



INTERNATIONAL TRAINING CONSULTANTS

Develop Externally~Grow Internally



Global Project Management *Facilitation*



GLOBALINX CORP
International Training Consultants Since 1968
Developing High Potential People for Global Business



Training Objectives

The overall objective of this seminar is to give all team members the knowledge, skills and techniques to plan, lead and contribute to all types of project team processes, meetings and reviews.

Skills, Techniques and Benefits

The seminar introduces process planning, meeting facilitation, and team leadership techniques for maximizing the effectiveness of global project teams.

Orientation	• Process Design	Chose the best process to produce the desired outcome in the least time.
	• Agenda Setting	Maximize commitment; achieve goals.
	• Framing Vision/Outcomes	Get commitment by linking your vision with organizational strategies.
	• Inhibiting Issues	Maximize participation by eliminating inhibiting issues.
	• Ground Rules	Create comfort and trust by setting ground rules.
Discussion	• Turbo/Reverse Brainstorming	Share information; maximize creativity.
	• Delphi	Eliminate peer pressure.
	• Force Field Analysis	Facilitate change by revealing forces for and against.
	• Affinity Diagrams	Quickly organize ideas into manageable groups.
	• Problem solving	Apply a disciplined approach to solving problems; find the best solution every time.
	• Fishbone Diagrams	Quickly uncover root causes of problems.
Decision Making	• Methods/Getting Agreement	Build commitment through process transparency.
	• Consensus	Find solutions everyone can live with and support.
	• Voting	Accelerate decision making; overcome blocks.
	• Executive	Allow management to take responsibility and speed up process.
	• Uses of Negotiation	Negotiate for preferred roles and responsibilities.
Implementation	• Supporting Execution	Ensure accountability and follow through.
	• Communication Cascades	Establish process for contingencies.
	• Process Maps	Plan work flow visually.
	• Gantt Charts	Schedule projects to meet deadlines.
	• Work Breakdowns	Divide work into manageable activities.
	• Progress Reviews	Monitor and review progress to ensure completion.
	• Steering Committees	Share responsibility on large projects.
	• Self Managed Teams	Make everyone responsible for results.



Training Theory

Getting a multicultural team to work together effectively is one of the biggest leadership challenges in today's global organizations. Leaders have to know how to gain the active participation and committed support of team members who are usually involved in other work that competes for their time and attention. Facilitation is the art of getting people to work together effectively.¹

We have divided the overall process into four key stages that every team must go through to complete its work. In each of the four stages we introduce proven best practices for achieving optimum performance.²

Orientation

Orientation means clearly identifying and communicating the purpose of the team activity, whether it is a single meeting or a whole project. After the group is oriented around their purpose, the leader must assist the group to:

- Build mutual respect; increase trust between individuals by sharing personal goals, interests and concerns.
- Maximize participation; cultural differences have a huge impact on participation levels; getting everyone involved at the same level is extremely difficult, but possible.
- Explore individual competencies; find the strengths and synergies that can come from each member's skill set.

Discussion

Once the team is ready to work, they need to set the stage for effective information sharing and discussion. This means :

- Develop a shared vision of the deliverable or desired outcome.
- Clarify specific goals; list, prioritize, measure and link all goals to the final outcome.
- Share information; make sure everyone has the same, complete set of information.
- Uncover and challenge assumptions; some information is factual, some is not, non factual information must be exposed.

Decision Making

In order to maximize commitment from any group, the decision making process needs to be transparent and agreed upon in advance. There are basically four ways to proceed:

- Consensus; agreement is reached and shared by all members.
- Voting; an acceptable level of agreement is reached.
- Executive; a manager makes the decision, usually based upon recommendations of the group.
- Negotiated; team members negotiate their roles after the manager makes the decision.

Implementation

Implementation means planning and scheduling activities and milestones, tracking progress, solving problems and adjusting plans.

- Supporting Execution; who does what; accountability and follow through.
- Clarifying Processes; action plans, timing, milestones.
- Goal Orientation; review meetings and adjustments to stay on target.

1 Grove Consultants, (2002)

2 Sibbet, D, Best Practices for Facilitation (2002)



Training & Study Flow

Before	Prepare	<ul style="list-style-type: none"> Pre-study material is provided for each participant. Each learner studies at a time, place, and pace suitable for them, using bilingual workbooks.
	Pre-Assignment	<ul style="list-style-type: none"> Learners email a short pre-assignment directly to the instructor for preliminary assessment and immediate feedback.
Classroom	Interactive Lecture	<ul style="list-style-type: none"> Learners receive multimedia classroom instruction, delivered at a pace that is comfortable, yet challenging, for them. Questions are answered immediately by qualified trainers.
	Exercises	<ul style="list-style-type: none"> Topics are broken down into manageable learning points which are made familiar through short exercises.
	Feedback	<ul style="list-style-type: none"> Learners get instant feedback from instructors and fellow students.
	Workshops	<ul style="list-style-type: none"> Learners assemble skill sets in preparation for full-blown role-plays based on realistic business scenarios.
	Role-plays	<ul style="list-style-type: none"> Learners practice each skill set in a safe, controlled environment. Scenarios are customized for the client's specific business requirements. Role-plays are recorded on video.
	Observation	<ul style="list-style-type: none"> Learners observe and learn from each other. Student Observers are given evaluation checklists to assess and guide their feedback activity.
	Feedback	<ul style="list-style-type: none"> Student Observers provide immediate feedback. Instructors facilitate a group de-briefing and feedback session. Instructor feedback is recorded on video for action planning.
	Video Review & Self Evaluation	<ul style="list-style-type: none"> Learners watch their own performance and evaluate it against a checklist of targets.
	Repeat Process	<ul style="list-style-type: none"> The seminar contains 4 interactive lectures, focussing on key learning areas.
	After	Action Plans
Follow-up		<ul style="list-style-type: none"> Follow-up study and review materials are provided. An online graduates forum is available for peer consultation. Performance improvements are measured using peer review, customer satisfaction, or other appropriate metrics. Recommendations are made for further study and practice.



Schedule

Day 1

AM

Seminar Introduction and Overview

Lecture 1 - Orientation

- Process Design
- Agenda Setting
- Framing Vision/Outcomes
- Inhibiting Issues/Ground Rules

Exercise

(Feedback and Discussion)

PM

Lecture 2 - Discussion

- Discussion Techniques
- Turbo Brainstorming
- Reverse Brainstorming
- Delphi
- Force Field Analysis
- Affinity Diagrams
- Fishbone Diagrams

Related Exercises

(Feedback and Discussion)

Day 2

AM

Lecture 3 – Decision Making

- Methods/Getting Agreement
- Voting
- Executive
- Consultation
- Negotiation
- Road Mapping

Exercises

(Feedback and Discussion)

PM

Lecture 4 - Implementation

- Supporting Execution
- Communication Cascades
- Process Maps
- Gantt Charts
- Work Breakdowns
- Progress Reviews
- Steering Committees
- Self Managed Teams

Exercises (Feedback and Discussion)

Seminar Review: Lessons Learned



Target Participants

This seminar is designed to be beneficial for both team leaders as well as team members.

Since the training is designed for people working on Global Project Teams, the classroom training and role-plays will be conducted in English. As a result, a minimum TOEIC score of 600 is recommended.

The optimum class size is 8-12 people.

Classroom Materials

All of GLOBALINX training material is developed 100% in-house. We adapt the latest, most up-to-date Business Management research and theories to suit our clients specific business needs and training objectives. Role-plays used to practice new concepts are custom-designed and written to suit the client's precise specifications and requirements. PMBOK methodology and terminology is used where appropriate.

GLOBALINX workbooks are written in both English and Japanese and use graphics wherever possible to illustrate difficult concepts or procedures. Lectures are accompanied by Powerpoint presentations.

Trainers

GLOBALINX Project Management seminars are designed and facilitated by experienced Project Managers.

Cost

Trainer: Contact Globalinx Office for Quotation

Material: ¥12,500/Person

Contact

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