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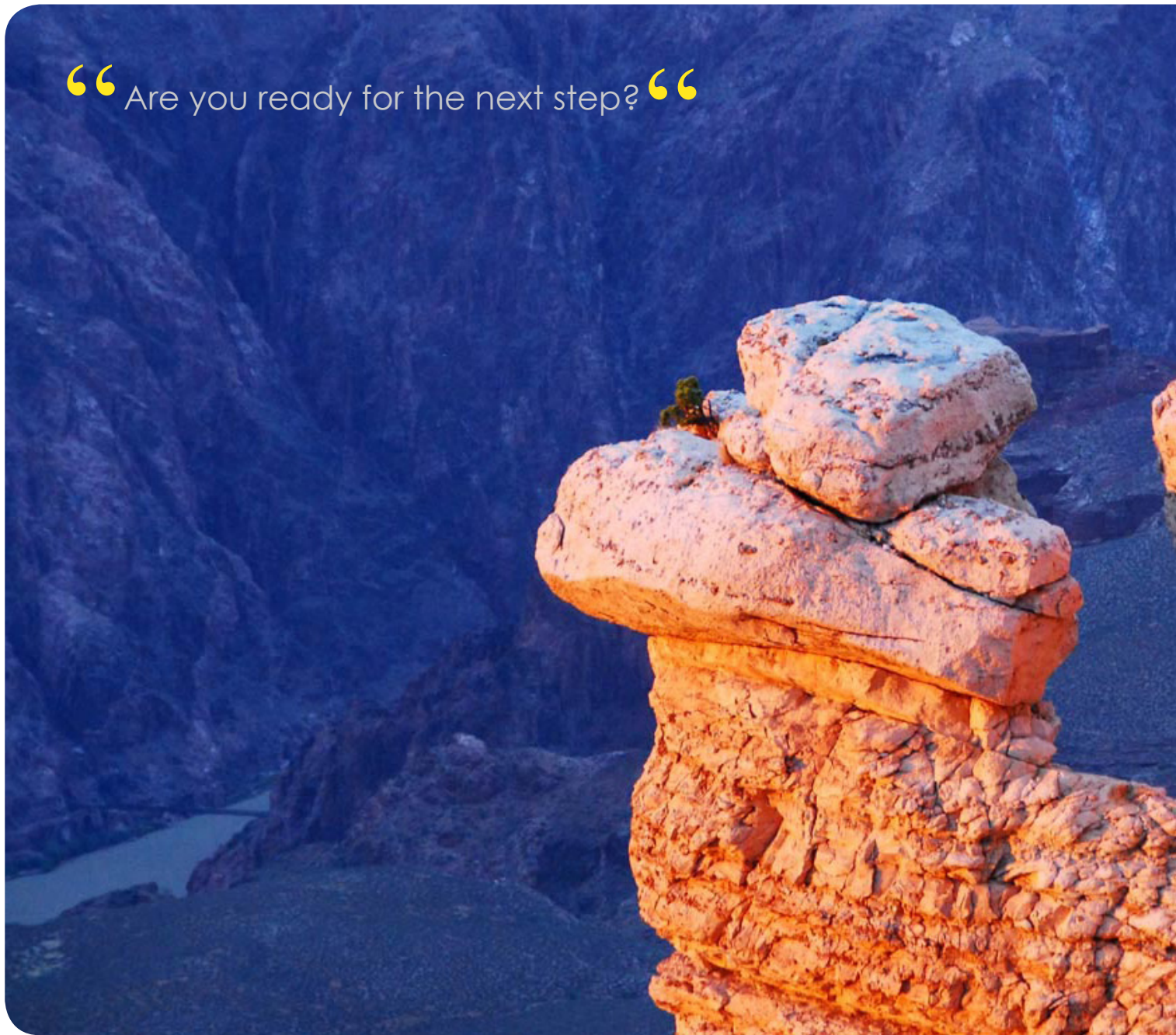


IAD
TRAINING
& DEVELOPMENT

– ALL OVER THE WORLD

WELCOME

“Are you ready for the next step?”



TO IAD

For information about
place, date and price
visit www.iad-usa.com



IAD was established in 1995 with internal training in Project Management. Now that we are on the 18th working year, we have:

1. A training program with four main areas;
 - Project management
 - Management and Leadership
 - Time Management
 - Communication
2. Open scheduled courses in Fort Lauderdale, USA and in Stockholm, Gothenburg, Malmo, Sweden.
3. Focused on less paper material, with course material and literature on files, PDF's and e-books.

As always, we continue to focus on:

1. Our specialty is to produce customized courses and programs.
2. We deliver all over the world in English, Swedish, German, French and Spanish.
3. Our project management courses follow international standards according to PMI's guidelines.
4. Having very satisfied participants.

Please contact us to discuss Your training needs!

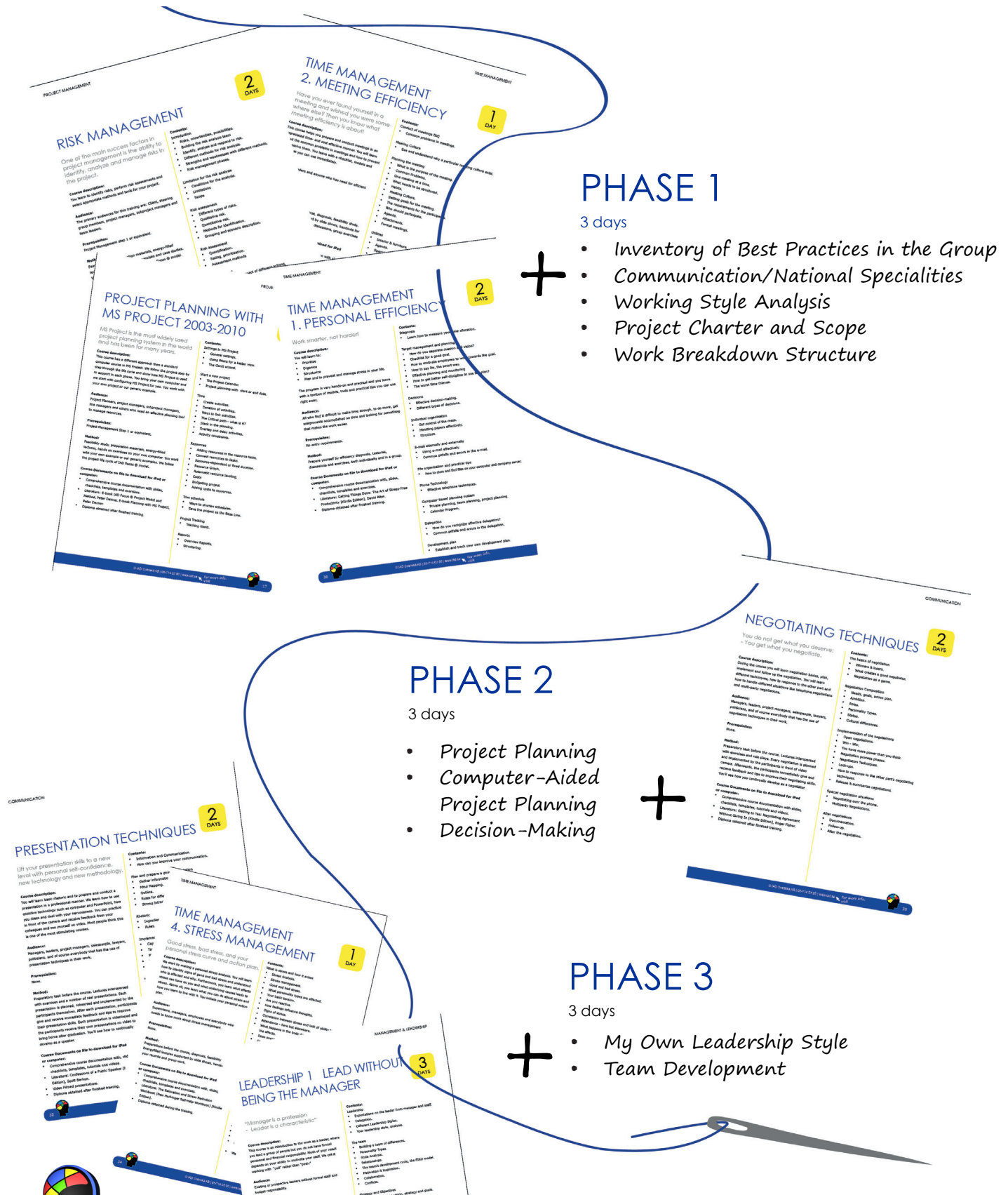
Peter Dexner

Peter Dexner, Founder and CEO



CUSTOMIZE ACCORDING TO YOUR NEEDS

Customizing has become one of our specialties. We start on a blank sheet of paper together with you develop an entirely new course / program for your needs. It is common to combine standard courses with other specifications to build a customized phased program. See the example below!



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PROJECT MANAGEMENT



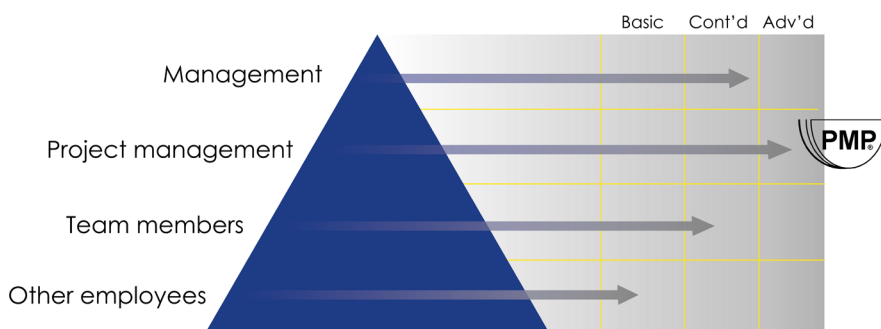
ABOUT PROJECT MANAGEMENT

Training in project management and related consultancy services are the areas we are most known for. Many of our assignments are based on training and development within the project area. Our selection includes everything from introductory courses to advanced development and preparation for international certification as a PMP®, Project Manager Professional.

We offer development programs on all levels of the organization, from management, functional managers, project managers, teams and employee level.

Our implementation model

We have our own model to implement project management within the organization. First we secure management support followed by an vertical roll-out in the organization. Furthermore, we progressively work deeper on the horizontal level. In the project manager's case, we move phase by phase all the way to international certification.



Since 1999, we have been working in accordance with accepted international standards from PMI, Project Management Institute, the world's largest and most respected organization for professional project managers. (www.pmi.org)

All IAD's teachers and consultants in project management have PMP® certification (Project Management Professional).

IAD has chosen to focus on PMI's international project standards. Our customers are typically active all over the world and therefore interested in an international certification that is recognized globally.

IAD has for many years maintained a number of standard courses that have been pre-approved by PMI for so-called



PDU Credits which have given us a status as so-called *REP*, Registered Education Provider. But the majority of our work however, is comprised of internal programs that cannot be pre-approved by PMI. For these programs we apply for PDU-credits retroactively instead. Our process allows us to provide quality-ensured training within the project area worldwide and our program entitles the participant to obtain PDU credits for certification and maintaining certification.



IAD FOCUS®

We are well known for our generic project model IAD Focus®, which is easy to implement in any organization. It is easy to customize to your own organization and all employees appreciate it because it provides structure and guidance in all types of projects.

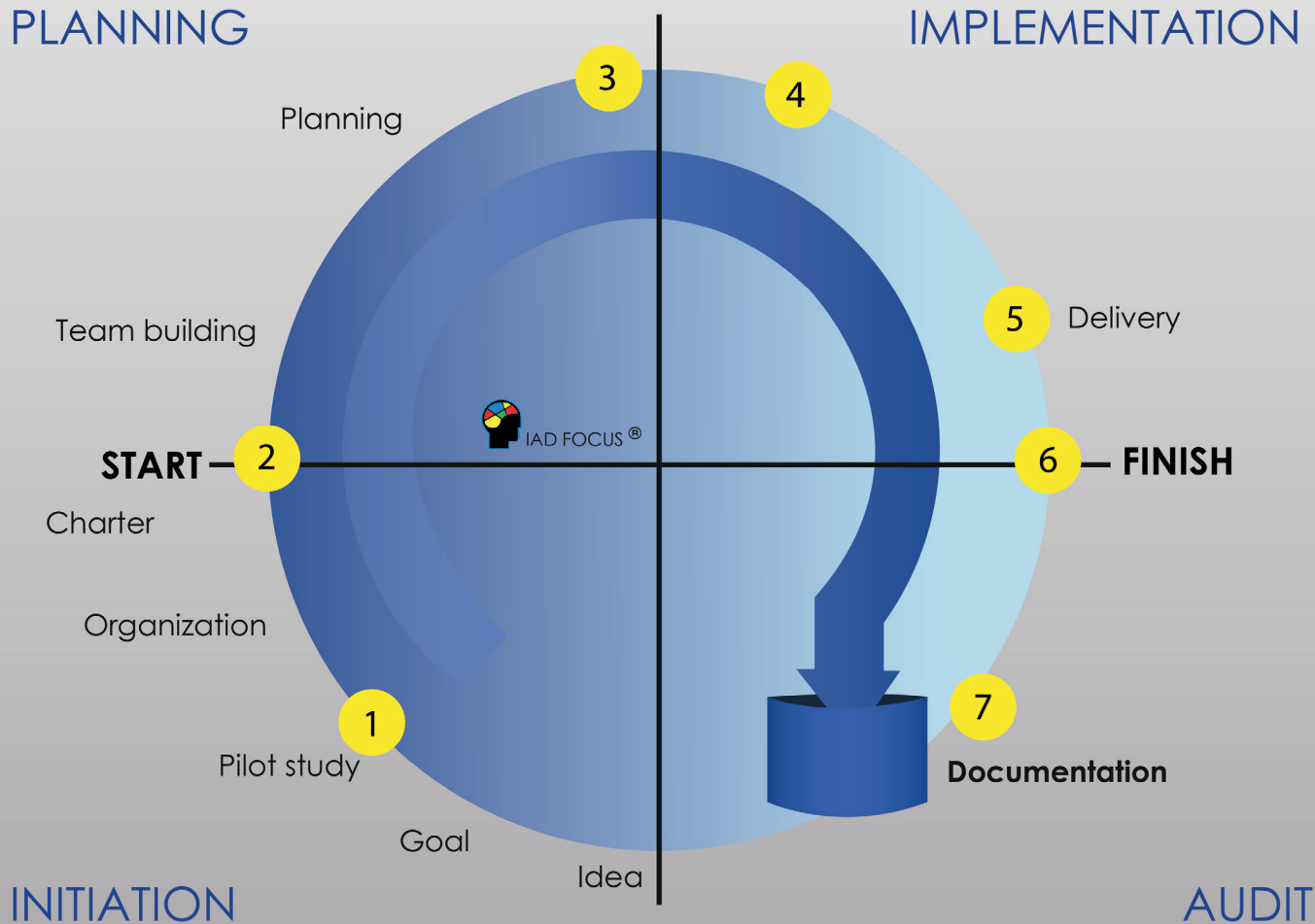
Management appreciate that the model also covers the periods before and after the project and also includes the learning in the project and knowledge management. Furthermore, the model operates at a high abstraction level and therefore acts as a generic model that can be used in all types of projects. This helps management to take control of

projects, avoid expensive development costs for new models for each project, and easier compare different types of projects in the portfolio on an equal basis.

IAD Focus® follows international project standards and terminology and you have full support by MS Project planning program for the model. IAD focus® includes manuals in English and Swedish, both as an e-book but also printed on paper for those who prefer. The model includes all the checklists and templates you need in both English and Swedish. And best of all - using the model is free for our customers! All we ask for is that you reference the source.

PLANNING

IMPLEMENTATION



PROJECT MANAGEMENT

STEP 1 MODEL AND METHOD

3
DAYS

The basic knowledge for a project manager is model and method. A clear structure to follow during the project with tools.

Course description:

The implementation follows the IAD Focus® project model as seen from the project manager's point of view. The model is generic and easy to apply to all types of projects. We follow international project standards and terminology of PMI®. The course emphasizes in particular the preparation stage prior to project implementation.

Target group:

Anyone who needs a basic training in project management, project managers and staff with project similar duties.

Prerequisites:

None.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, practical exercises and group presentations. We follow the project life cycle with the IAD Focus® model.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: E-book IAD Focus® Project Model and Method, Peter Dexner. E-book Planning with MS Project, Peter Dexner.
- Diploma obtained after completed training.

Contents:

- Project basics.
- Project definition.
- Different types of projects.
- IAD Focus® Phase 1, Initiation
- Goals, targets and milestones.
- Pilot study content.
- Project Charter
- Project organization and roles.

IAD Focus® Phase 2, Planning

- Team Building & Dynamics.
- Introduction to the team and team building.
- The project manager's role and capabilities.
- Cooperation with the line organization.
- Planning.
- WBS - breaking down the project into manageable parts.
- Planning with MS Project.
- Register activities.
- Post durations.
- Link tasks.
- Adding resources.
- Gantt Wizard & Critical path.
- Risk analysis.
- Fast and efficient risk analysis using IAD Focus® Risk.

IAD Focus® Phase 3, Implementation

- Project tracking and change management.
- Decision points and Steering Committee Meetings.
- Reporting and feedback.
- Control, delivery and closure.
- Close the project.

IAD Focus® Phase 4, Audit

- Review of the results.
- Monitoring and documentation.
- What must be included in a good audit?

Knowledge Management

- Transferring knowledge from one project to future projects.



PROJECT MANAGEMENT

STEP 2 LEADERSHIP

3
DAYS

After you have learned model and method it is time to deal with the softer aspects. We start with the leadership.

Course description:

After you have learned the foundation of project management, the model and method, leadership is next. We focus on what distinguishes project management from the line manager's work. We deal with the demands and expectations placed on you as a project manager. You will receive the necessary personal tools and knowledge needed to function well as a project manager.

Target group:

Present or future project managers, project supervisors, subproject managers, project administrators and line managers.

Prerequisites:

Project step 1 and / or practical experience from project management.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, practical exercises and group presentations. We follow the project life cycle with IAD Focus® model.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: The Fast Forward MBA in Project Management [Kindle Edition], Eric Verzuh.
- Diploma obtained after completed training.

Contents:

Leadership

- Expectations of the project manager.
- Requirements, responsibilities, authority.
- Organizational structure.
- The project manager's role.
- Get to know yourself.
- Analysis of your leadership style.
- A review of leadership schools.
- Situational leadership.
- Giving and receiving feedback.
- Manage different personalities.

Presentation Technique

- The basics of presentation skills.
- Rhetoric and charisma.
- Video Training.

Decision Techniques

- Individual decisions or group-based.
- Different personality types.
- Resolution Techniques.

Meeting Efficiency

- Common meeting problems.
- Preparation and organization.
- Implementation.
- Protocol and follow up.

Personal Efficiency

- Time thieves.
- Management by objectives.
- Personal organization.
- Planning system.
- Delegation.

Stress management

- Positive and negative stress.
- Stress analysis.



PROJECT MANAGEMENT

STEP 3 THE TEAM

3
DAYS

To lead a project team with diverse skill sets is a challenge. Differences can lead to synergies or conflicts.

Course description:

Once you master model and method and your project leadership the time comes to focus on the team. Project teams are built with several different skill sets. The differences can lead to synergies or conflicts. As a project manager, you have a pivotal impact on the outcome of the team. This course provides the skills necessary to select team members from different personality types. The course also covers how the team develops during the project and how to deal with the conflicts that typically arise.

Target group:

Present or future project managers, project supervisors, subproject managers, project administrators and line managers.

Prerequisites:

Project Management Phase 1 and / or practical experience from project management.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, practical exercises and group presentations. We follow the project life cycle with the IAD Focus® model.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: Harvard Business Review on Building Better Teams [Kindle Edition].
- Diploma obtained after completed training.

Contents:

Leadership

- Expectations of the project manager.
- Delegation.
- Motivation, self-motivation and team members.
- Coaching.
- Facilitation.

The team

- Building a diverse team.
- The team's development, FIRO model.
- How to motivate team members.
- Cooperation with the line organization.

Personality Types

- Personal Style Analysis.
- Different methods of analysis.
- Review of analytical results.
- Maximizing team performance.

Conflict Management

- Different types of conflicts.
- The most common causes of conflict.
- Different techniques for conflict resolution.
- What conflict solving methods are used and when.

Change Management

- Different types of changes.
- Overcoming resistance.
- Plan changes.
- Organization.
- Implementation of change.
- Follow-up.

Information & Communications

- The key to communication.
- Question techniques.
- Get the message across effectively.



“The basic knowledge for a project manager is model and method.”



2
DAYS

LEADING AGILE PROJECTS

In fast-changing projects we can take advantage of agile working methods during the execution phase.

Course description:

The course provides a holistic approach to agile methods, and we begin to answer the question: What is an agile project? We highlight where it agile project methods are appropriate and when it should be avoided. The strengths of agile methods becomes apparent in rapid change management. You will learn how to plan agile and manage priorities of requirements and functionality. An agile working method is based on small well-planned development steps, an active client who is monitoring the project continuously and an unconventional project organization.

Target group:

- The client and steering committee members.
- Project managers and subproject managers.
- Team leaders and project members.

Prerequisites:

Project management 1 or equivalent.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, case study. We follow an agile project from start to finish.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: Coaching Agile Teams: A Companion for Scrum Masters, Agile Coaches, and Project Managers in Transition (Addison-Wesley Signature Series (Cohn)), Lyssa Adkins. (Kindle Edition - May 18, 2010) - Kindle eBook.
- Diploma obtained after completed training.

Contents:

- The agile manifesto.
- Agile projects in various industries.
- Change.

Agile methods

- Lean development.
- Scrum.
- XP Extreme Programming.

Project Organization and Roles

- Product Owner.
- Scrum master.
- Scrum team.
- Prioritization of requirements, goals and functionality.
- Customer benefits.
- Sprint.
- Priority.

Project Process

- Collection and analysis of information.
- Daily Scrum.
- Forecasting and the choices and decisions of the action.
- Changes within and outside the project limits.
- Communication.
- Interaction.
- Priority.
- Customer benefits.
- Change.
- Facilitation.
- Coaching.

Monitoring and control

- Product Backlog.
- Milestones.
- Burn down charts.
- Sprint retrospective.
- Knowledge Recycling.

Quality Planning

- Improvement backlog.
- Establish a quality plan for the project.



WORKING IN PROJECTS, SEMINAR

1
DAY

The basic introduction to the project that describes what happens in each phase of the project.

Course description:

The seminar follows the IAD Focus® project model as seen from the project participant's point of view. The model is generic and easy to apply to all types of projects. We follow international project standards and terminology of PMI®. IAD Focus® project model emphasizes in particular the initiation and planning stage prior to project implementation.

Target group:

The course is suitable for everybody that want and need an introduction to project working. The seminar provides a basis for further training but is particularly appropriate for all staff to participate in.

Prerequisites:

None.

Method:

Energetic lectures at a high pace supported by PowerPoint slide show with printed handouts and short exercises.
A five minute break every hour.

Course documents available for download to iPad or computer:

Seminar documentation on file for download to iPad or computer.

Contents:

The implementation follows the IAD Focus® project model that is generic and easy to apply to all types of projects.

IAD Focus® Phase 1, Initiation

- Feasibility study.
- Many projects are started without a pre-study, with poor decision-making and planning as a result.
- What should a good feasibility study report contain and who should do it?

IAD Focus® Phase 2, Planning

- The project manager(PM).
- What qualities and skills are required?
- Which tasks should PM do and what should he/she not do?

Organization

- Project organization and roles.
- Cooperation with the functional organization.
- The development of the team.

Planning

- 10 steps to an effective project plan.
- Advantages of computer-based project planning.
- Demonstration of MS Project.

Risk Analysis

- Fast and efficient risk analysis using IAD Focus® Risk.

IAD Focus® Phase 3, Implementation

- Project tracking and change management.
- Control, delivery and closure.

IAD Focus® Phase 4, Audit

- Evaluating the results.
- Monitoring and documentation.
- What should be included in an audit report?
- Knowledge management.
- Transferring knowledge from one project to future projects.



INITIATE AND SPONSORING PROJECTS

1
DAY

A well-managed client and steering group can be the difference between success and failure for the project.

Seminar Description:

The implementation follows the IAD Focus® project model as seen from the Sponsor/Steering group perspective. The model is generic and easy to apply to all types of projects. We follow international project standards and terminology of PMI. IAD Focus® project model emphasizes in particular the preparation stage prior to project planning. For example the stage where the client and steering group is most active and where the foundation for the success or failure is established.

Target group:

Management, management committee members, project sponsor, steering group members, managers and others who initiates support and monitor projects.

Prerequisites:

Some experience of project work.

Method:

Intensive lectures with discussions and workshops. We follow the project life cycle of the IAD Focus® model.

Course documents available for download to iPad or computer:

- IAD Workshop Compendium.
- Literature: E-book; IAD Focus® Project Model and Method, Peter Dexner.

Contents:

The seminar focuses on what the steering group and the client can do to make it a successful project. Furthermore it provides the foundation for effective collaboration between the steering group, client, project and the organization in general. Significant emphasis is placed on strategic aspects of project work, organization, roles and the project from a management perspective.

Project Culture and project strategy

- What constitutes a project?
- How to create a sound project culture within the organization?
- Why project?
- Leadership development, a career path for project managers.
- The learning organization.

Project Organization

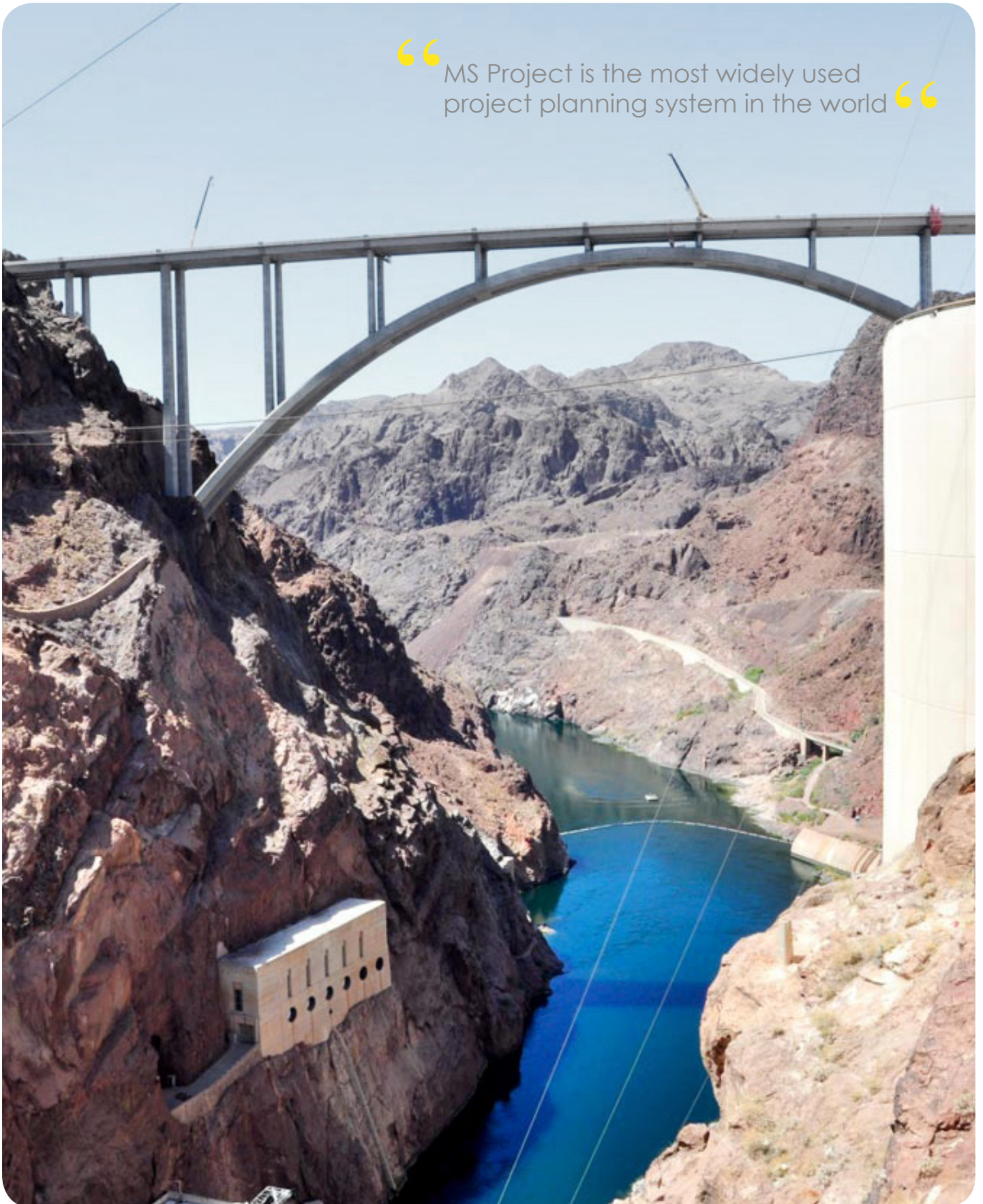
- Who is the client?
- The client role.
- Steering group composition and its function.
- How to formulate a good project charter?
- Who should conduct the pre-study and who should not do it.
- The project manager's qualities and skills.
- The project manager's tasks.
- The project and the line organization.
- How to put together effective project teams.
- The reference group's role and composition.

Decisions

- What is a good pre-study report?
- The project plan.
- Risk analysis.
- Change Management.
- Monitoring and Early warning systems
- Information & Communication.
- Audit.
- Knowledge transfer between projects.
- Implementing the IAD Focus® project model.



“ MS Project is the most widely used project planning system in the world ”



PROJECT PLANNING WITH MS PROJECT 2003-2010

2
DAYS

MS Project has for many years been the most widely used project planning system in the world.

Course description:

This course has a different approach than a standard computer course in MS Project. We follow the project step by step through the life cycle and show how MS Project is used to support in each phase. You bring your own computer and we start with configuring MS Project for you. You work with your own project or our generic example.

Target group:

Project Planners, project managers, subproject managers, line managers and others who require an effective planning tool to manage resources.

Prerequisites:

Project Management Step 1 or equivalent.

Method:

Feasibility study, preparation materials, energetic lectures, hands-on exercises on your own computer. Please feel free to bring a real case study of your own to practice on. We follow the project life cycle of IAD Focus® model.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: E-book IAD Focus® Project Model and Method, Peter Dexner. E-book Planning with MS Project, Peter Dexner.
- Diploma obtained after completed training.

Contents:

Settings in MS-Project

- General settings.
- Using filters for a better view.
- The Gantt wizard.

Start a new project

- The Project Calendar.
- Project planning with start or end date.

Planning fundamentals

- Create activities.
- Duration of activities.
- Ways to link activities.
- The Critical path - what is it?
- Slack in the planning.
- Overlap and delay activities.
- Activity constraints.

Resources

- Adding resources in the resource table.
- Connect resources to tasks.

Resource Management

- Resource-dependent or fixed duration.
- Resource Graph.
- Automatic resource leveling.
- Budgeting project
- Adding costs to resources.

Trimming the schedule

- Ways to shorten schedules.
- Save the project as the Base Line.

Project Tracking

- Tracking Gantt.

Reports

- Overview Reports.
- Structuring.



RISK MANAGEMENT

One of the pivotal success factors in project management is the ability to identify, analyze and manage risks in the project.

Course description:

You learn to identify risks, perform risk assessments and select appropriate methods and tools for your project.

Target group:

The primary audiences for this training are: Client, steering group members, project managers, subproject managers and team leaders.

Prerequisites:

Project Management step 1 or equivalent.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, practical exercises and case studies. We follow the project life cycle with IAD Focus® model.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: Identifying and Managing Project Risk: Essential Tools for Failure-Proofing Your Project [Kindle Edition] Tom Kendrick.
- Diploma obtained after completed training.

Contents:

Introduction

- Risks, uncertainties, possibilities.
- Identify, analyze and respond to risk.
- Building the risk analysis team
- Different methods for risk analysis.
- Strengths and weaknesses with different methods.
- Phases of risk management.

Limitation for the risk analysis

- Conditions for the analysis.
- Limitations
- Scope

Risk assessment

- Different types of risks.
- Qualitative risk.
- Quantitative risk.
- Methods for identification.
- Grouping and scenario description.

Risk assessment

- Quantification.
- Rating, prioritization.
- Assessment methods

Action planning

- Actions and the impact of different actions.
- Contingency plan.
- Risk matrix
- Processes.
- Tools.
- Techniques.
- Templates.
- Transfer of risks.

Monitoring and management of risks

- Monitoring and management of risk.
- Mistakes and traps in risk management.
- Risk management, project planning and project management.



PMP® CERTIFICATION PREPARATION

2+2
DAYS

PMP® certification is the world's most respected certification for professional project managers.

Course description:

The course prepares you for the examination for the PMP® certification. We begin with a two-day course where we lay the foundation for your self-studies and then end with a two-day course to make a practice examination and sort out any questions.

Target group:

Experienced project managers who intend to become certified as a PMP, Project Manager Professional.

Length:

2 +2 days.

Prerequisites:

Basic project management training and extensive practical experience. At least a university degree and 4,500 hours of project management during the past eight years, and 35 hours of training. Alternatively, high school degree and 7,500 hours of project management during the past eight years, and 35 hours of training.

For more information, visit: www.pmi.org

Method:

Feasibility study, preparation materials, energetic lectures, discussions, practical exercises and practice exams. Lectures in Swedish with English documentation for training and getting used to the terminology.

Personal coaching between stages where you conducts self-studies.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises and practice exams.
- Literature: A Guide to the Project Management Body of Knowledge, Fourth Edition, Project Management Institute (Kindle Edition - Jan 1, 2011) - Kindle eBook.
- A Project Manager's Guide to Passing the Project Management (PMP) Exam [Kindle Edition], Brent W. Knapp PMP.

Contents:

- PMBOK® Review.
- Objectives.
- Exam Scope.
- Exam Scoring.
- PMP® Exam Application.

Project Management Processes in the PMBOK

- Project Integration Management.
- Project Scope Management.
- Project Time Management.
- Project Cost Management.
- Project Quality Management.
- Project Human Resource Management.
- Project Communication Management.
- Project Risk Management.
- Project Procurement Management.

PMI Professional Responsibility

- Key Definitions.



MANAGEMENT & LEADERSHIP





IAD applies a holistic approach. We believe that the modern manager and leadership are based on goals, motivation, freedom, responsibility and follow-up.

IAD defines a manager as a leader with responsibility for budget and to recruit personnel. A leader has the same management task but with budget and responsibility to recruit personnel excluded. Therefore we have two different level 1 courses; one for managers and one for leaders. After the initial phase managers and leaders join the same phase 2 and phase 3.



3
DAYS

FIRST-TIME MANAGER

Introduction to managerial position and preparation for the new work tasks and new responsibilities.

Course description:

The course is aimed to you who are or will become a manager. Besides from leading the personnel you also have the formal responsibility for personnel and budget.

Target group:

Existing and future managers.

Prerequisites:

At least three years of work experience, including two years as a group leader or equivalent.

Method:

Feasibility study, preparation materials, energetic lectures, discussions, exercises, group presentations and role plays.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates and exercises.
- Literature: The First-Time Manager [Kindle Edition], Loren B. Belker.
- Diploma obtained after completed training.

Contents:

Manager roles

- Expectations on the manager.
- Delegation.
- Different Leadership Styles.
- Your leadership style analysis.
- Labor law.
- Introduction to labor law.
- Limitation of Liability.

The team

- Building a team of differences.
- The team's development cycle and the FIRO model.
- Motivation & inspiration.
- Personality Types.
- Personal Style Analysis.

Strategy and Objectives

- The link between vision, strategy and goals.
- Checklist for smart goals.
- Case decomposition.
- Follow-up.

Economy

- Budget.
- Follow-up.
- Reporting.

Decision Techniques

- Individual techniques.
- Group Decisions.

Personal effectiveness and Stress Management

- Analysis of your personal efficiency.
- Your staff's effectiveness.
- Personal stress analysis.



LEADERSHIP 1 LEAD WITHOUT BEING THE MANAGER

3
DAYS

“Manager is a profession
– Leader is a characteristic”

Course description:

This course is an introduction to the work as a leader, where you lead a group of people but you do not have formal personnel and financial responsibility. Much of your result depends on your ability to motivate your staff. We refer to it as working with “pull” rather than “push.”

Target group:

Existing or prospective leaders without formal staff and budget responsibility.

Prerequisites:

At least three years of work experience

Method:

Preparations before the course, energetic lectures supported by slide shows, handouts for your records, discussions, group work and role playing.

Action Learning:

Interesting and energetic lectures is interspersed with group exercises.

Course Documents on file to download for iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates and exercises.
- Literature: The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You [Kindle Edition], John C. Maxwell.
- Diploma obtained after completed training.

Contents:

Leadership

- Expectations on the leader from manager and staff.
- Delegation.
- Different Leadership Styles.
- Your leadership style, analysis.

The team

- Building a team of differences.
- Personality Types.
- Style Analysis.
- Relationships.
- The team's development cycle, the FIRO model.
- Motivation & inspiration.
- Collaboration.
- Conflict management.

Strategy and Objectives

- The link between vision, strategy and goals.
- Checklist for smart goals.
- Break-down of goals.
- Action plan.
- Follow-up.

The Task

- Information and Communication.
- Organizing work, lead and follow up.
- Giving and receiving feedback.

Decision Techniques

- Individual techniques.
- Group Decisions.

Personal effectiveness and Stress Management

- Analysis of your personal efficiency.
- Your staff's effectiveness.
- Personal stress analysis.





“Manager is a profession
– Leader is a characteristic”



LEADERSHIP 2 TEAM BUILDING

2
DAYS

The team is in focus. The course covers how to compose a team and how the team develops with you as a leader.

Course description:

You learn how to put together a high performance team and lead and develop it. The focus is on soft aspects, to interpret individuals, to communicate, to lead based on the vision and goals and understand what motivates each individual in your team. If managed properly, a team comprised of different skill sets can result in wonderful synergies. Mismanaged it can lead to permanent conflict.

Target group:

Leaders and managers.

Prerequisites:

Basic management training and work experience.

Method:

Preparations before the course, feasibility study, energetic lectures supported by slide shows, handouts for your records, discussions, group work and role playing.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: 1. The Five Dysfunctions of a Team: A Leadership Fable (JB Lencioni Series) Patrick M. Lencioni. (Kindle Edition - Nov 17, 2011, the Kindle eBook).
- Diploma obtained after completed training.

Contents:

Analysis

- Team Analysis.
- Personal Analysis.

Team composition

- High performance teams.
- Building, managing and developing teams.
- Team Roles
- The individual.
- The group needs.
- Differences and synergies.
- Collaboration.
- Group Dynamics.

Team rules

- Delegation.
- Policies, culture.
- Social skills.
- Values, norms, behaviors.

Team performance

- Vision, strategy and goals.
- Connect *what* to do (goals) to *how* to do it (method).
- Motivation, internal and external motivators.
- Common meetings.
- Giving and receiving feedback.

Team Performance

- Conflict management.
- Participation.
- Conversation methods.
- Conflict solving techniques in the group.
- Situational leadership.

Your personal action plan.



LEADERSHIP 3

LEADING BY COACHING

2
DAYS

Coaching is the opposite of micro management. Let go and dare to trust that your team can handle the task at hand.

Course description:

The coaching method gives you more time to manage and your employees experience a greater level of responsibility and freedom at work. You lead with questioning techniques, feedback and motivation. During the course, you will have the opportunity to practice the methods through roleplays and ensure that it is immediately useful upon completion of the course.

Target group:

Established leaders who are already secure in their role and want to develop their coaching skills.

Prerequisites:

Basic leadership training and practical experience as a manager or leader.

Method:

Preparations before the course, feasibility study, energetic lectures supported by slide shows, handouts for your records, discussions, group work and role playing.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: A Manager's Guide to Coaching: Simple and Effective Ways to Get the Best From Your Employees (Kindle Edition - Mar 2, 2008, the Kindle eBook), Anne Loehr and Brian Emerson.
- Diploma obtained after completed training.

Contents:

- Coaching as a management tool.
- Corporate culture.
- Do you have the right attitude to coaching?
- The necessary skills.
- Good communication.
- Vision, strategy and goals.
- Delegation.
- Excitement.
- Challenge.
- Entrepreneurs.
- Feedback.
- Liability issues in coaching.
- Coaching step by step
- How does it work in real life
- Active listening.
- Question Technique.
- Role play.
- Improve performance through coaching.
- Apply coaching in performance reviews / difficult conversations.
- Facilitation.





MANAGING CHANGE

Convert the opponents to cooperators in the change process.

Course description:

Both hard and soft aspects affect the success of change. You must prepare, plan, implement and follow up the change. You will see how social skills, participation, involvement and understanding of the change process in its various stages are crucial for the outcome.

Target group:

Managers, project managers, change managers, process managers.

Prerequisites:

Work experience. Basic management training.

Method:

Preparations before the course, prestudy, energetic lectures supported by slide shows, handouts for your records, case studies, discussions, group work and role playing.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates and exercises.
- Literature: HBR's 10 Must Reads on Change Management (Including featured article 'Leading Change,' by John P. Kotter) by Harvard Business Review (Kindle Edition - February 24, 2011).
- Diploma obtained after completed training.

Contents:

- Vision, strategy, goals and objectives.
- Change or improve?

Managing the change

- Change phases.
- Roles during the change.

Schedule change

- Information and Communication.
- Feedback.
- Stakeholder analysis.
- Current status and the desired position.
- Communication and planning.
- Risk analysis.

Your leadership

- Create a cooperator - not an opponent.
- Involvement, participation, motivation.

Implementation

- Practical actions.
- What reaction can you expect from the organization and the individual.
- Managing reactions.

Evaluation

- Knowledge Management
- Toolbox.
- Model and method.
- Checklists.



TIME MANAGEMENT





IAD has over 17 years of experience in Time Management. We work with everything from short three-hour seminars to our unique phased internal OED-program™ that can be customized for your organization.

We have a holistic approach to Time Management and offer courses and programs for both individuals and teams. We work with concrete tools, methods, computer and technology support and extensive experience



TIME MANAGEMENT

1. PERSONAL EFFICIENCY

2
DAYS

Work smarter, Not harder!

Course description:

You will learn to:

- Prioritize
- Organize
- Structure
- Plan, prevent and manage stress in your life.

The program is very hands-on and practical and you leave with a toolbox of models, tools and practical tips you can use right away.

Target group:

All who find it difficult to make time enough, to do more, get assignments accomplished on time and looking for something that makes the work easier.

Prerequisites:

None.

Method:

Prepare yourself by completing an efficiency diagnosis. Lectures, discussions and exercises, both individually and in a group.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates and exercises.
- Literature: Getting Things Done: The Art of Stress-Free Productivity [Kindle Edition], David Allen.
- Diploma obtained after completed training.

Contents:

Diagnosis

- Learn how to measure your time allocation.

Target management and planning

- How do you separate mission and vision?
- Checklist for a good goal.
- How to motivate employees to work towards the goal.
- How to say no, the smart way.
- Effective planning and monitoring
- How to attain better self-discipline to follow the plan?
- The worst time thieves.

Decisions

- Effective decision-making.
- Different types of decisions.

Individual organization

- Get control of the mess.
- Handling papers effectively.
- Structure.

E-mail internally and externally

- Using e-mail effectively.
- Common pitfalls and errors in the e-mail.

File organization and practical tips

- How to store and find files on your computer and company server.

Telephone techniques

- Effective telephone techniques.

Computer-based planning system

- Private planning, team planning, project planning.
- Calendar program.

Delegation

- How do you recognize effective delegation?
- Common pitfalls and errors in the delegation.

Development plan

- Establish and track your own development plan.



TIME MANAGEMENT

2. MEETING EFFICIENCY

1
DAY

Have you ever found yourself in a meeting and wished you were somewhere else? Then you know what meeting efficiency is about!

Course description:

This course helps you prepare and conduct meetings in an appreciated time- and cost-effective manner. You will learn about the common problems in meetings and how to prevent and resolve them. You leave with checklists, models and tools that you can put to use immediately.

Target group:

Managers, leaders and anyone who has need for efficient meetings.

Prerequisites:

None.

Method:

Preparations before the course, diagnosis, feasibility study. Energetic lectures supported by slide shows, handouts for your records, interspersed with discussions, group exercises and role playing.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: Managing Meetings (Essential Managers) [Kindle Edition], Robert Heller.
- Diploma obtained after completed training.

Contents:

Meeting FAQ

- Common problems in meetings.

Meeting culture

- See and understand why a particular meeting culture exists.

Planning the meeting

- What is the purpose of the meeting.
- Common problems.
- One meeting at a time.
- What needs to be structured.
- Habits.
- Meeting culture.
- Setting goals for the meeting.
- The requirements of the participants.
- Who should participate.
- Agenda.
- Attachments.
- Formal meetings.

Tods

- Interior & furniture.
- Agenda.
- Points on teleconferences.
- Points on videoconference.
- Requirements for minutes

Implementation of meeting efficiency

- Keeping the agenda.
- Manage meeting saboteurs.
- The important break.
- Minutes / Notes.
- The role as chairman.
- Timekeeper.
- Utilizing the capacity of the group.
- Decisions in the meeting.

End meeting

- Summaries.



“ Work smarter, Not harder! ”



TIME MANAGEMENT

3. PLANNING WITH MS OUTLOOK

1
DAY

MS Outlook is more than an e-mail client - It is a complete planning tool for you and the group with e-mail, calendar, contacts and tasks.

Course description:

Microsoft Outlook is the most widely used e-mail program today. With better knowledge of Outlook, you will work more efficiently and with better quality. You get faster response times, and better control of your entire planning. The course teaches you how to configure Outlook for you to customize the interface and a smart workflow by linking e-mail, calendar and tasks and plans with your colleagues.

Target group:

Anyone who uses or will use all or part of MS Outlook and want to learn the application's ability to improve your effectiveness.

Prerequisites:

Basic knowledge of Windows and MS Office.

Method:

Preparations before the course, diagnosis, feasibility study, preparation materials to read. Energetic lectures interspersed with hands-on exercises on your computer with MS Outlook installed.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates and exercises.
- Literature: Total Workday Control Using Microsoft Outlook [Kindle Edition], Michael Line Berger.
- Diploma obtained after completed training.

Contents:

The Basics

- Outlook only as an e-mail client.
- Outlook + Exchange = groupware.

Configuration

- Multiple email accounts.
- Import and export.

Basics of e-mail

- Protocol: POP3, IMAP, SMTP.
- Plain Text and HTML formatting.

Organize your e-mail

- Create folders.
- Outlook built-in SPAM filter.

Calendar

- Planning meetings based on other people's availability.
- Productivity techniques with the calendar.

Contacts

- Add personal contact information.
- Internet addresses stored as contacts.
- Organize contacts by category.
- Details.
- Delegate tasks.
- Monitor the assigned tasks.

Notes

- Notes on your Windows desktop.
- Create an e-mail note.

Exchange Server

- Share your calendar.
- Automatic Replies.

Sync

- The journal.
- Summary.
- Final tips and tricks.
- Filing.



TIME MANAGEMENT

4. STRESS MANAGEMENT

1
DAY

Good stress, bad stress, and your personal stress curve and action plan.

Course description:

We begin by making a personal stress analysis. You will learn how to identify signs of good and bad stress and understand who is affected and why. In addition, you will learn what effects stress can have on you and what underlying causes leads to stress. Above all, you will learn what you can do about stress and how you will learn to live with it. The day ends by you initiating your personal action plan.

Target group:

Supervisors, managers, employees and everybody who needs to learn more about stress management.

Prerequisites:

None.

Method:

Preparations before the course, diagnosis, feasibility study. Energetic lectures supported by slide shows, handouts for your records, group work and role play.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates and exercises.
- Literature: The Relaxation and Stress Reduction Workbook (New Harbinger Self-Help Workbook) [Kindle Edition].
- Diploma obtained after completed training.

Contents:

What is stress and how it arises

- Stress analysis.
- Stress management.
- Good and bad stress.
- What personality types are affected.
- Your basic tension.
- Are you reactive.
- How feelings influence thoughts.
- Signs of stress.
- Correlation between stress and lack of ability to say no.
- Attendance - here but elsewhere.
- What happens in the body during stress and what are the effects.
- Does anyone else control your life.
- Our internal and external requirements, the perfectionist, the control freak, all must have.
- Where is the boundary between acceptable and unacceptable stress?

Repair

- Structure.
- Tips and practical tools.
- How do you break the pattern.
- Prevention.
- Strategies for stress management.
- Urgent and important.
- Toolbox for planning.
- Practical advice and tips for better sleep, diet, energy, wellbeing and good health.
- Your motivators.
- Current state and desired state.
- How to activate your recovery system.
- To change your behavior.
- Self-image - Take control of your mental attitude.
- Find the balance between fast-pace and relaxation.

We make a personal change plan.



TIME MANAGEMENT

THE OED-PROGRAM™

4x6
HOURS

The OED-program™, Organizational Efficiency Development, is Time Management for the entire organization.

This course is not available as an open course, but only delivered internally.

Course description:

This is a unique program. The program is divided into phases with tasks to do between stages. This ensures that real change and development will materialize, both for individuals and for the organization.

Target group:

Organizations that want to take a comprehensive approach to operational efficiency.

Prerequisites:

Work experience.

Length:

4 phases of approximately 6 hours.

Method:

Short energetic lectures, discovery-based learning exercises individually and in group.

Course documents available for download to iPad or computer:

- Comprehensive course binder with slides, checklists and templates.
- Diploma obtained after completed training.

Contents:

Phase 1, Objectives & Plan

- Management by objectives.
- Decisions.
- Diagnosis, survey.
- Planning.
- Workplace organization.
- Homework, time logging and planning, organization.

Phase 2, Technique & Method

- Follow-up.
- Communication.
- Planning system.
- Information organization.
- Standards & templates.
- Homework.

Phase 3, group efficiency

- Follow-up.
- Education and development plan.
- Information organization.
- Standards & templates.
- E-mail.
- Delegation.
- Meeting efficiency
- Homework.

Phase 4, Personal Effectiveness

- Stress curve.
- Stress analysis.
- Overtime.
- Prime time.
- Motion.
- Personal time wasters.
- Personal action plan.



COMMUNICATION





Under the section Communication, we have gathered a number of our popular standard courses. We believe communications to be one of the most important skills today. It is important and necessary to facilitate cooperation, leadership, training, negotiation, etc.



PRESENTATION TECHNIQUES

2
DAYS

Lift your presentation skills to a new level with personal self-confidence, new technology and new methodology.

Course description:

You will learn basic rhetoric and to prepare and conduct a presentation in a professional manner. We learn how to use technology aids such as computers and PowerPoint, how to dress properly and deal with your nervousness. You can practice in front of the camera and receive feedback from your colleagues and see yourself on video. Most people think this is one of the most stimulating courses.

Target group:

Managers, leaders, project managers, sales people, lawyers, politicians, and of course everybody that benefits from presentation techniques in their work.

Prerequisites:

None.

Method:

Preparatory task before the course. Lectures interspersed with exercises and a number of real presentations. Each presentation is planned, rehearsed and implemented by the participants themselves. After each presentation, participants give and receive immediate feedback and tips to improve their presentation skills. Each presentation is videotaped and the participants receive their own presentations on video to bring home after completion. You will see how to continually develop as a speaker.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates, tutorials and videos.
- Literature: Confessions of a Public Speaker [Kindle Edition], Scott Berkun.
- Video Filmed presentations.
- Diploma obtained after completed training.

Contents:

- Information and communication.
- How can you improve your communication.

Plan and prepare a good presentation

- Gather information.
- Mind mapping.
- Outline.
- Rules for different types of presentations, sell, inform, etc.
- Strong introductions and strong finish.

Rhetoric

- Ingredients.
- Rules.

Execution

- Capture your audience.
- Timing.
- Manage issues and topics.
- To communicate with the listeners.
- Summarize.
- Finish.

Handling nervousness

- Basic elocution.
- Preparations.
- Advise that will provide security.

Technology aids

- Computer & Power Point.
- Using effects.
- Rules of thumb for great Slides.

Body Language

- Non-verbal communication.
- Your posture and dressing.
- Do you have ticks? We help you find and manage them!
- Charisma.

Reflection

- Personal feedback.
- Your action plan.



2
DAYS

NEGOTIATING TECHNIQUES

You do not get what you deserve
- You get what you negotiate.

Course description:

During the course you will learn negotiation basics, how to plan, implement and follow up the negotiation. You will learn different techniques, how to respond to the other part and how to handle different situations like telephone negotiations and multi-party negotiations.

Target group:

Managers, leaders, project managers, salespeople, lawyers, politicians, and of course everybody that benefits from negotiation techniques in their work.

Prerequisites:

None.

Method:

Preparatory task before the course. Reading study material. Lectures interspersed with exercises and role plays. Every negotiation is planned and implemented by the participants in front of video camera. Afterwards, the participants immediately give and receive feedback and tips to improve their negotiating skills. You will see how you continually develop as a negotiator.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates, tutorials and videos.
- Literature: Getting to Yes: Negotiating Agreement Without Giving In [Kindle Edition], Roger Fisher.
- Diploma obtained after completed training.

Contents:

The basics of negotiation

- Winners & losers.
- What creates a good negotiator.
- Negotiation as a game.

Negotiation Composition

- Needs, goals, action plan.
- Ambition.
- Roles.
- Personality types.
- Status.
- Cultural differences.

Implementation of the negotiations

- Open negotiations.
- Win - Win.
- You have more power than you think.
- Negotiation process phases.
- Negotiation techniques.
- Lock-ups.
- How to respond to the other part's negotiating techniques.
- Finish & summarize negotiations.

Special negotiation situations

- Negotiating over the phone.
- Multi-party Negotiations.

After negotiations

- Documentation.
- Follow-up.
- After the negotiation.



“You do not get what you deserve
- You get what you negotiate”



2
DAYS

CONFLICT MANAGEMENT

As a manager and leader, you will be involved in conflicts, your own or others. You can influence the outcome.

Course description:

You will learn how to prevent conflicts, analyze various conflict styles and apply different conflict resolution methods. The course gives you valuable skills in self-knowledge, clear communication and mediation techniques.

Target group:

Managers and leaders, lawyers, politicians, bank employees, mediators, moderators, insurance agents, service advisors, public relations, communicators and those who interact with others professionally.

Prerequisites:

None, but presentation skills are an advantage.

Method:

Preparatory task before the course. Lectures interspersed with exercises and a number of practice conflicts in role play. Every conflict is planned and implemented by the participants in front of a video camera. After each exercise, participants will give and receive immediate feedback and tips to improve their technique. You will see how your ongoing knowledge and skill develops.

Course documents available for download to iPad or computer:

- Comprehensive course material with slides, checklists, templates, tutorials and videos.
- Literature: Developing Your Conflict Competence: A Hands-On Guide for Leaders, Managers, Facilitators, and Teams (JB CCL (Center for Creative Leadership)) [Kindle Edition], Craig E. Runde.
- Diploma obtained after completed training.

Contents:

Analysis of conflict styles

- Preventing conflicts.
- Difficult people.
- Different types of conflicts.

Prevent.

- Win-win strategy.
- Interpretations.
- Conflict causes and development.
- Individual and group conflict.
- Early warning signals.

Analyze

- Conflict resolution methods.
- Communication Process.
- Tradeoffs.
- Dialogue techniques
- Value system.
- Reaction patterns.
- Willingness to cooperate.

Manage and exit

- Consensus solution technique.
- Positive angles of attack.
- Clarity.
- Empathy and respect.
- Body language.
- Getting caught in your own defense.
- Conscious choice.
- Feedback.
- Query technology and listening technology.
- Termination technology.
- Reflection.
- Follow-up.
- Personal feedback.
- Your action plan.



THE UNCOMFORTABLE CONVERSATION

2
DAYS

It is about communicating things that are difficult or unpleasant for you or the recipient.

Course description:

Communicating things that are complex, sensitive and uncomfortable for you or the recipient is not easy. Performance reviews, feedback, redundancy, inappropriate conduct, the list goes on. It is easy to delay or handle it improperly. This course will teach you how to master the art of managing the uncomfortable conversation.

Target group:

Managers, leaders, project managers, public relations and communications professionals, sales people, lawyers, politicians, doctors, and of course everybody that can benefit from efficient handling of the uncomfortable conversation.

Prerequisites:

None.

Method:

Preparatory task before the course. Lectures interspersed with exercises and a number of practice calls. Each conversation is planned, rehearsed and performed by the participants themselves in front of a video camera. After each conversation, participants will receive immediate feedback and tips to improve their technique. You will see how you continually develop as a moderator.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with, slides, checklists, templates, tutorials and videos.
- Literature: Crucial Conversations: Tools for Talking When Stakes are High [Kindle Edition], Patterson et al.
- Video Filmed conversations.
- Diploma obtained after completed training.

Contents:

Preparation

- Purpose and goals.
- Strengths and weaknesses.
- Time outline.
- Conversation Templates.
- Location, premises and environment.
- Toolbox for difficult conversations.
- Motivators.
- Discussions and dialogue techniques.
- Content and structure.
- Checklists.

Implementation

- Responsive and humble.
- Speaking and listening.
- Surprising receiver response.
- Employee interviews.
- Evaluation call.
- Feedback.
- Manage emotions.
- Different stress situations.
- Negative answers.
- Correction conversation.
- Constructive criticism.
- Clarity.
- Crises.
- Conflicts.

Closure techniques

- Follow-up.

Reflection

- Personal feedback.
- Your action plan.



“ The art of convincing is useful in many contexts ”



RHETORIC

The art of convincing is useful in many contexts; negotiation, sales situations, conflicts, speeches and presentations.

Course description:

The art of convincing instead of persuading is useful in many contexts; speeches, presentations or conversations between four eyes. You will learn about classical Greek rhetoric of ethos, pathos and logos, but of course most about modern rhetoric.

Target group:

You have a need to inform and convince. You may be a manager, leader, project manager, sales engineer, lawyer, politician, officer or consultant.

Prerequisites:

Presentation skills is beneficial but not required.

Method:

Preparatory task before the course. Energetic lectures interspersed with exercises and a number of real performances. Each performance is planned, practiced and carried out in front of video camera. After each performance participants receive immediate feedback and tips on how to improve their technique. Case Studies of some great success stories of good rhetoric. Participants receive their own presentations on video. You will see how you continually develop as a speaker.

Course documents available for download to iPad or computer:

- Comprehensive course documentation with slides, checklists, templates, tutorials and videos.
- Thank You for Arguing: What Aristotle, Lincoln, and Homer Simpson Can Teach Us About the Art of Persuasion, Jay Heinrichs.(Kindle Edition - Feb 12, 2008)
- Diploma obtained after completed training.

Contents:

- Classical rhetoric, ethos, pathos and logos.
- Rhetorical tools.
- Rhetorical disposition.
- Impact on a psychological level.

Preparation

- Purpose and goals.
- Research.
- Planning and disposition.
- Formulations.
- Choosing arguments and building up an argument.
- Selecting the language.
- Selecting tools.
- Choice of communication depending on audience, context and content.

Strategies

- History report.
- Involving the listener.
- Question technique.

The performance

- Introduction.
- Get the listener to act or react.
- Confirm the recipient.
- Script or not.
- Making your message stick.
- The performance and feedback.
- Signals.
- Presence.
- Body language.
- Voice.
- Argumentation.
- The effect.
- Analysis of classical speech.



2

DAYS

EDUCATE AND INFORM

Knowing your field is one thing.
To teach and inform others is a different matter.

Course description:

The course aims to provide a good basis for working as a professional educator internally or externally. Maybe you are about to introduce new employees, inform about a new IT system, changing processes, and more. After completing the course you should be able to plan, implement and evaluate self-produced courses where the knowledge should be useful immediately, for a demanding professional and academical group.

Target group:

You are already an internal educator and want to get better or you want to become a educator, and be responsible for knowledge transfer in various forms of business and management. You are a manager and leader and want to develop a learning organization.

Prerequisites:

Presentation skills.

Method:

You prepare yourself by doing an analysis of your learning style and study preparation materials. During the course we mix theory and practice with experience-based learning. You work with your own training sessions, case studies and experience sharing.

Course documents available for download to iPad or computer:

- Comprehensive course material with slides, checklists, templates and exercises.
- Literature: How Learning Works: Seven Research-Based Principles for Smart Teaching [Kindle Edition], The Jossey-Bass Higher and Adult Education Series.
- Diploma obtained after completed training.

Contents:

General

- Learning styles, role of the teacher, adult education.
- Teach and learn.
- Information or education?

Plan and Prepare

- Goals and purpose.
- Use all your senses.
- Efficient time allocation.
- Resource allocation.
- Checklists.
- Target, prior knowledge, expectations, motivation, relationships, attitudes and values.
- Documentation.
- Information, exercises, examples and group work.
- Participants preparation.
- Creating a good learning climate.
- Location and premises.

Implementation

- The first five minutes.
- Process management.
- The right start.
- Introduction.
- Presentation.
- Query management.
- Conflicts and emergencies.
- Participation.
- Managing interference.
- Personality types

Follow up

- Termination.
- Summary.
- Evaluation.
- Certificates.
- Remaining tasks.
- Follow-up.



FACILITIES

IAD operates without its own training facilities.

Since much of our business is comprised of customized courses in locations close to our clients, we know from extensive experience that there are good training facilities available for rent when needed and where needed. In addition, there are new interesting options being made available all the time.

Different courses require different types of rooms for optimal use. Since we are not bound by fixed

training facilities, we can choose freely the best option for that particular course.

The advantage for both the student and the teacher is also that during phased programs we consciously place them in different locations to make the environment more stimulating.



Embassy Suites, Fort Lauderdale, USA.



TERMS AND CONDITIONS

Registration

You can register directly on our website, www.iad.se or by mail info@iad-usa.com or by phone +1(954)-979-2700. You will then receive a booking confirmation by e-mail making your registration binding. All further communication is by e-mail. Notification will be sent to you by e-mail two weeks before the course. It will show time, location, schedule, pre-study questionnaire and any preparation materials.

Prices

All prices are exclusive of applicable VAT. The price includes coffee, fruit, lunch and training materials. Accommodation and books are purchased separately. Ask us about hotel discounts in your area. The course fee is billed and paid in advance at registration. The invoice should be paid before the course starts.

Rescheduling and cancellation

IAD supports the industry-standard rules for rescheduling and cancellation of an open course. Rescheduling and cancellation must be in writing by e-mail. If cancelled 4-2 weeks before the start of the course you will be charged 50% of the course fee. If cancelled 2-0 weeks before the start you will be charged the full course fee. When rescheduling 4-0 weeks before the start you will be charged an administrative fee of \$80. The reservation can be transferred to another participant from the same company after consultation with IAD. IAD reserves the right to cancel an open course. If such an event, we will contact you to offer an alternative. If we cannot come to an agreement, your fee will be refunded. No other compensation will be refunded.



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