



INTERNATIONAL TRAINING CONSULTANTS



Global Project Management *Training Program*

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





GLOBALINX specializes in developing communication and management skills for people working in global business environments. We provide a comprehensive range of training seminars and employee development programs linked directly to the operational and strategic needs of your business. We aim to develop the true potential of employee in order enhance their ability to communicate effectively, and successfully manage multi-cultural business teams and projects.

Our specialized areas include; executive management development programs, pre-departure training for managers and customer support staff, developing employees' business and communication skills, preparing employees to lead and work in multi-cultural project teams, and improving individual and organizational communication.

We provide tailored, in house training programmes and coaching sessions linked directly to the operational and strategic needs of your business.

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これらトレーニングは、ビジネスの経営的・戦略的ニーズに応じて社内トレーニングプログラムやコーチングなどにカスタマイズされ提供されます。

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Business Challenge

All projects need to be completed on schedule, and within budget, using limited resources. This becomes especially difficult when working with team members from different cultures, who speak different languages and have different values and working styles.

Solution

This series of project management seminars is designed to provide learners with management and leadership skills, communication techniques, and technical and human resource problem solving strategies to effectively and confidently manage and contribute to projects in multicultural and international environments.

Organizational Benefits

- Learners acquire a practical skill set for working in high performance project teams.
- Learners develop the confidence and ability to negotiate in high pressure situations.
- Learners gain skills for guiding project processes smoothly from kick-off to hand-over.
- Learners become able to confidently present essential project information to management in a timely manner.
- Learners develop strong team leadership skills.

Mission Statement

To prepare all project team members to work in and lead high performance, multicultural, global project teams.

We focus on giving workers practical skills that can be applied in their daily work and produce immediate, visible, and measurable benefits both for themselves and for their companies.

This means building happy, productive project teams, who finish projects on schedule, within budget, and which exceed their client's expectations.



Additional Services

Globalinx also provides the following services to enhance the productivity of our client's projects:

- Custom program design
- Custom designed, in-house surveys and needs assessments
- Individual pre-training assessment
- Progress reporting
- Individual after training assessment
- Follow-up training recommendations
- Pre-Departure preparation training
- After arrival coaching and training



Methodology

Our training approach is interactive and participative, ensuring all participants play a full part in the learning process, thereby making the training experience stimulating, enjoyable, and effective. We emphasize building confidence and developing practical business management and communication skills.

The seminars are taught using a combination of interactive multimedia lectures, case-study workshops and group learning activities, video skits, video recorded role-plays, and instructor and peer review and analysis.

Each seminar is structured using a simple, step-by-step approach to help the participants quickly understand and apply new skills.

Materials

All seminars are accompanied by workbooks, videos, slides and textbooks written and developed 100% in-house by Globalinx. We adapt the latest, most up-to-date Business Management research and theories to suit our clients specific business needs and training objectives.

GLOBALINX workbooks are written in both English and Japanese and use graphics, flow charts and diagrams wherever possible to illustrate difficult concepts or procedures.

Video

Many of our seminars use video recorded role-plays, to allow learners to quickly identify points for improvement and see their progress.

Customized Training

Whenever possible, industry-specific examples and case studies are used to make the learning experience more realistic. This serves to reinforce and complement the learning experience, and help the participants to quickly and effectively implement the new skills into their real working environment.

Because our seminars are developed in-house, existing seminars can be quickly adapted, or new seminars developed, to address specific company needs.



Modular Design

Our seminars are modular in design, using a consistent format and layout, which means that they can be combined to create complete, intensive training programs. These programs may be used for various purposes, such as pre-departure, post-arrival, or new employee training.

Instructors

Our Project Management instructors are all experienced Project Managers; each with a minimum of 15 years international business experience and at least 10 years corporate training experience. This means that you will receive an excellent balance of specialization and business acumen.

In addition to our core team of instructors, we also have a strong network of external instructors and consultants, and a collaborative relationship with training organizations worldwide.

Blended Learning

We can use a blended learning approach through pre-study textbooks, interactive e-mail instruction.

Pricing

Please contact the Globalinx office for a quotation.

Tel. 03.5297.8243 Fax 03.5297.8244

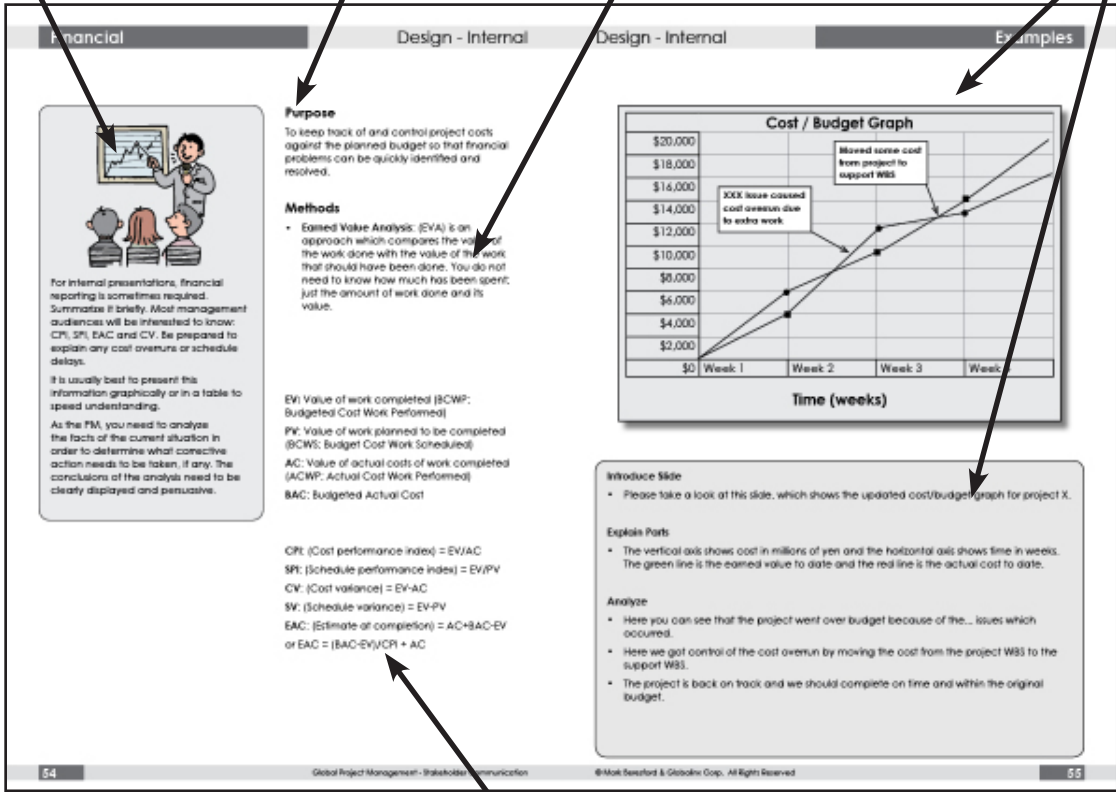
Email info@globalinx.co.jp



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.
	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.
Classroom	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	<ul style="list-style-type: none">Learners create action plans for future study and practice activities.Action plans are recorded for follow-up and progress checks.
	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.

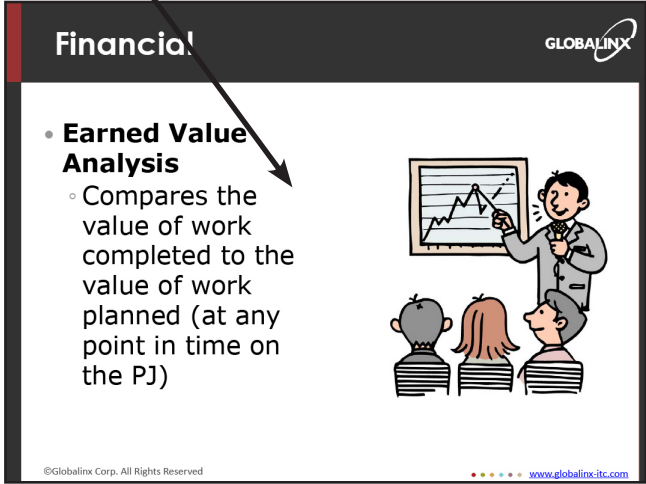
Workbook

Summary of learning point Purpose Step by step procedure Realistic examples of learning point in action



Powerpoint

Powerpoint slide matches workbook





Training Objectives

Who Should Attend
This project management course is designed for IT engineers who have limited experience of IT projects and want to understand the complete IT project life cycle. It is especially useful for understanding the behavior from the standpoint of project managers.

Objectives
Since the way to handle projects has changed from controlling to managing recently, all IT engineers have to understand knowledge and skills of project management. These days, the working style of IT engineers is project oriented and relies on project management methodologies.

- Deliverables**
Therefore, participants of this training course:
- Understand the technical terms of IT projects.
 - Understand the characteristics of IT projects and can see the whole picture of IT project life cycle.
 - Understand the importance and necessity of project management by discussing the realistic case studies.
 - Understand the project management processes and can take necessary actions in any project phases.



Overview

Case Study
Several case studies are used in this course. It shows the conversations between customers and project managers or between team members or other stakeholders and project managers in realistic situations which most likely happen in IT projects.

The participants will analyze the situations from the viewpoints of managers, customers and other stakeholders respectively through the group discussion and understand the ideal ways of responding.

- The course is structured:
1. Case study analysis
 2. Group discussion
 3. Presentation
 4. Q&A
 5. Comments
 6. Lecture of key points in each IT project phase

- Unit 1: IT projects**
- What is a project?
 - What is project management?
 - What are differences between project management and line management?
 - What are characteristics of IT projects?
 - IT project life cycle.

Unit 2: Proposal Phase
The chapter covers the activities from receiving RFP, making proposals, through to presenting to customers. It illustrates the importance and necessity of this phase as the start of an IT project.

Unit 3: Defining Requirements Phase
The chapter illustrates the backgrounds of stakeholder requirements and how to handle them.

Unit 4: Development Phase
This phase is the main phase of IT project life cycle, since the input of resources becomes the largest. The chapter explains how to manage efficiently and effectively.

Unit 5: Go live and Support Phase
Recently this phase becomes the most important phase of the IT projects since most IT development projects are improvements to existing systems. This chapter explains connection and transition from downstream to upstream on IT projects.

Schedule

Day 1	
AM	Seminar Introduction & Overview Chapter 1: IT project Chapter 2: Proposal phase
PM	Chapter 3: Defining requirements phase Chapter 4: Development phase Chapter 5: Go live and support phase Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend
This ITIL seminar is designed for workers responsible for managing, leading, coordinating, and working on IT projects and support services who have limited experience or knowledge of practical, formal ITSM methods. Among those who can benefit from this course are:

- IT Management, Support Staff, Developers, and Consultants
- Business Managers, Business Process Owners
- Service Providers, and System Integrators

Objectives
This fun and dynamic workshop introduces participants to the process of managing IT services to best deliver on business needs. This is an engaging, case study based approach to learning ITIL. On top of that, this course also prepares the student to complete the exam required for entry into the ITIL v3 intermediate level training courses.

Prerequisites
None, although a familiarity with IT service delivery will be beneficial

Class Size
Maximum 20 participants

Language
Japanese or English

- Deliverables**
- Identify the key principles and concepts of IT Service Management.
 - Recognize the benefits of implementing ITIL in an organization.
 - Define the Service Management processes



- and how they map to the Service Lifecycle.
- Identify the basic concepts and definitions related to the Service Lifecycle.
 - Identify the activities and roles involved with the Service Lifecycle.
 - Identify the relationship of each component of the Service Lifecycle and how they map to other components.
 - Identify the factors that affect the effectiveness of the Service Lifecycle.

- Flexible Scheduling**
- Since this is a modular program, the schedule can be adapted to meet the client and students' requirements and working conditions.

Overview

Case Study
A unique case study will be designed and used by the trainer after consultation with the client to identify specific needs.

- IT service management**
- ITIL service management practices
 - ITIL approach
 - Process improvement cycle

- Service Strategy**
- Key principles of Service Strategy
 - Service Strategy Planning
 - Financial Management
 - Increasing service potential
 - Service Portfolios
- Service Design**
- Key principles of Service Design
 - Service Level Management
 - Service Catalogue Management
 - Capacity & Availability Management
 - IT Service Continuity Management
 - Information Security Management
- Service Transition**
- Key principles of Service Transition
 - Change Management
 - Asset and Configuration Management
 - Release and Deployment Management
- Service Operation**
- Key principles of Service Operation
 - Event Management
 - Request Fulfilment
 - Incident & Problem Management
 - Access Management
- Continual Service Improvement**
- Key principles of CSI
 - 7-step Improvement Process
- Organization and Technology**
- Service Desk Function
 - Technical Management Function
 - Application Management Function
 - IT Operations Management Function
 - Key Roles and Responsibilities
 - Technologies and Architectures
- Reference Data**
- Foundation Mock Examination
 - Answers and Explanations
 - ITIL Terminology

Schedule

Day 1	
AM	Seminar Introduction & Overview Unit 1: IT Service Management <ul style="list-style-type: none">• Case study introduction• Workshop
PM	Unit 2: Service Strategy <ul style="list-style-type: none">• Case Study• Workshop Wrap up for Day 1
Day 2	
AM	Unit 3: Service Design <ul style="list-style-type: none">• Case Study• Workshop
PM	Unit 4: Service Transition <ul style="list-style-type: none">• Case Study• Workshop Wrap up for Day 2
Day 3	
AM	Unit 5: Service Operation <ul style="list-style-type: none">• Case Study• Workshop
PM	Unit 6: Continual Service Improvement <ul style="list-style-type: none">• Case Study• Workshop Chapter 7: Organization and Technology Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management course is designed for candidates to become project managers or team leader who have the experience working on IT projects. It is especially useful to understand the importance of project management processes.

Objectives

This course shows the importance of the project management knowledge areas of the PMBOK by using realistic situations. It focuses not on the knowledge itself but on practical skills to handle difficult situations.

Deliverables

The participants of this course will understand the necessity and importance of project management activities and understand the important points to execute/monitor and control projects in all knowledge areas.



Overview

Case Study

Realistic situations which most often happen in IT projects are used as case studies in this course. They show two project managers, one is good at handling situations and the other is not. Participants compare the two project managers, analyze the differences, and decide what and how should be handled properly through group discussion.

The course is structured:

1. Case study analysis
2. Group discussion
3. Presentation
4. Q&A
5. Comments
6. Lecture of the important points in each knowledge area.

Unit 1: Issues of Projects

In this chapter, attendants discuss any issues of projects by introducing their own experience. Each group chooses one project and presents the issues of the project.

Unit 2: Project Management & Initiation

This chapter illustrates the importance of project management, characteristics of IT projects and project initiation. Attendants discuss the situations of start point of projects.

Unit 3: Activities of Project Managers

This chapter illustrates what project managers actually should do for project success by each project management knowledge area. Attendants discuss the difficult situations concerning the each knowledge area of scope, time, cost, quality, human resource, communication, risk and procurement.

Unit 4: Skills Necessary for Project Managers

This chapter illustrates what skills are important for project manager and get stakeholder satisfaction. Attendants discuss the difficult situation concerning the knowledge area of integration.

Unit 5: Success and Failure of Projects

This chapter illustrates the important causes of project success and failure. Attendants discuss and reevaluate the project chosen in chapter one by using the PMBOK knowledge areas.

Schedule

Day 1	
AM	Seminar Introduction & Overview Chapter 1: Issues of projects Chapter 2: Project management and initiation
PM	Chapter 3: Activities of project managers <ul style="list-style-type: none">• Scope management• Time management• Cost management• Quality management Wrap up for Day 1
Day 2	
AM	Chapter 3: Activities of project managers (continued) <ul style="list-style-type: none">• Human resource management• Communication management• Risk management
PM	<ul style="list-style-type: none">• Procurement management Chapter 4: Skills necessary for project managers Chapter 5: Success and failure of projects Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend
This project management seminar is designed for any workers responsible for both managing and working on projects. It is especially useful for those who have limited experience or knowledge of formal project management methods.

Objectives
This seminar introduces the essential concepts of project management. Through practical exercises and case studies it gives participants the tools and techniques needed to work effectively on a project team. The objective of this course is to enable workers to effectively plan and control successful projects which deliver value to the project organization.

Deliverables
Graduates of this seminar will understand how to plan, execute, and control a project from initiation to close-out.

Overview

Case Study
A project case study will be used throughout the training to illustrate and practice the concepts and skills.

- What is Project Management?**
- Project Management Definition
 - Project Management Knowledge Areas

- Project Management Life-Cycle**
- General project life cycle
 - Phases and their purpose



- Variations on the life cycle
- Continuous improvement

- Project Initiation**
- Project selection, criteria
 - Selection tools; forced pair comparisons
 - Developing the project charter
 - Defining objectives
 - Documenting assumptions
 - The triple constraints
 - Setting priorities

- Project Definition**
- Identifying stakeholders
 - Defining scope; scope diagrams
 - Defining product/service requirements
 - Identifying high level risks

- Planning**
- Work Breakdown Structures
 - Phase based WBS
 - Component based WBS
 - Work packages
 - Project activities

- Responsibility assignment matrices
- Communication plans

- Risk Management**
- Qualitative risk assessment
 - Quantitative risk analysis
 - Risk planning

- Estimating**
- Methods of estimating
 - The estimating process
 - Tools; PERT
 - Final estimate development

- Scheduling**
- Network diagrams
 - Critical path analysis

- Execution and Control**
- Tools for tracking progress and risks
 - Status reporting
 - Change control
 - Earned value and variance analysis

- Project Closure**
- Post project reviews
 - Stakeholder reports

- Continuous Improvement**
- Project management maturity model

Schedule

Day 1	
AM	Seminar Introduction & Overview What is Project Management? <ul style="list-style-type: none">• Case study introduction Project Management Life-Cycle <ul style="list-style-type: none">• Workshop
PM	Project Initiation <ul style="list-style-type: none">• Workshop Project Definition <ul style="list-style-type: none">• Workshop Planning <ul style="list-style-type: none">• Workshop
Day 2	
AM	Risk Management <ul style="list-style-type: none">• Workshop Estimating <ul style="list-style-type: none">• Workshop Scheduling <ul style="list-style-type: none">• Workshop
PM	Execution & Control <ul style="list-style-type: none">• Workshop Project Closure <ul style="list-style-type: none">• Workshop Continuous Improvement Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend
This project management seminar is designed for novice project managers and team members working on multicultural project teams. It is especially useful for troubled projects or workers about to join a new or overseas project team.

Objectives
This course explains the principles of best practices for effective project teamwork and introduces practical techniques for building high performing, multicultural project teams. Unlike normal project management training, it focusses on “soft skills”, such as communication, motivation, persuasion, task delegation, multicultural awareness, and conflict resolution. Projects rarely fail due to a lack of hard skills, however, they often fail due to poor soft skills.

Deliverables
By the end of this training, participants should be able to:

- Gain the cooperation of team members.
- Get accurate, honest, timely progress reports.
- Delegate work in an organized manner; develop skills, monitor progress.
- Give and receive feedback without ill will.
- Build a self-monitoring team.
- Recognize and reduce cultural barriers to team formation.
- Negotiate acceptable team behavior and standards.
- Resolve interpersonal conflicts before they become serious.

¹ Sims, Salas & Burke, Is there a “Big Five” in Teamwork? (2003)



Overview

Case Study
A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Communication
This unit explains how team leaders and team members can work together to create a common understanding of project objectives, roles, and responsibilities.

- Communicating a Common Vision
- Closed Loop Communication
- Active Listening
- Four R’s: Roles, Responsibilities, Recognition and Reward
- Management by Walking Around

Team Building
This unit explains how to appropriately delegate work packages, monitor progress, provide support and feedback to promote learning and quickly adapt to changing circumstances.

- Task Delegation Process

- Giving Positive Feedback
- Giving Corrective Feedback
- Receiving Feedback
- “Scrum” Status Meetings

Multicultural Teams
In order for multicultural teams, to function at a high level, team members must have well developed multicultural abilities which will allow them to adapt to any intercultural situation. While intercultural is training often based on cultural stereotypes (which is always risky and usually leads to misunderstandings, frustration and conflict) our training provides learners with portable skills for intercultural competence so they can function effectively in any cultural mix.

- Managing Cultural Differences
- Forming Teams
- Finding a Third Way
- Building Cultural Bridges

Conflict Resolution
Due to the extraordinary pressures of project team work, conflicts often arise and yet most team workers have no training or experience of dealing with this. This unit explains some of the common cause of conflict and explains proven procedures for working with cooperative conflict and resolving negative conflict.

- Direct Approach to Resolving Conflicts
- Reflective Listening
- Using “I” Statements to manage emotions

² Klein & McHugh, National Differences in Teamwork (2005)
³ Antal & Friedman, Negotiating Reality as An Approach to Intercultural Competence (2003); Ferrari, S., Human Behavior in International Groups (1972)

Schedule

Day 1	
AM	Seminar Introduction & Overview Lecture 1 - Leadership <ul style="list-style-type: none">• Exercises• Feedback and Discussion
PM	Lecture 2 - Team Building <ul style="list-style-type: none">• Exercises: Task Delegation• Case Study: Feedback• Workshop• Role-Play: Giving and Receiving Feedback• Role-Play Review (Feedback & Group Discussion)
Day 2	
AM	Lecture 3 – Multicultural Teams <ul style="list-style-type: none">• Team Exercises• Case study: Multicultural Teams• Group Discussion Questions
PM	Lecture 4 - Conflict Resolution <ul style="list-style-type: none">• Workshop• Role-Plays: Conflict Resolution• Role-Play Review (Feedback & Group Discussion) Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management seminar is designed for any project manager who has to negotiate with vendors, customers or within their own company for resources. It is especially useful for troubled projects or leaders of overseas projects.

Objectives

This seminar describes the concept of principled negotiation and introduces practical techniques for conducting successful negotiations in many situations. Unlike basic negotiation training, this seminar explains how to handle difficult negotiation situations, where the Project Manager has little power compared to their counterpart, or where cultural differences creates unexpected situations. It also reveals opportunities to negotiate which would often be missed.

Deliverables

By the end of this training, participants should be able to:

- Communicate clearly and assertively
- Trade concessions, rather than give away profit
- Recognize opportunities to negotiate better project conditions
- Apply a logical, step-by-step process to make lasting, workable agreements
- Control scope creep by making fair trade-offs which maximize customer satisfaction
- Recognize and handle unfair negotiation tactics and strong emotions



Overview

Case Study

A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Negotiation Strategies

In complex, international negotiations, a problem solving approach often allows the negotiators overcome barriers that would otherwise be impossible. This unit introduces creative problem solving as a framework for negotiation where other methods have failed. This is particularly useful when intercultural misunderstandings and differences have widened the gap between sides.

- Problem Definition
- Fact Finding & Interests Discussion
- Option Generation
- Evaluation& Selection
- Planning, Implementation & Monitoring

1 Kelman, H.C. Negotiation as Interactive Problem Solving, from The Psychodynamics of International Relationships (1991)

Managing Expectations

Quite often project managers and other project team leaders fail to realize the possibility of and even necessity for negotiation in their work. As a result, the constraints of their project can become unreasonable and lead to frustration and ultimately, failed projects, dissatisfied stakeholders and customers. This unit introduces techniques specifically designed for these situations.

- Scope Control
- Change Control
- Counterproposals
- Trade Concessions
- Value Propositions
- Manage Stakeholder Expectations

Tactics, Dirty Tricks and Strong Emotions

Negotiating involves the use of many types of tactics, both verbal and non-verbal. Depending on what country a counterpart is from, certain tactics are natural negotiation behavior and should be anticipated and appropriate responses prepared. Unit 3 discusses this theme in detail.

- Handling dirty tricks
- “I” statements for controlling emotions
- Power statement technique
- Feelings, facts, solutions process
- Reflective listening technique
- Re-framing discussions

2 Adler, N.J. Negotiating Globally, from International Dimensions of Organizational Behavior (2002)

Schedule

Day 1	
AM	Seminar Introduction & Overview Lecture 1 – Negotiation Strategies <ul style="list-style-type: none">• Case studies• Exercises• Feedback & Group Discussion Lecture 2 – Managing Expectations <ul style="list-style-type: none">• Case studies• Exercises• Feedback & Group Discussion
PM	<ul style="list-style-type: none">• Workshop• Role-Plays: Problem Solving in Negotiation• Role-Play Review (Feedback & Group Discussion)
Day 2	
AM	Lecture 3 – Tactics, Dirty Tricks & Strong Emotions <ul style="list-style-type: none">• Exercises• Feedback & Group Discussion
PM	<ul style="list-style-type: none">• Workshop• Role-Play: Handling Strong Emotions and Dirty Tricks• Role-Play Review (Feedback & Group Discussion) Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend
This project management seminar is designed for all project managers and team leaders working on multicultural project teams. It is especially useful for troubled projects or leaders of overseas projects.

Objectives
This seminar introduces process planning, meeting facilitation, and team leadership techniques for maximizing the effectiveness of global and multicultural project teams. It describes methods for planning and conducting project meetings which achieve their objectives. It also explains how to motivate team members, plan work, and review performance. Unlike normal facilitation or meeting skills training, it focusses more on the psychology of motivation and persuasion.

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.

Deliverables
By the end of this training, participants will have a better understanding of how to effectively guide and motivate their team through the most common project management processes.



Overview

Case Study
A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Orientation
This unit explains techniques for clearly identifying and communicating the purpose of the team activity, whether it is a single meeting or a whole project. Participants are taught how to maximize team commitment by designing processes as a team, so that all members needs and circumstances are considered.

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

Discussion
Introduces proven techniques for facilitating group discussions and solving problems.

- Turbo/Reverse Brainstorming
- Delphi
- Force Field Analysis

- Affinity Diagrams
- Problem solving
- Fishbone Diagrams

Decision Making
In order to maximize commitment from any group, the decision making process needs to be transparent and agreed upon in advance. This unit explains how to facilitate decision making and consensus.

- Methods/Getting Agreement
- Consensus
- Voting
- Executive
- Uses of Negotiation

Implementation
This unit introduces global standard techniques for planning and scheduling activities and milestones, tracking progress, solving problems and adjusting plans. It also explains how to motivate team members and review progress as the work proceeds.

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

Schedule

Day 1	
AM	Seminar Introduction & Overview Lecture 1 - Orientation <ul style="list-style-type: none">• Case study• Exercises• Feedback and Discussion
PM	Lecture 2 - Discussion <ul style="list-style-type: none">• Discussion Techniques• Case study• Exercises• Feedback and Discussion
Day 2	
AM	Lecture 3 – Decision Making <ul style="list-style-type: none">• Case study• Exercises• Feedback and Discussion
PM	Lecture 4 - Implementation <ul style="list-style-type: none">• Case study• Exercises• Feedback and Discussion Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management seminar is designed for project managers who need to communicate project status to customers, management, business partners or other project stakeholders.

Objectives

This seminar explains how to analyze the information needs of the different target audiences and present the information to satisfy those needs while achieving project objectives. Unlike other communication training, this seminar teaches a consultative approach to communicating, where the objective is (customer/audience) satisfaction, both with the message and with the process of communicating it.

Deliverables

- By the end of this training, participants should be able to:
- Accurately analyze their audience's information needs.
 - Present status updates in a way which is quick and easy to understand.
 - Clearly explain countermeasures for serious issues.
 - Identify, assess and outline plans for serious risks.
 - Provide information in a way which protects the company image.
 - Maximize customer satisfaction in complaint situations.
 - Reduce misunderstandings diplomatically.
 - Report bad news in a timely and proactive way.



Overview

Case Study

A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Communication Analysis

Sometimes communication with stakeholders is low quality because **too much** information is included: busy managers cannot recognize which issues are top priority and therefore do not know what they need to do to help the project succeed. This unit explains how to analyze the needs of their audience and the needs of their project and communicate only what is necessary.

- Audience
- Objectives
- Structure

Communication Design

This unit explains how to communicate critical project information in a way which gets the necessary action from the audience.

External Communication:

- Introduction
- Progress
- Plan
- Issues / Clarifications
- Risks
- Conclusion

Internal Communication:

- Project Overview
- Milestone Status
- Issue & Risk Escalations
- Risk & Issue Escalation Process
- Financial

Communication Challenges

A project manager must be able to manage communication and stakeholder expectations as well as project processes. Often the most difficult part of project management is the human interface between project manager and stakeholder. This unit explains how to answer difficult questions, handle complaints, and report bad news while maintaining strong working relationships.

- Keeping Control
- Difficult Questions
- Receiving Complaints
- Components of Customer Satisfaction
- Resolving Complaints
- Providing Clarifications
- Reporting Bad News

Schedule

Day 1	
AM	Seminar Introduction and Overview Lecture 1 - Communication Analysis <ul style="list-style-type: none">• Case Study• Workshop• Feedback and Discussion
PM	Lecture 2 - Communication Design <ul style="list-style-type: none">• Case Study• Workshop• Feedback and Discussion
Day 2	
AM	Lecture 3 – Communication Challenges <ul style="list-style-type: none">• Case Study• Workshop• Feedback and Discussion
PM	Role-play - Status Update Meeting/ Presentation <ul style="list-style-type: none">• Answering Questions• Handling Complaints• Providing Clarifications• Reporting Bad News• Role-Play Review (Feedback & Group Discussion) Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management seminar is designed for experienced project managers working on multicultural project teams. It is especially useful for troubled projects or leaders of overseas projects.

Objectives

This seminar explains the principles of best practices for leading high performing, multicultural project teams. Unlike normal project management training, it focusses on "soft skills", such as goal setting, motivation, persuasion, multicultural awareness, and monitoring and appraising performance. Whether you are an experienced manager or recently promoted, there are many unique and surprising challenges when working with a multicultural project team.

Deliverables

By the end of this training, participants should be able to:

- Manage diverse project teams
- Set project goals and objectives
- Monitor and manage performance
- Properly facilitate project meetings
- Gain consensus on decisions
- Create an environment to motivate team members to high performance



Overview

Case Study

A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Diversity

This unit introduces practical techniques for working with diverse project teams. Unlike other training, it gives leaders portable and flexible tools and techniques which can be used in real diverse workplaces.

- What is Diversity?
- Intercultural Effectiveness
- Iceberg Model
- D.I.E. Framework
- Communication Styles
- Cultural Dimensions

Goals & Objectives

This unit explains how to communicate business and project objectives clearly and effectively. It shows the necessity for gaining agreement on performance objectives, how to appropriately monitor performance, and provide appraisals which will assist workers in achieving both their own personal targets as well as project objectives.

- Business Case
- Goal Setting
- SMART Objectives
- Performance Management
- Personal Action Plans
- Performance Appraisals

Decision Making

This unit shows how to get commitment from project teams by using transparent decision making processes which can lead to high levels of consensus among team members. This will allow leaders to gain commitment to decisions and facilitate implementation of those decisions. It also shows the necessity for leaders to make ethical business decisions while working abroad.

- Decision Making Process
- Transparent Decision Making
- Handling Resistance
- Stakeholder Mapping
- Ethics In Decision Making

Implementation & Motivation

This unit shows how to turn decisions into action. It gives leaders the tools to motivate team members and guide work to successful completion.

- Herzberg: Motivation & Hygiene
- Theory X & Theory Y
- Five "I's"
- Expectancy Theory

Schedule

Day 1	
AM	Seminar Introduction & Overview Unit 1 - Diversity <ul style="list-style-type: none">• Case studies• Exercises• Feedback & Group Discussion• Workshop• Feedback and Discussion
PM	Unit 2 - Objectives <ul style="list-style-type: none">• Case Studies• Exercises• Feedback & Group Discussion Homework: <ul style="list-style-type: none">• Review Day 1• Prepare Case Study for Day 2
Day 2	
AM	Unit 3 - Decision Making <ul style="list-style-type: none">• Team Exercises• Feedback & Group Discussion• Case study: Ethics in Decision Making• Feedback & Group Discussion
PM	Unit 4 - Implementation & Motivation <ul style="list-style-type: none">• Exercises• Feedback & Group Discussion• Workshop• Role-Plays• Role-Play Review (Feedback & Group Discussion) Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend
This project management seminar is designed for both novice and experienced project managers. It is especially useful for troubled projects or leaders of overseas projects where communication has been identified as a weak point.

Objectives
This seminar explains proven practices for influencing team-mates, colleagues and project stakeholders. Unlike other project management training, it focusses on essential "soft skills", such as communication, persuasion, influencing and consultation.

Deliverables:
By the end of the training, participants should be able to:

- Analyze situations and select facts which can be used to construct logical and persuasive arguments in favor of a clear course of action.
- Prepare easy to understand, persuasive presentation material.
- Kick-off and lead consultative discussions to achieve well defined outcomes.
- Use questioning techniques to elicit necessary facts and uncover true needs and issues.
- Present their own opinions clearly and persuasively using visual tools and techniques.
- Actively lead analytical discussions wherein options are examined for costs, benefits, risks, and expected results.
- Uncover counterpart's objections and handle them assertively.



Overview

Case Study
A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Intervention
Support staff will learn the advantages of approaching issues (and people) directly, rather than choosing indirect approaches which may lead to relationship breakdowns or cascading problems.

- Proactive Communication
- Communication Styles
- Assertive Techniques

Consultation
Support staff will understand the benefit of taking the time to consult with their clients: reducing interpersonal friction; increasing buy-in and commitment; and resulting in long-term behavioral change due to a deeper understanding of the issues involved.

- Leadership Styles
- Define Problem
- Root Causes
- Present Analysis
- Constructive Questioning
- Feedback Meetings

Presentation
Support staff will learn to present recommendations and solutions persuasively by connecting expected results to the personal and business motivators of their clients.

- Planning to Present
- Discovery Technique
- Barriers to Listening
- Overcoming Objections
- Develop Solution
- Evaluate Options
- Handling Resistance

Schedule

Day 1	
AM	Seminar Introduction & Overview Intervention <ul style="list-style-type: none">• Lecture and discussion• Case study
PM	Consultation <ul style="list-style-type: none">• Lecture and discussion• Case study Mini Role-plays <ul style="list-style-type: none">• Feedback• Video review and self evaluation
Day 2	
AM	Presentation <ul style="list-style-type: none">• Lecture and discussion• Case study Mini Role-plays <ul style="list-style-type: none">• Feedback• Video review and self evaluation
PM	Final Role-plays <ul style="list-style-type: none">• Feedback• Video review and self evaluation• Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management course is designed for CPMs, SEs and all project team members who can have an impact on the quality of the deliverables.

Languages: English / Japanese

Project Management PDUs: 15

Objectives

This course is designed to raise the awareness of the cost of poor quality on the company's business and reputation. Participants should become aware of the importance of planning for quality from the beginning of a project and continuously monitoring and tracking quality performance against objectives. Understand the value of avoiding trade-offs between quality and schedule.

Deliverables

The participants of this course will be able to:

- Recognize importance of quality, and the real business impact from quality deterioration.
- Plan total quality management, including quality control, quality assurance
- Identify customer quality needs and prioritize requirements
- Communicate quality expectations
- Methodology for quality improvement, check points for quality assurance
- Use the three main methods of root cause analysis
- Tools and techniques to decrease human errors and improve processes
- Collect accurate and useful project data
- Implement measures for information security



Overview

Case Study

Realistic scenarios which often happen in ICT projects are used as case studies in this course to illustrate key concepts about planning and controlling for quality.

Basic Concepts

- Definitions of quality (in project context)
- Cost of quality
- Benefits of quality
- Quality management overview
- Process management

Quality Planning

- The wheel of quality (PDCA)
- Customer focus: Quality needs identification and communication
- Planning for quality
- Data collection: tools, data types, uses

Quality Assurance

- Quality assurance planning
- Process management: using flow charts
- Process analysis
- Quality audits and reporting
- Human error-proofing activities
- Communication planning
- Tools and techniques

Quality Control

- The role of inspection
- Quality control tools
- Causes of variation
- Tracking key metrics: control charts
- Root cause analysis: Fishbone diagrams, 5 whys, etc.
- Descriptive statistics: graphs, histograms, pareto charts, scatter diagrams
- Quality improvement: reasons, challenges, methods

Trouble Shooting Methods

RPR (rapid problem resolution)

1. Discover
 - Gather and review existing information
 - Reach an agreed understanding
2. Investigate
 - Create and execute a diagnostic data capture plan
 - Analyse the results and iterate if necessary
 - Identify root cause
3. Fix
 - Translate diagnostic data
 - Determine and implement fix
 - Confirm root cause addressed
 - Reporting to customer

References

Texts:

- "Project Quality Management: Why, What and How" Kenneth H. Rose

Schedule

Day 1	
AM	Introduction & Overview Case Introduction Basic Concepts
PM	Quality Planning Quality Assurance
Day 2	
AM	Quality Assurance Quality Control
PM	Quality Control Trouble Shooting Methods Seminar Review: <ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



Training Objectives

Who Should Attend

This project management seminar is designed for all project team members (CPM, SE, SA, managers, etc.)

Languages: English / Japanese

Project Management PDUs: 15

Objectives

This seminar prepares participants to plan and implement ongoing risk management on any type of project, including high-risk, System Integration projects.

Deliverables:

By the end of the training, participants should be able to:

- Explain the process of risk management
- Identify and assess every major type of project risks
- Make plans for responding to risk events
- Collect and document lessons learned for future projects

Overview

Case Study

A series of project based case studies will be used throughout the training to illustrate and practice the concepts and skills.

Basic Concepts

- Definitions
- Benefits and uses of risk data
- The risk management process
- High-risk projects
- Common failures in risk management



Planning for Risk Management

- Project selection and governance
- Overall risk planning process
- Defining risk management for your project

Identifying Risks

- Common sources of scope risk
- Risk assessment tools for scope
- Common sources of schedule risk
- Key ideas for identifying schedule risk
- Common sources of resource risk
- Resource planning and tools
- Seeking missing risks
- Documenting risks

Perform Qualitative Risk Analysis

- Qualitative vs quantitative risk analysis
- Risk probability
- Risk impact
- Quantitative risk assessment

Managing Activity Risks

- Root cause analysis
- Categories of risk
- Risk response planning
- Risk analysis and data quality assessments
- Project metrics

Managing Project Risk

- Project documentation requirements
- Selecting metrics
- Management reserve
- Specification change management
- Key ideas for managing project risk

Monitoring and Controlling Risky Projects

- Applying the plan
- Monitoring the project
- Collecting status
- Metrics and trend analysis
- Optimizing risk plans
- Responding to issues
- Communication

Closing Projects

- Project reviews and risk re-assessment
- Project closure
- Project retrospective analysis
- Documenting lessons learned

References

Texts:

- A Guide to the Project Management Body of Knowledge, (PMBOK®) Guide-Fourth Edition, Project Management Institute, Inc. 2008
- "Identifying and Managing Project Risks" Tom Kendrick

Schedule

Day 1	
AM	Seminar Introduction & Overview
	Basic Concepts
PM	Planning for Risk Management
	Identifying Risk
	Perform Qualitative Risk Analysis
Day 2	
AM	Managing Activity Risks
	Managing Project Risk
PM	Monitoring and Controlling Risky Projects
	Closing Projects
	Seminar Review:
	<ul style="list-style-type: none">• Lessons Learned• Personal Action Plans



GLOBALINX CORP



Corporate History

- 1968 Established corporate English training business
- 1985 Sales >200 million > 30 native English speaking instructors
- 1986 Established IST (Institute of International Staff Training)
Started "Cross-Cultural and Business Communication Skills Training"
- 1990 Changed corporate name to "GLOBALINX CORP"
- 1992 Started "Personnel Management Training"
- 1998 Tadashi Iwaki appointed president
- 1999 Started "Chinese Business Seminars and Training Services"
- 1999 Published PC software for developing business communication skills
Exhibited at "Tokyo International Book Fair"
- 2000 Moved to new office in Chiyoda-Ku (current location)
- 2001 Started eLearning programs and services with reallyenglish
- 2002 Published "The Great Presenter" in association with Asahi Press
- 2004 Published "The Great Negotiator" in association with Asahi Press
- 2006 Published "The Great Facilitator" in association with Asahi Press
- 2006 Started "Project Management Skills Training"
- 2008 Philip Deane appointed president
- 2009 Reviewed and approved as a provider of project management training by the Project Management Institute (PMI).
- 2010 P Mark registration for privacy policy approved by JIPDECK
- 2013 Integrated Leadership Development Program Launched



GLOBALINX develops the true potential of employees and enhances their ability to lead, manage, and communicate effectively in global business environments.

Service Areas

Consulting

We offer a full range of organizational development consulting services. Including, Change management, Talent management, Meeting design and facilitation, Team building and development and Business process improvements.

Survey and Assessment

Our employee engagement survey provides a cost-effective solution for accurately measuring and clearly reporting employee's levels of engagement and satisfaction. We also provide a range of psychometric profiling tools to help evaluate and identify employee's development needs.

Training

Globalinx specializes in instructional design and delivery. We contribute to the success of our clients training programs by providing information and advice on best practices for designing and implementing training to produce measurable improvements.

Coaching

A natural extension of our training expertise is our coaching capability. From a background of personal and business experience, our trainers and certified coaching staff are able to help employees implement new skills, techniques, and behaviors into their business environment to improve their performance.

GLOBALINX CORP has been providing corporate training services for global businesses and government agencies since 1968.

Training programs and seminars are designed to develop and improve communication and management skills for people working in international environments.

We aim to fully prepare employees to effectively work in global organizations anywhere in the world.

