping techniques to help reveal the real issue
- Track two diplomacy
- Negotiated collaboration
- Conflict as a creative motivator
- Collaborative partnering
- Constructing innovative resolutions
- Prioritization criteria and risk evaluation
- Evaluation and follow-up

FINANCIAL ANALYSIS FOR NON-FINANCIAL MANAGERS (GMU PMP-0513)

Overview

2 Days

Financial information is used by almost everyone and any Manager hoping to effectively communicate and understand a business must be able to analyze financial information. This course explains the basics of accounting, links accounting to financial statements, analyzes financial statements and works through economic analysis of investments. The course is structured into 18 modules that build on each other with the assumption that participants know little or nothing about accounting or finance.

Course Objectives

Module 1: Accounting Overview - How accounting works, general ledger accounts, and the cash flow conversion cycle.

Module 2: Introduction to Financial Statements - Types of financial statements, elements of financial statements and important accounting concepts.

Module 3: Reading Financial Statements - Financial terminology, distinguishing operating vs. non-operating, liquidity and solvency.

Module 4: Financial Analysis (Part 1) - Horizontal and Vertical Analysis, Benchmarking, and Common Sized Financial Statements.

Module 5: Financial Analysis (Part 2) - Complete set of ratios for analyzing most companies.

Module 6: Working Capital Management

Module 7: Concepts in Finance - Present and Future Values, Net Present Value, Quantifying Benefits and Discounted Payback.

Module 8: Cost Analysis

Module 9: Key Financial Indicators - Cash flow vs. earnings, Return on Investment, Cost of Capital and EBITDA.

Module 10: Basic Forecasting - Forecasting sales, assets and cash flow, fixed vs. variable cost, and breakeven analysis.

Module 11: Risk Analysis - Risk adjusting constant dollars, expected values and simulation analysis.

Module 12: Economic Analysis - Apply ROI, NPV, and Payback Period to evaluate long-term investments.

Module 13: Ratio Models and Economic Value Added - Three ratio models and how they can be used to measure value.

Module 14: Capital Formation - Distinguishing between private and public capital and identifying different transfer channels and how they differ.

Module 15: Intellectual Capital - Recognizing the importance of intellectual capital and its influence on value.

Module 16: Business Performance Measurement

Module 17: Non-Financial Analysis - Applying various analytical models to assess business performance.

EMOTIONAL INTELLIGENCE FOR LEADERS (GMU PMP-0512)

Overview

2 Days

Leadership can be described as a person's ability to make the intangible tangible which is why people often find it difficult to define; instead, they will say, "when I see it, I know it". Learning how to leverage your personal Emotional Intelligence (EI) and that of your colleagues and working teams around you will prove to be one of the most resilient tools you will use to acquire essential non-tangible leadership skills. Industry expertise and technical acumen help people rise to managerial positions; however, truly successful managers and leaders hone professional skills that enable them to recognize and appreciate the strengths of the people with whom they work. Interpersonal skills can make a significant difference in planning, communicating, collaborating, resolving conflict or most other aspects of leading people to achieve organizational goals.

Course Objectives

Participants gain an understanding of the value and importance Emotional Intelligence brings to today's dynamic workplace. Topics covered include:

- Emotionally Intelligent business drivers
- Multi-dimensional leadership
- Self-Perception
- Self-Expression
- Interpersonal
- Decision Making
- General Well Being
- Psychometrics
- EQi 2.0 assessment interpretation
- Balancing EI continuums
- Work group diversity and EI
- Emotional engagement strategies
- Empathy, framing, and perspective
- Optimizing communication practices
- Motivation, delegation, and transference
- Influencing non-tangible outcomes

PROJECT MANAGEMENT CERTIFICATE

Overview

13 Days ***

The George Mason University Project Management Certificate program, consisting of four core courses and one elective:

(1) PMP 0400, Essentials of Project Management

(2) PMP 0402, Managing and Leading

(3) PMP 0403, Project Estimating, Measures and Controls

(4) 0401 PMP® Examination Preparation

(5) One elective.

Course Objectives

The Project Management Certificate Program teaches the participant the basics of project management - how to plan, execute, control and complete projects – and prepares the participant to sit for and successfully pass the PMI PMP® Examination. The core courses focus on key components of managing projects and the roles and responsibilities of the project manager. The participant learns how to prepare project schedules, develop project measures and approaches to project control; and how to develop, lead and motivate project teams.

EXECUTIVE LEADERSHIP CERTIFICATE

Overview

8 Days ***

The Enterprise Leadership Certificate program consists of four core courses and one elective. Core courses include:

(1) PMP 0501, Business Planning and Strategy Development

(2) PMP 0501, Solving Complex Problems

(3) PMP 0507, Leading Matrixed Teams

(4) PMP 0513, Finance for Non-Financial Managers

Course Objectives

The courses go beyond basic project management skills and knowledge and are appropriate for participants who are Government or Corporate high-potential management candidates or program managers. These two-day, interactive courses combine class discussion, case scenarios, and classroom exercises to provide participants an environment to actively practice executive-level skills, which they can immediately apply in the workplace.

INSTRUCTING PARTNER SHORT BIOGRAPHIES

CAPSTONE
LEARNING SOLUTIONS
UNIQUE LEARNING SOLUTIONS TO MOVE YOUR CAREER FORWARD

Kristin L. Allen, P.E., PMP

Over the past 25 years, Mr. Allen has held executive level positions, with profit and loss responsibility, in both privately held and publicly held corporations engaged in engineering, information technology, and management consulting. He has successfully built and sold two successful businesses. For a period of two years, he served on the faculty of the United States Naval Academy, where he taught naval engineering, thermodynamics, and nuclear reactor physics. For the past 15 years, he has taught project management open-enrollment and contract training to more than 2,000 students through George Mason University's Office of Continuing Professional Education (Learning Solutions). He currently provides project management training directly to corporations and through various universities.

Mr. Allen's project management experience includes analysis, design, development, implementation, and control of performance-based training, business process design, strategic planning, and information technology projects. For a major mid-Atlantic commercial nuclear utility, he developed a three-phase engineering project management process that was used by the utility to reduce the cost of engineering design projects. For a commercial electric utility, he developed a 5-year strategic plan for energy supply and energy marketing. For a telecommunications-engineering firm, he supervised the development of a software application that automated the project management processes associated with cell tower design and build-out. As an executive at Vectra Technologies, Inc., he was responsible for the life-cycle design, manufacture, and operation of equipment that used advanced technologies to process various forms of low-level radioactive waste. He has also project managed the development of more than $25M in performance-based training program for electric utilities.

Mr. Allen holds a BS in Nuclear Engineering and MS in High Energy Physics. He is a registered professional engineering in the Commonwealth of Virginia. He is certified as a Project Management Professional ® by the Project Management Institute.

Michael Beitler

Author & Lecturer in Organizational Change

Dr. Beitler began his professional career as a CPA and management consultant with one of the largest international consulting firms. His management consulting work has included international corporations, partnerships, professional associations, governmental agencies, and not-for-profit organizations.

He also served, for ten years, as the Senior Vice President & Chief Financial Officer of a very profitable bank. Michael has served, or is currently serving, clients in banking, manufacturing, distributing, retailing, publishing, professional service firms, and government. His clients are located in North America, Europe, and Asia.

Dr. Beitler holds degrees in human resource development, applied psychology, finance and management. Currently, Dr. Beitler teaches Organizational Change, Management Assessment & Development, and Organizational Learning in the MBA program of The Bryan School of Business at the University of North Carolina-Greensboro. He has also served as a Visiting Professor of Management at the University of Mannheim's School of Business (ranked # 1 in Germany).

Michael J. Gravier, Ph.D., C.T.L.

Associate Professor
University of Virginia, Darden School of Business

Michael Gravier has over 20 years of logistics experience both in industry and as an academic, and holds professional certification status (C.T.L.) with the American Society of Transportation and Logistics. He holds a Ph.D. in Marketing and Logistics from the University of North Texas, an M.S. in logistics management (with a specialization in transportation management) from the Air Force Institute of Technology, and a B.A. with majors in Spanish and Anthropology from Washington University in St. Louis.

Prior to his academic career he spent 12 years as an active duty logistics readiness officer in the United States Air Force, including time spent in NATO HQ Air South as Deputy Director of customs and transportation for the Mediterranean region and out loading the 82d Airborne and Joint Special Operations Command at Ft. Bragg. As an undergraduate, he worked as a research assistant in the Washington University School of Medicine.

He has published research about supply chain strategy, ethics, procurement, logistics pedagogy, transportation public policy, and the evolution of supply chain networks in response to risk factors like obsolescence and changing information needs. He has published in the Journal of Business Ethics, International Journal of Logistics Management, Journal of Purchasing and Supply Management, Journal of Public Procurement, Supply Chain Management: An International Journal, Journal of High Technology Management Research, Journal of Transportation Management, and Journal of Knowledge Management, as well as some dental, medical and anthropological research journals. He is on the editorial advisory board for Supply Chain Management: An International Journal. He has been invited to teach and present in dozens of countries on five continents.

Jared Harris

Associate Professor
University of Virginia, Darden School of Business

Associate Professor Jared Harris teaches both Ethics and Strategy courses in Darden's MBA program, and a doctoral seminar on corporate governance and ethics. His research centers on the interplay between ethics and strategy, with a particular focus on the topics of corporate governance, business ethics, and inter-organizational trust. His work on corporate financial misrepresentation won the 2007 'best dissertation' award in one division of the Academy of Management (Social Issues in Management) and qualified him as one of six finalists in another division (Business Policy and Strategy). His work has been published in ***Organization Science and Business & Professional Ethics Journal***, and has been featured in the ***New York Times***, the ***Washington Post***, and ***The New Yorker***, as well as other media outlets in the United States, Canada, Germany, India, and the U.K.

Prior to joining the Darden faculty in 2006, Harris taught at the University of Minnesota's Carlson School of Management. Previously, he worked as an accountant and consultant for several leading public accounting firms in Boston and Portland, Oregon, and served as the Chief Financial Officer of a small technology firm in Washington D.C. A Fellow with the Business Roundtable Institute for Corporate Ethics, Jared is also a research partner of OCEG (Open Ethics and Compliance Group) as well as the IMA (Institute of Management Accountants), and is a Certified Public Accountant, currently licensed in the state of Oregon. He consults with several leading financial services companies on the topics of strategic management, ethics and compliance. Ph.D., University of Minnesota; M.Acc., Brigham Young University; B.S., Brigham Young University.

Dr. Roy Hinton

Associate Dean, Executive Education
George Mason University, School of Business

Roy is currently Associate Dean of Executive Education Programs at George Mason University, School of Business. His responsibilities include developing and implementing strategies for program design, marketing and operations. Prior to joining the GMU School of Management team, Roy was Managing Director of Exquiry, LLC, a leadership and performance development firm. While at Exquiry, he was responsible for business and program development, individual and team coaching and public speaking. Roy was a Senior Faculty member of Cardean University, a leading innovator in internet-delivered higher education, located in Deerfield, IL. He has contributed as adjunct professor to the EMBA programs at Villanova University and Loyola University (Chicago) teaching courses in Strategy and Organization. In addition, he has taught at The Kellogg School of Northwestern University, Lake Forest Graduate School of Management, University of Texas and Rollins College as well as founding and operating a management consulting firm specializing in business simulations and executive education. In 1985 Roy founded Burgundy Group, Inc., a management consulting firm specializing in the design and development of business simulations and executive education. He designed and participated in the development of over fifty business simulations in a wide range of industries including manufacturing, insurance, banking, hospitality & tourism, healthcare, government and not-for-profit organizations. During his twelve-year tenure at Burgundy Group, he also taught courses in leadership, strategy development and implementation, change management, teamwork and coordinated action, communications, organizational climate, trust, and system dynamics. Roy has worked with many organizations worldwide including Allen-Bradley, the American Red Cross, Allstate, Caterpillar, Citibank, Chrysler Corporation, General Motors, Marriott Hotels and Resorts, Motorola, Quaker Oats, Texas Instruments and Visteon. He has published articles in human resource and strategy journals and has written several books pertaining to business simulations. Roy received his Ph.D. in Management from Northwestern University in 1981 and his MBA from Pepperdine University in 1976. He is also a graduate of the Newfield Network Coaching for Professional and Personal Mastery program which is accredited by the International Coach Federation.

CJ Jaynes

Rear Admiral, USN, Ret

A native of Greensburg PA, she graduated from Indiana University of Pennsylvania in 1979 with a Bachelor of Science degree in Mathematics Education, followed by a Master's degree in Mathematics in 1982. She was commissioned in March 1983 via the Officer Candidate School in Newport, R.I., and was designated an aeronautical engineering (maintenance) duty officer in 1985. She was designated an Acquisition Professional Community member in 1996 and received a Master's in Business Administration from Norwich University in 2008.

Jaynes last served as Program Executive Officer for Air Anti-Submarine Warfare, Assault and Special Mission Programs (PEO (A)). She had oversight responsibility for ten program offices and seven ACAT I major acquisition programs.

Operational tours include Training Squadron Eighty-Six (VT-86) in Pensacola, Fla.; Patrol Squadron Five (VP-5) in Jacksonville, Fla.; Aircraft Intermediate Maintenance Department, Mayport, Fla.; Commander Helicopter Wings Atlantic, Jacksonville, Fla.; Aircraft Intermediate Maintenance Department, Diego Garcia; and officer-in-charge Commander, Strike Fighter Wing Pacific, Aircraft Intermediate Maintenance Detachment in Lemoore, Calif.

Jaynes' acquisition tours include Naval Aviation Engineering Service Unit (NAESU) in Philadelphia; Deputy Assistant Program Manager Systems Engineering for PMA-290, P-3 & EP-3 Program Office; F/A-18 Program Integrator Defense Contract Management Command Northrop Grumman, El Segundo, CA; Assistant Program Manager Logistics for PMA-265, F/A-18 & EA-18G Program Office; and PMA-265 F/A-18 Deputy Program Manager Fleet Support.

She assumed command of PMA-202, Aircrew Systems in June 2006. Under her command, PMA-202 won the 2007 NAVAIR Commander's National Award for Program Management. She assumed command of PMA-213, Naval Air Traffic Management Systems in 2007.

Jaynes also completed the Naval War College Command and Staff (non-resident) program in 1995, and earned a Systems Engineering Certification from California Institute of Technology Industrial Relations Center in 1999.

She was featured in Profiles in Diversity Journal, 2013 Women Worth Watching, and selected for the 2017 Distinguished Alumni Award for Indiana University of Pennsylvania.

Mahesh P. Joshi

Associate Professor, Global Strategy and Entrepreneurship and Director of Research & Practice

George Mason University, Center for Innovation & Entrepreneurship

Mahesh P. Joshi received his PhD in Strategic Management and International Business from Temple University, Philadelphia, USA. Prior to receiving his PhD, he received a BS in Mathematics and Operations Research from Bombay University (Mumbai, India) and also obtained a postgraduate diploma in international business from Xavier Institute of Management, Mumbai, India.

Dr. Joshi has a wide variety of teaching interests. These include strategic management, industry analysis, innovations and technology, entrepreneurship, global strategies, managing change, business model analysis, cross- cultural management and multidisciplinary capstone courses.

His research paper that focused on experiential exercises in teaching strategic management (Journal of Management Education) has been received very well and his approach has been adopted globally by many strategy teachers in their introductory class. He is one of the key instructors in delivering Executive Training at the School of Business and has provided executive training to several US based corporations (such as Oracle, TW Cable, General Dynamics). He also has trained senior managers in the Departments of Commerce and State. In addition, he has provided executive training to trade associations and not-for profits such as SHRM, the CFO Alliance and the American Red Cross.

His research includes topics such as business continuity planning, corporate governance, global strategy, deregulation and strategy, implementation of strategy by middle managers and strategy and public sector. Dr. Joshi has published articles in many journals including Strategic Management Journal, Journal of Operations Management, IEEE-Transaction of Engineering Management, Long Range Planning, Corporate Governance, Corporate Reputation Review, International Journal of Production Research, Service Industries Journal, International Journal of Operations & Production Management and Management Decision.

His consulting assignments have been focused on formulation and implementation of global strategy, opportunity recognition and feasibility studies for entrepreneurial firms, international market entry decisions, competitive intelligence analysis, impact of new technology on established firms, global strategic alliances, practice of corporate entrepreneurship and management of start-up ventures.

David A. Kriegman

Chief Executive Officer

Z2B

David Kriegman is the President and CEO of Z2B, LLC, a consulting company that provides operational and administrative advice to help companies achieve their strategic growth goals.

Kriegman spent 30 years growing and managing companies that provide professional services to the government. After working for the government for seven years, he held a number of leadership positions in private industry. Kriegman was Executive Vice President and Chief Operating Officer of SRA International, a $1.3B government systems integration company with 5,500 employees. Joining SRA when its revenues were less than $5M, Kriegman was a member of the leadership team that grew the company to over $1B.

Before SRA, Kriegman was the director of Defense Systems, growing that business from $48M to over $400M in seven years. He also served as President of TechTeam Government Solutions, Inc. and led the sale of TechTeam to Jacobs Technology. While at TechTeam, Kriegman was responsible for all aspects of growth and P&L and for integrating four diverse acquisitions to fulfill TechTeam's strategic plans for growth in the federal market.

As an active participant in industry associations, Kriegman contributes his time to several professional associations including the Professional Services Council (PSC). He is a past President of the Institute of Electrical and Electronics Engineers (IEEE) Washington, D.C and past Director of the IEEE National Capital Area Council.

His current clients include companies of all sizes, from start-ups to established public companies with revenue of over $20B. Kriegman is the author of Zero to a Billion: 61 Rules Entrepreneurs Need to Know to Grow a Government Contracting Business.

Teresa McCarthy, PhD

Associate Professor of Marketing, Global Supply Chain Management Program Director
Bryant University

Teresa M. McCarthy Byrne is an Associate Professor of Marketing and Global Supply Chain Management (GSCM), and the GSCM Program Coordinator at Bryant University. She has over 20 years of supply chain related experience in both industry and academia. Prior to earning her Ph.D. in Marketing and Logistics from the University of Tennessee, Dr. McCarthy Byrne worked in the retail industry for 14 years in sourcing, forecasting, and inventory planning and control. Her current research and consulting projects explore the degree to which firms integrate activities with other firms in their supply chain, such as collaborative forecasting, demand management, and demand planning. Dr. McCarthy Byrne teaches undergraduate and MBA courses in Supply Chain Integration, Global Sourcing and Supply Management, Supply Chain and Operations Management, Apparel Supply Chain Management, Business-to-Business Marketing, and Marketing Policy and Problems. She has published in International Journal of Physical Distribution and Logistics Management, Journal of Forecasting, Transportation Journal, Journal of Business Forecasting, Foresight: The Journal of Future Studies, Strategic Thinking and Policy, Industrial Marketing Management, and Journal of Marketing Education. Dr. McCarthy Byrne is a board member of the Institute of Business Forecasting New England Chapter, and she served for six years as Co-Chair and committee member of the Supply Chain Management Summit at Bryant University.

Eric Murray

Team Training Associates

Eric is a decorated military and law enforcement veteran with over 30 years of professional police experience. He has served in the U.S. Army Infantry, a municipal police department and the past 26 years with the Connecticut State Police. Eric is currently assigned as the Commanding Officer of Troop K (Colchester). As the chief executive law enforcement officer, he is responsible for oversight of all policing services for 12 towns, with a population of approximately 85,000 residents, and a geographical area of over 350 square miles in central Connecticut. He is responsible for a command of approximately 100 sworn and civilian law enforcement personnel. His previous experience includes assignments as the Executive Officer for the Connecticut State Police Academy, as well as supervisory, administrative, and operational assignments in narcotics, auto theft, patrol and SWAT. He holds numerous instructor level certifications with the Connecticut State Police, Connecticut Police Officers Standards of Training Council (POSTC) and New England State Police Association (NESPAC). He delivers training programs in the areas of Leadership/ Supervision, Team Building, Human Performance Management, People Reading, DiSC Personality Assessment, Organizational Analytics, Safety and Survival, Patrol Tactics, and Wellness.

Eric regularly consults organizations on strategic planning, leadership development / mentoring programs, organizational and command climate assessment. He successfully pioneered the Command Climate Assessment Survey into public service and private sector business. He has authored and published several instructional law enforcement training DVD's entitled Police Ground Combat, Police Safety and Survival Volume 1 and 2 which have been distributed to civilian and military law enforcement organizations within CONUS and throughout Canada, Europe, and Asia. Eric serves on the advisory committee for the Goodwin College Business Department utilizing his experience to collaborate public service, local business, and higher learning institutions for improving human performance management systems.

Eric has been awarded numerous commendations throughout his career and is the only "civilian" to graduate the USCG Chief Petty Officer Academy in Peteluma, CA where he received the coveted "Spirit of the Chief Award". He was awarded the honorary title of Chief Petty Officer by the Commandant of the USCG. He is a graduate of the USCG Academy Senior Leadership Principles Course and Alumni of Harvard-Kennedy School of Executive Education - "Art and Practice of Leadership". Eric serves as an adjunct instructor and advisor to the USCG Leadership Development Center in New London, CT as well as adjunct faculty for the U.S. Navy Advanced Management Program (AMP). Eric holds a B.A. in Communications and a M.S. in Organizational Leadership. He is a life-long learner, continuing his post graduate studies and research as a doctoral student at the University of Hartford.

Michael W. Mutek

Michael W. Mutek brings clients a wealth of practical knowledge and experience in government contracts, intelligence, and national security law. His practice spans the areas of government contracts, compliance and ethics, bid protests, claims, internal investigations and disclosures, formation and dissolution of teaming agreements, and dispute resolution. Additionally, Mr. Mutek counsels clients on matters related to the intelligence community and national security issues. Prior to joining Steptoe, Mr. Mutek served as the vice president and general counsel of Raytheon's Intelligence, Information and Services business, a $6 billion business unit of Raytheon Company. In this capacity, he was responsible for all the legal affairs of the business, and worked on several successful acquisitions in order to help create a cybersecurity business at Raytheon. During the 26 years Mr. Mutek spent at Raytheon, he held several other business unit general counsel and vice president positions, including vice president of contracts. In his early career, he served as senior trial attorney on the Air Force's Trial Team. Nationally recognized, Mr. Mutek is a frequent writer and lecturer on government contracts and corporate law topics, and has testified on government contract issues before Congress.

Michael Perch

Managing Director
Road Map Consulting

Michael Perch is a noted author, lecturer and subject matter expert in the fields of federal and state public procurement, finance and accounting and management. He is the founder and owner of Road Map Consulting (RMC), a management consulting firm that provides consultation, advisory services and training solutions to organizations worldwide.

Michael has experience providing consulting, financial advisory, and audit services to companies and organizations that range from small to middle market to the Fortune 100. Michael has in-depth experience with the Federal Acquisition Regulation ("FAR"), the Cost Accounting Standards ("CAS"), Office of Management and Budget ("OMB") Circulars and other Federal government procurement regulations. His expertise includes working with companies in a variety of industries, including professional services, defense, information technology, telecommunications, biotech, higher education and not-for-profit organizations.

He has advised numerous commercial companies how to adapt practices to conform to the unique government contracting regulated environment. Michael has experience with all forms of government contract acquisition matters, from competitive procurements to commercial item exemptions. He assists throughout the entire life cycle of government contracts, as well as providing expert advice on a myriad of complex government contract accounting and contract administration related matters.

Michael also authors custom developed training courses on various topics related to public procurement. These courses are delivered through instructor led instruction as well as online, on demand training.

He is on the faculty at the Public Contracting Institute (http://www.publiccontractinginstitute.com/faculty/), where he has authored and delivered government contracting related courses to students around the world. Michael also teaches various government contracting related courses at George Mason University (GMU). Michael also conducts customized training for GMU's corporate clients in compliance review and training, bids and protests and FAR and CAS compliance. He regularly interfaces with the General Accountability Office (GAO) assisting clients with bid protests. He is well-versed in all stages of federal contract law and litigation, including terminations, procurement disputes, protests, procurement integrity and suspensions and debarments.

Michael holds a Master's of Science Degree in Government Contracting from the Law and Business Schools at The George Washington University. He also is a graduate of Florida A&M University with a Bachelor's Degree in Finance and Accounting. He has also taken Executive Management courses at Dartmouth College. Michael has studied abroad in London, England, Ghana, West Africa and Tel Aviv, Israel addressing the topics of public private partnerships and small business development and technology innovation.

Michael is a Certified Project Management Professional (PMP), Information Technology Infrastructure Library (ITIL) Expert version 3. Michael is a member of the Project Management Institute, National Contract Management Association and the American Small Business Chamber of Commerce.

Jeff Pottinger

Vice President, Chief of Curriculum
The Honor Foundation

Jeff Pottinger joined The Honor Foundation in December 2015, after three years as Senior Director of Executive Education at the University of Virginia Darden School Foundation. At Darden, Jeff worked closely with clients to develop executive learning programs and strategic direction. Jeff was the Program Manager for various Department of Defense, corporate, and Association executive education programs.

Prior to joining Darden, Jeff was the Managing Director at Cowan & Associates, Inc., a small, veteran-owned consulting firm headquartered in Arlington, VA. He consulted for the military in the areas of strategic planning, performance measurement, program management, and executive education. Prior to joining Cowan & Associates, Jeff worked for Circuit City Stores leading a 2-state district of eight big-box electronic retail stores with $100 million in annual sales.

During his twenty-four year career in the US Navy Supply Corps, Jeff served in a variety of challenging information technology, supply chain management, and administrative leadership positions. He served as the Executive Assistant to a Fortune 500 sized Navy logistics organization and directed Navy-wide automated information logistics systems development and deployment. Jeff also led the administration of the Navy's business school that generated throughput of over 2,000 students annually. He taught courses in Navy logistics and leadership and oversaw business curriculum development and quality of curriculum delivery. Other leadership positions included operational logistics assignments aboard three ships and assignment to the staff of the Secretary of the Navy where he was a Congressional Liaison. He retired in August 2001 having attained the rank of Captain.

Jeff received his BS in Business Administration from The Ohio State University, an MBA from the University of Virginia's Darden School of Business, and attended the Senior Executive Program at Columbia University.

Gal Raz

Associate Professor, Operations Management
Ivey Business School

Associate Professor Gal Raz teaches Operations and Supply Chain Management at Ivey. He received his Ph.D. in business and a master's degree focusing on public policy from Stanford University. His research centers on supply-chain management and sustainable operations, with a special focus on pricing, remanufacturing, innovation and government environmental regulations. His research and work has been published in academic journals such as Management Science, Production and Operations Management (POM) and IEEE Transactions, and business magazines such as Strategy and Business and the Washington Post. He serves on the editorial board of POM and as a referee for Management Science, Operations Research, and Manufacturing and Service Operations Management (M&SOM).

Throughout his career, Professor Raz has been involved in leadership roles in professional organizations. From 2007 to 2009, he served as the president of the Junior Faculty Interest Group (JFIG) at INFORMS and received the INFORMS Moving Spirit Service Award for his work with JFIG. In 2010, he was the co-chair of the SCM M&SOM SIG conference in Israel, and in 2012 co-chaired POM's sustainable operations college mini-conference in Chicago. Professor Raz is the current president of POM's sustainable operations college, a member of POM' s board, and the VP of Meetings for M&SOM. Raz was involved in numerous consulting projects with many companies on topics relating to supply-chain management, innovation and sustainable operations in Australia, the United States and Israel.

Arnold Sanow

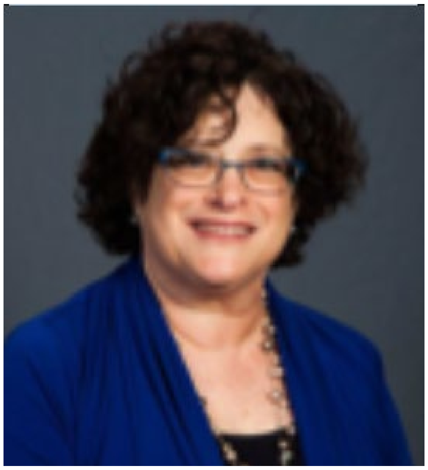
President

Sanow Professional Development

Arnold Sanow works with companies, associations and governmental organizations to strengthen customer and workplace engagement and relationships by improving communication, interpersonal relationships, emotional intelligence and presentation skills. He accomplishes this through keynotes, workshops, training, facilitations, coaching and consulting.

He has delivered over 2,500 interactive, entertaining, engaging, thought provoking and content rich presentations to more than 500 different organizations throughout the world. A few of the groups he has worked with include; Bristol Meyers Squibb, Howard Hughes Medical Institute, Lockheed Martin, Lexus/Toyota Federal Bureau of Investigation, National Institutes of Health, Homeland Security, Inter-American Development Bank, Edison Electric Institute, Skadden Arps Law Firm, U.S. Department of the Treasury, U.S. Airforce, U.S. Marine Corps, U.S. Army, National Association of Credit Management, International Brotherhood of Electrical Workers, Public Risk Management Association, Project Management Association, Forever Broadcasting, Black Achievers in Industry Annual Summit.

Arnold is a frequent guest in the media including the CBS Evening News, ABC World Morning News, Wall St. Journal, USA Today, Washington Post, and Time Magazine. He has been a National Spokesperson for AT&T and Intuit. He is also a former adjunct professor at Georgetown University.



Susan Schwartz

The River Birch Group

Susan Schwartz has led a variety of technical and non-technical teams successfully through organizational change and brought projects to completion – on time and under budget. Over the course of her career, she developed unique methods to motivate cross-functional teams by combining process review, crucial conversation techniques, and knowledge sharing strategies.

Currently she facilitates public courses and seminars for George Mason University Learning Solutions, Northern Virginia Community College, Project Management Institute, The American Society of Quality, Society for Human Resources, and the Association of Talent Development. Curriculum topics include project management, collaborative team building, problem solving, critical thinking, conflict management, organizational effectiveness, and matrix team leadership. Additionally, she delivers on-site team building workshops.

She received an M.S. in organizational development and knowledge management from George Mason University School of Public Policy and a B.A. in Economics from Goucher College.

Neil Sicherman

Executive Leadership Coach
Center for Intelligent Leadership

Neil is a teacher and a coach. He relates with clients as partners in transformation – in the kind of change that puts individuals, teams and organizations on a sustainable path toward potential.

Neil's work draws on his leadership experience, his university teaching experience and corporate consulting experience. Neil served as the Associate Dean of the business school at Villanova University, where he led a team to design and manage an innovative Executive MBA program. The program, built on a foundation of systemic thinking, was the first in the world to fully integrate executive coaching into its curriculum. As a Professor, he taught MBA students, PhD students, chaired dissertations, and won numerous teaching awards.

He is extensively trained in personality development and behaviors, relationships and communication. Neil has a PhD in Finance, is certified as a coach, and has advanced training through the Enneagram Institute. He is a Nine Domains Senior Associate – working to further develop a powerful and unique systemic framework of concepts and practices for organizations.

Neil has guided and counseled organizations on strategy, corporate valuation, mergers and acquisitions, and leadership development. He began his career as an accountant and financial consultant at Arthur Anderson before earning his doctorate at the University of Florida.

Gregory Unruh

Associate Professor and Arison Chair in Values Leadership
George Mason University, School of Business

Dr. Gregory C. Unruh, Ph.D., is the Arison Professor of Values Leadership at George Mason University and an expert an expert in global business. A frequent contributor to the Harvard Business Review, Sloan Management Review and the Huffington Post, Dr. Unruh is also the author of "Being Global: How to Think, Act and Lead in a Transformed World," a leading guide for developing international management talent. He is also an active public speaker and has presented at prestigious events like the World Economic Forum, the Clinton Global Initiative and the United Nations Global Compact.

Jim Wanserski
Wanserski & Associates

From varied and extensive industry experience, Jim Wanserski targets clients of all sizes to assist or direct efforts within: executive management, interim executive services, business consulting, financial operations, turnaround situations, litigation support and governance. As examples, Wanserski has taken on selective roles as: a Chief Operating Officer in a turnaround project for a regional cellular firm preparing for a strategic sale, CFO role for a manufacturing firm transitioning to a new owner, and a Senior Vice President role for a $1 billion division of a national telecom company.

Prior to embarking on his consulting career in 1998, Wanserski spent 25 years working in-house for telecommunications, high-tech and related companies in finance, accounting and operational roles. He held executive, operations, telecom management, regulatory, finance and internal audit positions with MCI, Telecom*USA and Sprint. In addition, Wanserski handled consulting management with a specialty telecom office within Arthur Andersen Business Consulting, and turnaround consulting with Morris-Anderson & Associates, Ltd. He is a graduate of Rockhurst University (MBA-Management and BSBA-Accounting).

Throughout his career, Wanserski has detected and dealt with numerous fraud events aggregating to an economic impact of over $300 million. These fraud-detection cases ranged from telecommunications, due-diligence, and healthcare assignments, to post-acquisition, white-collar crime assistance, Federal agency, and regulatory requirements.

An animated and popular speaker on the topics of business ethics and fraud prevention/detection, he has delivered over 60 presentations to industry and accounting associations, universities, businesses, ethics organizations, and civic groups. His reputation for high integrity and accountability has led to multiple appointments as consultant and/or Management Trustee for the U.S. Department of Justice. As a management consultant or court-appointed trustee, Wanserski has handled four multi-market/multi-state wireless assignments since 2007, with the entity size ranging from a $100 million (revenue) operation to an entity aggregating to $1 billion of revenue serving over 1 million subscribers.

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