Dear business leader,

Furman University’s Center for Corporate and Professional Development was established in 2003 in direct response to the business community’s expressed need for liberal arts-based executive education. At Furman, we believe that a liberal arts education is the knowledge matrix of the global competitive environment. With its cultivation of scientific, social and cultural literacy, it prepares the learner for an increasingly diverse and complex business world. A liberal arts executive education mirrors the world in which we live and shapes the leaders we require.

The mission of the Center for Corporate and Professional Development is to anticipate and respond to the ever-changing needs of organizations by providing quality instructional programs tailored to meet particular needs. We offer a wide range of customized training options in the areas of executive leadership and team development, project management, finance and accounting, and other facets of business development and human performance improvement.

With superb professors, the Center for Corporate and Professional Development is eager to assist your organization in meeting its educational needs.

Using the latest instructional systems design technology, our educators, drawn from the Furman faculty and recruited from leading companies, link learning to real-world problems facing your organization. Our goal is to assist you in helping your company achieve a competitive advantage in the marketplace by offering customized educational solutions that enhance individual competence for success in the workplace.

The Center’s corporate education programs are customized to each client organization, which guarantees that you’ll achieve the impacts you desire. Our client list includes organizations such as AlfaLaval, BlueCross Blue Shield of South Carolina, Lockheed Martin, General Electric, O’Neal, Goodwill Industries, RBC Insurance Services, TetraData, Greenville County Rape Crisis and Child Abuse Center, Michelin, Kolbenschmidt Pierburg, and many others.

I hope that you enjoy reviewing our latest catalog of executive education programs from the Center for Corporate and Professional Development. For more detailed information about the Center, please contact me directly at 864.294.3136 or by e-mail at <brad.bechtold@furman.edu>. Visit us online at <http://www.furman.edu/cpd>.

Sincerely,

Brad Bechtold
Director, Continuing Education
clients

ADVANCED TECHNOLOGY SERVICES
ALFMEIER
BANK OF AMERICA
BAUSCH AND LOMB
BCBS OF SOUTH CAROLINA
CAROLINA FIRST
CITY OF GREENVILLE
THE CLIFFS COMMUNITIES
CMP UNITED BUSINESS MEDIA
DRAEXLMAIER
DUKE ENERGY
ELI LILLY
FABRI-KAL
FLUOR
GENERAL ELECTRIC
GOODWILL INDUSTRIES
GREENVILLE COUNTY REDEVELOPMENT AUTHORITY
GREENVILLE COUNTY RAPE CRISIS AND CHILD ABUSE CENTER
HITACHI
INSTITUTE OF MANAGEMENT ACCOUNTANTS
INTERCOM COMMUNICATIONS
INTERIM HEALTHCARE
JHM HOTELS
KEMET
KOLBENSCHMIDT PIERBURG
LOCKHEED MARTIN
MICHELIN
NELSON MULLINS
O’NEAL ENGINEERING
PIEDMONT NATURAL GAS
RBC INSURANCE SERVICES
ROBERT BOSCH
SCHNEIDER ELECTRIC
SHARE
SPARTANBURG COMMUNITY COLLEGE
TETRA DATA
TIC PROPERTIES
TIMKEN
UNIVERSITY CENTER OF GREENVILLE
UPWARD
WAFFLE HOUSE
WORLD ACCEPTANCE CORPORATION
YWCA EMPOWERMENT CENTER
Would your senior management team benefit from a strategic planning retreat? Does your organization need a succession plan? Are you having difficulty recruiting and retaining high quality employees? Would you like to more fully understand what your customers expect? If you answered “yes” to any of these questions, Furman University’s Center for Corporate and Professional Development is poised to assist you. The division provides a host of performance consulting resources with expertise in many areas of organizational development.

Our performance consultants have “real world” business and industry experience with proven track records of success to support your organization and tailor programs in the following areas:

- STRATEGIC PLANNING
- SUCCESSION PLANNING
- DIVERSITY STRATEGIES
- CAREER DEVELOPMENT
- EXECUTIVE COACHING
- JOB ANALYSIS
- TRAINING NEEDS ASSESSMENT
- EXPERIENTIAL TEAM TRAINING
- CHANGE MANAGEMENT
- CORPORATE RETREATS
- LEADERSHIP DEVELOPMENT
- HUMAN RESOURCE AUDIT
- EMPLOYEE RECRUITMENT AND RETENTION
- INDIVIDUAL AND TEAM ASSESSMENTS
- SATISFACTION SURVEYS
- COMPENSATION EVALUATION AND REDESIGN
- PROJECT MANAGEMENT
When I first came to Goodwill Industries, I began measuring success with different numbers. Here, success is measured in the number of people served; the number of individuals who transition from disability to self-sufficiency; the number of months or years rehabilitated workers retain their positions; and, finally, the economic impact these numbers have on the community.

While certainly not a for-profit company, Goodwill is still a business in the truest sense of the word and must operate as such. So, when we developed our five-year strategic plan, its design was based on traditional business models.

I was seeking to develop a professional staff, and while exploring my options for training, I was introduced to Furman’s Center for Corporate and Professional Development. They worked with Goodwill to understand its objectives, performed a needs assessment, and then tailored training programs that met Goodwill’s specific professional needs.

Now, only three years into our five-year plan, we are considerably ahead of schedule. Furman’s corporate and professional development program becomes what you want it to be and need it to be. As we complete each tier of professional development, we work together to reassess and then create additional programs to move us to the next level. That gives me ownership in the training we create; and, I don’t have to waste resources on unnecessary components that are so often a part of “off-the-shelf” professional development packages.

Would I recommend Furman’s Center for Corporate and Professional Development? I think I just did!

RONNIE BROWN
Director of Human Resources
Goodwill Industries of Upstate and Midlands South Carolina

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Communication Skills

Information Sorting Styles for Improving Problem Solving and Communications
Days: (1)
Scott Simmerman, Ph.D.

Each of us has preferences in how we think and handle information. These differences often lead to conflict or ineffective implementation. This is a simple model of “how people think” to improve communications and problem solving. Then, learn how to apply this same model with the work groups in your organization. This is NOT a program using one of the complicated psychological instruments. Information Sorting Styles frames up thinking into a dozen easily understood patterns that clarify differences and suggest specific frameworks for implementing improvement in the workplace.

Policy Persuasion
Days: (half to full)
Sean Patrick O’Rourke, Ph.D.

This is an advanced course in which participants skilled in public communication learn the more refined art of persuading others on matters of policy. Participants are given a framework for policy analysis (including basic assumptions governing policy change and debate about policy adoption), study the stock issues common to all policy questions, learn what constitutes good reasons for adopting or rejecting a policy proposal, consider the role of ethics and emotion in policy argumentation, and undergo strenuous practice in policy persuasion and debate (including making one’s case for change, defending the current policy, asking and answering questions, and practicing refutation). This course is especially important for participants who engage regularly in public hearings, internal committee meetings where policy is set, and/or public debates over company/agency policies, and whose work involves policy assessment at any level.

Conversational Argument and Debate
Days: (half to full)
Sean Patrick O’Rourke, Ph.D.

In a pluralistic society, government agencies, small businesses, public interest groups, and corporations must be prepared to respond constructively and creatively to the controversies in which they find themselves. This course provides participants an introduction not only to the art of argument and debate, but also to strategies and frameworks with which they can strive to keep the debate from deteriorating into name-calling, shouting matches, diatribes, or eristic (argument for argument’s sake). Participants will study the rudiments of argumentation and debate theory, practice constructive argument, learn appropriate responses to destructive argument, and practice debate under the instructor’s guidance.

Business Etiquette and Professionalism
Days: (half to full)
Ann Moore

This workshop explains the importance of good business etiquette and how to apply professionalism in your business style. Good manners are part of working smart and are the very keystone of good human relationships. How to introduce yourself, business table manners, tipping, safe business topics, sharing work space, and e-mail and telephone etiquette are covered in this workshop.

Communication in the Workplace
Days: (half to full)
Sean Patrick O’Rourke, Ph.D.

This course is designed to introduce participants to the challenges of communicating ethically and effectively in the midst of often highly volatile conflict and controversy. Participants are exposed to theories of controversy and conflict management, provided with frameworks for analysis of communication situations, and guided through their practice of communication in controversy. The goal of the program is to increase participants’ appreciation and understanding of the dynamics of public controversy and to empower them to communicate effectively and ethically within those dynamics.

Thinking on Your Feet
Days: (half to full)
Sean Patrick O’Rourke, Ph.D.

This course is for the speaker who welcomes the very important challenge of learning how to think and speak clearly, cogently, and creatively in the most demanding situations. More than a skill, thinking and speaking on one’s feet is an art that requires people to understand and rapidly assess their rhetorical situation, their own abilities and positions on the question(s) presented, and their options for response. If you have often found yourself thinking, long after the moment has passed, of all the things you should have said (but didn’t!), this course is for you. You will learn several ways to analyze and assess the situation and your audience, an inventory for rapid appraisal of your position(s), and methods for determining your response. In addition, you will have the opportunity to practice “thinking on your feet” under the guidance of expert tutors.

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Getting Your Message Across: Presentation Skills for Leaders

Days: (3)

Sunny Eyres

Genuine, compelling and clear communication is a cornerstone of effective leadership. This fast-paced workshop builds and improves upon existing skills, and helps managers and key individuals who need to speak before or facilitate a group.

Participants learn leadership and practice new skills including preparing and making alterations, facilitating discussions and leading meetings. Practical demonstrations of the various aspects of presenting and facilitating are given as well as individual coaching and reviewing of practice videotapes. (Note: maximum group size 8 people)

It Takes All Types: Understanding and Using the Myers-Briggs Type Indicator in Your Organization

Days: (half)

John Barker, Ph.D.

Understanding yourself and others is the first step to becoming a successful manager. This course exposes participants to the basics of personality theory and helps them understand practical application for its use. The Myers-Briggs Type Indicator is taken by two million people per year and is considered the world's most effective and widely-used tool for assessing personality styles and preferences. Used and studied extensively by the military, the government, educational institutions and businesses, this exciting tool unlocks for you in this dynamic and interactive session.

Clear Communications for the Professional

Days: (1)

Betty Parker Ellis

If dreaming memoirs, e-mails and business letters is a chore for you, this class will equip you with the right tools for getting the job done! Learn effective business correspondence outlines and formats, and receive vital tips for better business writing.

Face-to-Face Communications

Days: (1)

Betty Parker Ellis

This course will examine all the verbal and nonverbal aspects of interpersonal communications such as improving listening skills, practicing common courtesies and exhibiting professional behavior. Learn what it takes to be a professional, regardless of one's position, and discover the power of increased listening skills and the impact of nonverbal communication.

Dining with Confidence

Days: (half with meal)

Betty Parker Ellis

Meeting clients in restaurants, attending business lunches and dinners, and networking at business socials are an integral part of the successful professional's calendar. Let this course boost your confidence as your instructor navigates you through a social hour and a three-course luncheon or four-course dinner with tips on networking, making conversation, polishing your table manners and eating difficult foods.

Communications in Leadership

Days: (1)

Betty Parker Ellis

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guest speakers, handle difficult participants and effectively use visuals. Gain hands-on experience in giving a prepared or impromptu presentation. In addition, you will learn the mechanics of conducting a smooth-flowing meeting that will yield results instead of criticisms.

Writing More Concisely

Days: (half)

Betty Parker Ellis

If solving wordiness is at the top of your self-improvement list, this course will identify key areas where this problem occurs. In this hands-on workshop, participants will polish their routine correspondence from e-mails to special reports and develop the tools for writing more concisely. As a result, they will communicate more clearly and will see their projects run more smoothly.

50 High-Impact, Low-Tech, No-Cost Ways to Improve Your Customer Service

Days: (1)

John Branning

Using humor and allegory as a springboard to creativity, this workshop inspires participants to develop a series of customer service improvement initiatives that can be implemented at no cost, using existing resources, and delivering immediate impact. You will be reminded of what you already do well, discover where there are opportunities for improvement, develop ideas and concepts of your own, and have the chance to share your insights with everyone present. While the program advertises “50” ways to improve your customer service, you will walk away from this program with many more ways of your own design.

Effective Media Relations

Days: (1)

Roldyn Zimmer

In today's technologically advanced society, the media is playing an ever-increasing role in creating a positive or negative image for an organization. It is not enough for the CEO and the public relations director to understand the significant impact the media has on their company; they must master the skills necessary for effective communication. Whether in a crisis or in a proactive effort to improve the image of the organization, knowing how to present the information via the news media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print news media and television, find techniques that maximize the good news and turn the bad news around for your benefit, and manage the media so that it does not manage you.

Business Etiquette Basics: From Email Etiquette to Dining Skills

Days: (half)

Sharon Wilson

In today's fiercely competitive professional environment, companies need to take every opportunity to distinguish themselves from the competition. Deadlines for proposals and business etiquette knowledge is often all that is required to set oneself apart. This course covers the basic principles needed to display exemplary business etiquette skills. Topics covered include the art of conversation, formal introductions, attracting and keeping a client, mingling with confidence, proper handshakes, and telephone and email etiquette. A four-course meal may be added to expand topics to include business dining skills, tipping and entertaining a client.

Dining with Confidence

Days: (half)

Greg Blake

“Creating a Competent Communication and Listening Culture.”

The strategic communication process

The communication skills assessment

The said/o communication matrix

The coach’s 12 responsibilities for communicating with the team

Listening skills - empathy vs. sympathy

Using reflective listening skills when appropriate to improve communication

Body language, tone of voice, words used - 68, 38, 4 formula

Your image - how others see you

You are the Power Behind the PowerPoint®

Days: (3)

Marianne Fredericks, APR, MSA

Technical presenters and people who have jumped on the electronic media presentations bandwagon must learn interactive ways to stay connected to their audiences. Don’t make the mistake of simply becoming the person who pushes the button to shift to the next screen. Learn to make PowerPoint® presentations that are designed to promote interactivity and interdependence with your audiences so that the technology is only part of the message. Your audience needs to remain the focal point and YOU the power behind the message.
Financial Concepts and Accounting

Financial Concepts for the Non-Financial Manager
Days: (2)
Tom Smythe, Ph.D.
This course is designed for individuals who require a basic understanding of business finance. The course focuses on the significance of the time value of money, how it is applied in the corporate environment, and the mechanics of how to use it. Additionally, the course introduces the basic concepts of risk and return, how to calculate basic measures of risk, and understanding the notion of diversification and how it can be achieved. At the conclusion of the course, students will be able to use these tools to value stocks, bonds, and annuity streams.

Project Evaluation and Capital Budgeting
Days: (2)
Tom Smythe, Ph.D.
This course is designed for individuals who need an understanding of the discounted cash flow techniques necessary to evaluate whether corporate projects should be accepted or rejected. The course introduces the concepts of Net Present Value and Internal Rate of Return, discusses how appropriate discount rates are determined for projects, and how to apply the tools to estimated cash flows from projects.

Accounting for Non-Financial Managers
Days: (1)
Greg Haselden, CPA
This course introduces the concepts of financial accounting. Major topics include understanding terminology and basic concepts of accounting, managing assets and liabilities, analyzing critical financial data, understanding the “big picture,” interpreting financial statements, planning and budgeting. At the end of the course, the manager should have a better understanding of how to understand and interpret financial information and what their role is in achieving the company’s financial goals.

Creative Thinking for Accountants
Days: (half)
Kathy Kegley, Ph.D.
Accountants are essential for helping companies improve productivity, generate cost-effective strategic plans, and develop wealth-creating initiatives. Each of these activities can be boosted by enhanced creative thinking abilities, yet the ability to think creatively in this field is often so strongly linked to unethical behavior or dismissed as unattainable that tapping into this potential is frequently overlooked. In today’s economy, all of the creative thinking power in a company is needed to generate new ideas, recognize opportunities as they occur, and maintain a competitive edge through innovation. This workshop offers creative thinking techniques especially tailored to the personalities and preferences of people often attracted to the accounting profession, and the inclusion of an assessment such as MBTI or HBDI will further enhance the effectiveness of the customized training. An understanding of the basic rules of creative thinking is emphasized, and attention is given to designing activities that are within the comfort zone of all participants. Participants will receive a scorecard of their progress using established measures of creative thinking and develop a structured plan for continuous improvement.
Getting Things Done  
**Days:** (Half or Full)  
Susan L. L., SPHR, CHRP

Balancing work priorities and life can assist executives in getting things done. Business professionals can learn to distinguish the “urgent” from the “important.” This program will cover topics such as achieving work-life balance, setting goals, organizing and prioritizing work, delegating to others, managing meetings and interruptions.

Great Customer Service  
**Days:** (Half)  
Susan L. L., SPHR, CHRP

Everyone in an organization is in “customer service.” This program will cover topics such as customer service performance factors, what customers want from a customer service person, active listening to understand issues before acting, developing and keeping customer trust and loyalty and the impact of demographic changes on customer expectations.

Diversity As A Competitive Advantage  
**Days:** (1)  
Susan A. D., SPHR, CHRP

Discover various ways to help your business respond to the changing global landscape and significant demographic shifts. The business case for adopting a diversity strategy will be reviewed. Participants will analyze case studies of American companies with successful diversity initiatives. Learn how to design and implement a strategic diversity initiative that includes training at all levels, forming a diversity advisory council, reviewing and updating human resources systems and programs—including recruiting, mentoring, succession planning, and community outreach initiatives. A wide range of diversity subjects will be covered including gender, ethnicity, race and age, as well as stereotypes, assumptions and acculturation. The difference between compliance with government affirmative action and equal opportunity regulations versus a commitment to leveraging diversity will also be discussed. This one-day workshop for business executives, managers, human resources professionals and business owners will provide participants with hands-on experience and published resources to take away and apply in most workplace settings.

Aligning Human Resources With Business Strategy  
**Days:** (Half)  
Susan L. L., SPHR, CHRP

Ensuring your human resources systems and practices are integrated and supporting the business strategy are key factors to the success of your business. Learning how to mesh the actions and behaviors of your people with business drivers will improve productivity, focus and results. In particular, this program will cover topics such as corporate values, core competencies, business processes, incentives and rewards, performance feedback and coaching, and recruiting.

Career Development—Exploring Options and Aligning Visions  
**Days:** (2)  
Sue Cullen

Many people think of their own career development simply in terms of “What will my company do to me? Will they promote me? Will they transfer me?” In today's world, successful professional development means more than just promotions or transfers. Meaningful professional growth can take place in a variety of ways that will enhance performance in and commitment to current positions and lead to a path of future growth, learning and adding extra value to the organization. You and your company benefit when you actively explore options for your professional growth on an ongoing basis. This workshop is designed to equip participants with the knowledge, confidence and ability to better align their personal and professional goals with the needs and goals of the organization. Participants will define and assess their skills, strengths, interests, motivations, values, priorities, perceived barriers and developmental options, strategies and goals. With this increased awareness and practical vision for the future, participants will then prepare how to effectively articulate their needs and goals to their manager with the goal of exploring developmental opportunities and producing a realistic action plan for future growth. This career-planning model extends beyond traditional performance review and offers the opportunity for both the individual and the organization to reach their full potential. It is suggested that this class be offered in conjunction with “Career Coaching Skills for Managers.”

Train the Trainer  
**Days:** (2)  
Ellen Stevenson

This workshop is designed to train skilled operators or technicians in appropriate techniques for conducting one-on-one On-the-Job Training (OJT). It is often assumed that any skilled operator can effectively pass along their skills and knowledge of the job to a new employee. But in reality, the degree of success of (OJT) efforts is mixed at best. Failure can result because: a good operator is not necessarily a good teacher; training methods used by operators vary from one student to another, so the resulting skill development is inconsistent; learning styles and skill levels of the new employee vary and instructors fail to adapt their teaching style to fit the needs of the new employee. This training program attempts to correct these reasons for failure. The training involved in this workshop is highly participative and comprises 16 hours of instruction plus up to 16 hours of coaching for a group of up to six future instructors.
**Human Resource Management**

**Creativity at Work**
Days: (half)
Kathy Kegley, Ph.D.

This experiential mini-course combines an inspiring and informative kick-off session with creativity enhancing assignments that participants will complete at work, followed by a celebratory wrap-up session. The assignments are designed to allow participants the freedom to choose how they will be completed within their normal work routine. For example, one assignment might be to learn and apply a specific creative thinking technique, and participants will select a work related task to practice the technique. During the online portion of the class, participants may interact with the instructor by email to discuss progress, ask questions about assignments, and receive individual encouragement. Approximately 6 hours will be required for the short reading assignments and activities. A wrap-up session will conclude the course and allow for discussion of success stories and plans for future development.

**In Us We Trust**
Days: (half)
Greg Blake

“Establishing a Trusting and Ethical Work Environment and Culture”

- Think of someone you trust
- Barriers to workplace trust
- Bridges to building workplace trust
- Trust, ethics and character defined
- Definition of integrity
- The circle of mistrust
- The five credit withdrawal
- The five credit deposits
- Walking the ethical chalk line.

**Serve-Us From the Heart**
Days: (half)
Greg Blake

“Exceeding the Internal/External Customers Expectations”

- Walk the talk and talk the chalk
- Definition of excellence
- 70/50 Principle
- The freezer, factory, friendly and fabulous service zones
- Falsophy! With passion
- Moments of truth
- Hear me, encourage me, acknowledge me, recognize me, trust me
- Employee #1, Customer is #2—contented cows do give better milk
- Catering and caring via customer focused delivery principles
- Tactics for “standing above the crowd of alikes”
- Walkers and talkers

**Dancing with Wolves**
Days: (half)
Skip Spooner, Esq.

The mission of the program is designed to demonstrate the interplay and tensions between three employment related laws: The South Carolina Workers’ Compensation Act, the Family and Medical Leave Act (FMLA), and the Americans with Disabilities Act (ADA). It is an actual case study on compliance with the three acts arising out of serious job related injury. Management attendees will learn that compliance with one act is not necessarily compliance with other acts. Each act is unique in its coverage, compliance and damages.

**10 Ways to Turn An Employee Into a Plaintiff**
Days: (half)
Skip Spooner, Esq.

- Following policy/practice
- Lack of documentation/keep faith investigation
- Showing favoritism or appearance of same
- Ignorance of employee rights/labor law
- Sexual harassment
- Not following just cause policy
- Modifying employee at will doctrine.

**Risk Management by Avoiding Employee Legal Claims**
Days: (half)
Skip Spooner, Esq.

The mission of this program is to educate managers regarding employee rights, unlawful employment discrimination and wrongful discharge. It analyzes the ten most common ways of turning an employee into a plaintiff. Attendees will be in a much better position to recognize their work environments when employee rights are at issue.

**Learning from Other Company’s Mistakes**
Days: (half)
Skip Spooner, Esq.

A series of actual case studies designed to educate management on how to recognize and deal lawfully with various employment-related issues. It is designed to help management avoid the many land mines related to employment discrimination and wrongful discharge. You will learn from other company’s mistakes. Thus, avoiding potential legal claims by managing risk through education.

**Workplace Discrimination and Harassment—Sexual and Otherwise**
Days: (half)
Fred Suggs, Esq.

Sexual harassment cases have dominated the legal landscape of workplace harassment issues for the last two decades. More recently, older workers, African-American workers, Hispanic workers and members of other protected groups have joined the battle against workplace discrimination. Race, age or religious harassment charges can result in costly defense and the jury verdicts. This workshop will provide an overview of discrimination laws and a discussion of the concepts of disparate treatment and disparate impact. It will attempt to provide practical guidance for avoiding these types of problems.

**Positive Employee Relations**
Days: (half)
Baker Wyche, Esq.

Every day, managers and supervisors affect their employees’ view of the work environment. This seminar will help your supervisors and managers understand what can contribute to a negative work environment, how to eliminate or minimize impediments to a positive work environment, and how to evaluate performance and communicate more effectively with employees. Participants will also learn how to recognize union-organizing activity and how to respond effectively to these efforts.

**Employee Discipline and Discharge**
Days: (half)
Bernard Tisdale, Esq.

From sexual harassment allegations to race discrimination claims, managers increasingly are asked to play Sherlock Holmes and examine intricate situations. Once the investigation is completed, the manager must decide what action to take. Such decisions can adversely affect employee morale and the employer’s credibility and result in charges and lawsuits. This workshop will focus on legal considerations and interviewing techniques for conducting workplace investigations, and provide practical guidance to help minimize the risks and maximize the accomplishments of these situations.

**Walking the Recruiting, Hiring and Promotion Tightrope**
Days: (half)
Bob King, Esq.

Recruiting, hiring and promotion are typically not functions carried out by experienced human resources professionals in your organization. Supervisors, managers and other employees typically take part in recruiting, hiring and promotion decisions. This workshop will focus on the legal considerations affecting recruiting, hiring and promotion decisions, and provide practical guidance for minimizing legal risks associated with these decisions.

**The Legal How-To’s of Workplace Investigations: Employee Discipline and Discharge**
Days: (half)
Bernard Tisdale, Esq.
Leadership Development

Time Management
Days: (half)
Ann Moore
Do you get stressed out because of what you don’t get done? This workshop will guide you in developing a personal efficiency program to assist you in getting control of your time. Determine what’s important, what’s not, and how to make the best use of your time. Learn tips for making good time management principles stick. This workshop will help teach participants how to use time management techniques to increase productivity and create a less stressful work environment.

Who Are You? The HBDI for Leaders
Days: (1)
Sonny Eppes
Authentic and effective leadership requires taking time to understand yourself and the people you serve. During this lively workshop you’ll explore results from the highly regarded HBDI thinking styles assessment. You will get insight into what makes you and others tick, and your vital leadership practices of communication, problem solving, decision-making and team building will be enhanced.

They Really Oughta Wanna
Days: (1)
Bill Stubbs
Successful management is more than making people show up for work! Getting the best out of your associates all the time is a true challenge for today’s supervisor. People are driven to do what they do by their unmet needs. As a boss, understanding this, and determining ways to link your work with their needs, are the keys to a powerful work force. This course focuses on the practical applications of motivation theories and helps you understand the many generations in the workplace today and how you can motivate them to peak performance.

Building Negotiating Power
Days: (1)
William Wilde
This workshop teaches the basic principles of collaborative negotiation while providing insight into individual negotiating styles. Participants will practice more effective negotiating approaches and learn how to achieve more win-win outcomes. The day begins with an exercise that demonstrates the effects of different types of negotiating and provides a memorable lesson in how to negotiate. Participants will assess their negotiating styles and gain valuable insight into how their styles contribute to negotiating performance.

Strategic Thinking
Days: (1)
Ellen Stevenson
Participants will learn to apply the thinking skills needed for sound strategic thinking, planning and implementations. They will learn how to identify the right questions to ask, set about answering these questions and use the answers to formulate strategies. They will also learn to analyze the impact of change, think critically about the capabilities of the organization to react to change, create new options and formulate strategic plans to meet new challenges. Interactive exercises and case studies will be used to facilitate discussions. Practical guidelines will be discussed for making strategy everyone’s job.

Advanced Strategic Thinking
Days: (2)
Ellen Stevenson
Designed for those in leadership positions who will be involved in designing and implementing strategic initiatives, this course will allow participants to hone their skills in strategic thinking, tactical planning and strategic planning processes, and systems-level thinking. They will consider how to determine key strategic focus areas, how to identify and analyze critical short-term and long-term issues and how to identify key indicators for performance and success. Practical guidelines will be discussed for translating strategy to operational terms, aligning the organization and strategy, making strategy everyone’s job, making strategy a continuous process and mobilizing change through strong, effective leadership.

Using Your Head: Making Emotional Intelligence Work
Days: (1 + follow-up coaching)
Ellen Stevenson
This course is ideal for anyone interested in enhancing their leadership capacity, whether in a management or support role within the organization. Drawing on groundbreaking brain and behavioral research, science is proving that one’s emotional quotient, more than raw brainpower (EQ not IQ), underpins sound decision making, dynamic businesses and the most satisfying and successful lives. Participants will assess their individual emotional competencies, attitudes and values. The program consists of a one-day seminar that examines the driving forces of emotional intelligence and culminates in the creation of a personal EQ development plan. During the six to eight weeks following the seminar, participants will execute their plan with the help of a personal coach during three one-on-one sessions.
Six Days to Exceptional Leadership

Ellen Stevenson

“Six Days to Exceptional Leadership” is a professional development program of six one-day monthly workshops focusing on helping small business owners and middle to upper level managers become more effective leaders. In a small-group environment of no more than 12 individuals, participants will embark on a customized learning and exploration process to identify strengths and focus on personal attributes rather than “fixing problems.” In addition, participants will develop skills to help them sustain these positive choices through proven behavioral change techniques as well as through individualized one-on-one coaching sessions each month.

Executive Assessment and Coaching

Bonne Nichols

An organization will operate at its most effective and efficient level when the employee base, no matter how large or small, can operate confidently behind the steady and cohesive leadership of a dynamic executive team. While trust and respect are certainly required elements, frequent communication, building understanding, strategic priorities and the continuity of a common purpose and goals are also critical to the company’s long-term success.

Leadership Development Coaching for Managers

Sue Cullen

This workshop is designed to orient managers to a career development model where both managers and staff become active partners in aligning an individual’s personal and professional goals with the needs and goals of the organization. Participants will first be introduced to a self-assessment process that allows individuals to create both personal and professional development goals. Then managers will be guided in the use of basic coaching skills (listening, questioning and providing feedback) to help understand an individual’s employee’s needs and goals, explore developmental opportunities, and jointly create an action plan for future growth. Strategies will be discussed for how to support the personal and professional development process to maximize each employee’s value to the company and to help both the individual and organization reach their full potential.

The Ten Point Life/Work Balance Tune-up

Sue Cullen

With growing evidence that work-life balance is also linked to reduced stress, reduced absenteeism, enhanced productivity, recruitment and retention, creating an environment that allows for a healthy life and work balance is not just good conscience, it’s good business. How well is your organization addressing your employees’ needs for work-life balance? In this highly interactive session, we will explore ten straightforward tips for work-life balance from both an organizational and individual perspective. What’s working well now? What needs a tune up? How can you tweak and employ these techniques and strategies in your day to day life? Even one minor change can make a major difference in nurturing your employees and your organization. As an added benefit you may find that this balanced and healthy approach to life and work just might rub off on the people around you outside of the office too!

Career Development Coaching for Managers

Sue Cullen

Managers are responsible for valuing and developing employees. This workshop is designed to orient managers to a career development model where both managers and staff become active partners in aligning an individual’s personal and professional goals with the needs and goals of the organization. Participants will first be introduced to a self-assessment process that allows individuals to create both personal and professional development goals. Then managers will be guided in the use of basic coaching skills (listening, questioning and providing feedback) to help understand an individual employee’s needs and goals, explore developmental opportunities, and jointly create an action plan for future growth. Strategies will be discussed for how to support the personal and professional development process to maximize each employee’s value to the company and to help both the individual and organization reach their full potential.

Cultivating Collective Wisdom through Mentoring

Sue Cullen

Experts cite mentoring as one of the key ingredients for career and leadership success. Yet many people have a hard time implementing the process of mentoring in their career paths. Without formal mentoring role models and programs, it can seem particularly challenging to find or become a mentor. And even formal mentoring programs can stall. Fortunately, the rules of mentoring have changed. And no formal mentoring program is needed to realize the benefits. The new lifelong dynamic model of mentoring not only capitalizes on the institutional knowledge of long-term leaders, but captures the wisdom of employees at all levels. This collective wisdom helps to nurture the career and personal growth of individuals as well as continuously sustain and grow the organization itself from within. This workshop will help participants explore the “new rules” of mentoring and how to put them into action. This session is designed to help participants:

- Better understand how mentoring has evolved
- Explore the benefits and challenges of mentoring
- Discover ways to become proactive in finding and being a mentor ……no formal mentoring program needed
- Explore tips on how to make the most of your mentoring relationships
- Appreciate the benefits of mentoring at any and every stage of life - to enhance leadership skills, career development, personal growth and organizational health
- Participants will leave with an individualized action plan with first steps to proactively implement and nurture mentoring in their lives and organizations

Generational Diversity: What You Need to Know About Motivating Today’s Workforce

Marieanne Frederick, RPT, MPHSA

Identify the generational needs of your associates to understand how and why their levels of motivation, initiative and productivity vary. In this session you will compare and contrast the most popular theories of motivation and discuss the differing motivational needs of the four generations in the workforce.

Networking Power

Marieanne Frederick, RPT, MPHSA

Learn how great networking skills can improve your customer base, enhance your ability to build better long-term relationships and make you more valuable to any organization. This course focuses on the importance of your professional skills and how to build complementary and collaborative relationships that promote achievement of your professional dreams.

Lessons from the Locker Room

Greg Blake

“Getting Stellar Performance Out of Your Players”

- Definition of coaching and a coach
- The coach’s need for the players needs
- How to coach on the 5-5-5 minute coaching
- How to coach employees to a greater level of performance
- How to give positive feedback and feedback for improvement
- Coaching plan for improved performance
- The coached 30 day workout
- The bug report for ongoing communication
- Conducting effective, result-oriented meetings
- How to coach the stellar performer, the middle performer and the falling performer
- Ways to praise the players
- Attention to retention tools to keep your best people
- Delegation tactics
- Building trust with the players, tactics for developing integrity

Servant Leadership

Greg Blake

“Walking and Talking the Talk”

- The servant leader and his/her value system
- Roles, responsibilities and expectations of the team leader
- Definition of the leader/follower
- Leadership differentiation from management
- Characteristics that make for an effective leader
- Share the vision and mission with others
- Recognize the leader’s own barriers to success
- Leadership personality style and influence
- Recognize others’ personality styles.

Encore Performance

Sue Cullen

“Getting Stellar Performance Out of Your Players”

- The performance challenge workshops
- People and performance enhancement principles
- The giving and receiving end
- What the employee thinks when he or she hears the word performance appraisal
- What the manager thinks when he or she hears the word performance appraisal
- The 3 “C” reasons for poor team performance
- Feedback: The breakfast of champions
- Conducting the performance expectations dialogue
- Tips for performance reviews

Leadership Development

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Leadership Development
Emotions in the Workplace: Leading with Emotional Intelligence
Days: (1)
Paul Rasmussen, Ph.D.
Emotions are an important and natural aspect of the human experience. They are the source of personal feedback, they help us communicate with others and they motivate us into action. Unfortunately, emotions are at the foundation of our often negative attitudes towards other people and towards activities of involvement, including work. These emotionally laden attitudes contribute to interpersonal conflicts, office conflicts and poor worker motivation and morale. The consequences of strong emotion can be minimized when employers and employees interact with greater emotional intelligence (EI). EI considers the purposefulness of emotions and ways to help individuals develop greater emotional self-control such that emotions serve to enhance relationships and resolve conflicts rather than contributing to an escalation of problems.

Fail-Safe Leadership
Days: (1)
Craig Bradenbaugh
If leadership is so critical to an organization’s success, why isn’t there more of it? There is no “one size fits all” prototype for a leader but there are some practices and processes successful leaders understand and practice. One of these is their ability to comprehend the big picture and translate it into measurable goals that cascade down throughout their entire organization. This course will give you a goal alignment process that has the impact of inspiring and energizing the entire organization to make the near-term change required to produce long-term results. This course is particularly for you if you have identified your strategic vision, mission and values, but experience leadership might be failing you. Negative attitudes are not new to organizations, but what is relatively new is the impact they have in our current age particularly when organizational change is accelerating. You will do an assessment of your organization where leadership might be failing you. Negative attitudes are not new to organizations, but what is relatively new is the impact they have in our current age. You will learn how to incorporate goal planning and goal achievement in your organization to turn the negative into the positive and make a difference. The result will be a goal alignment process that has the impact of inspiring and energizing the entire organization to make the near-term change required to produce long-term results. This course is particularly for you if you have identified your strategic vision, mission and values, but experience leadership might be failing you. Negative attitudes are not new to organizations, but what is relatively new is the impact they have in our current age particularly when organizational change is accelerating.

Project Leadership in Managing Customer Requirements
Days: (2)
Craig Bradenbaugh
Research has shown that one of the most prevalent reasons for project cost and schedule overruns and sometimes project failure is due to poorly defined and poorly managed customer requirements. This course is for project managers, project leaders, systems analysts and engineers. Projects are successful when they perform as the customer perceives they should. You will learn a disciplined process for collaborating with your client/customers and project team and management to identify, manage and satisfy both the specified project requirements and the implied project requirements. You will learn and practice how to use the project Work Breakdown Structure and the Requirements Trace Matrix to identify and manage project requirements throughout the project life cycle. You may use a current project or case projects provided in the sessions. You will role-play interfaces with your team and customer and develop the knowledge and skills to assure that your requirements are identified, allocated to your system solution and their acceptance methods are clearly defined. The result will be a model you can apply to all of your current and future projects and teach the rest of your team how to implement. Your projects will seem easier and your customer will be more satisfied.

Creative Leadership
Days: (Full, follow-up coaching)
Kathy Kogey, Ph.D.
The U. S. Council on Competitiveness has indicated that “innovation will be the single most important factor in determining America’s success through the 21st century,” and numerous other reports echo this prediction. Because of its fundamental role in innovation, creative thinking has become a cornerstone of organizational success. Subsequently, the ability to recognize, develop, and retain creative talent has emerged as an essential skill set for leaders to remain competitive in today’s global economy. This workshop gives executives an essential foundation for developing creative leadership by providing an awareness of creativity assessment tools, techniques for enhancing creativity at work, and best practices for successfully managing creative talent. Assessments will be introduced to evaluate individual creative thinking styles for purposes such as task alignment, training effectiveness and team development. Key leadership behaviors that support an organizational climate for creativity will be addressed. The influence of motivational factors, the physical environment and employee perception of support will also be covered within the context of creative leadership. Participants will explore examples of idea management systems and develop a prototype system for their organization. A toolkit of basic creative thinking techniques and resources to support individual and team-based idea generation will be provided. Participants will also gain insights about their own preferred creative thinking style and develop a customized plan for continuing development in creative leadership. One-on-one follow-up sessions will be scheduled within six weeks following the workshop to assist with plan execution.
a word from the director

In a world where there is a constant expectation of instant resolution, the liberal arts learner is content with incompleteness. Rainer Maria Rilke, perhaps the greatest modern German poet, captures this in his advice to a young writer: “Have patience with everything unresolved in your heart and try to love the questions themselves as if they were locked rooms or books written in a very foreign language. Don’t search for the answers, which could not be given to you now, because you would not be able to live them. And the point is to live everything. Live the questions now. Perhaps then, someday far in the future, you will gradually, without even noticing it, live your way into the answer.”

Liberal Arts Leadership is a unique, once-in-a-lifetime opportunity for executive development. Centered on stimulating insights from feature films and literary classics, this program will expand your understanding of the complex chemistry between effective leadership and organizations. Augmented by real-world business cases and relevant leadership and organization behavior theory, Liberal Arts Leadership is “outcomes based” with a specific focus on acquiring relevant professional and personal applications of this leadership experience. With outstanding faculty drawn from the computer science, history, economics, English and communication studies departments, this program offers a distinctively Furman alternative to other executive development programs.

While this program will not teach history, philosophy or literature, it will relate each of those disciplines to business issues and solutions. Participants will explore critically important questions in a small class setting spaced over the rhythm of Furman’s academic year and will have the unique opportunity to explore complex leadership issues among peers. David Shi, Furman’s president, has spoken and written a great deal about the value of a liberal arts education. I strongly believe that Furman’s humanistic approach to learning has a great deal to offer executives in the business world and about the value of a liberal arts education. I strongly believe that Furman’s humanistic approach to learning has a great deal to offer executives in the business world and among the non-profit community.

With a strong belief in the value of diversity and collaboration, I invite you to participate in the next class of Liberal Arts Leadership.

Sincerely,
BRAD BECHTOLD
Director, Continuing Education

Overview of Liberal Arts Leadership at Furman
Uniquely Suited for Furman

Executive Development Experience Spaced Over One Academic Year
Content: Acclaimed Films and Classic Literature
Context: Business Themes

Learning Framework
Liberal Arts Leadership at Furman seeks to emphasize the value of reflecting on the cumulative experiences of the human community as captured in film and literature thus accelerating the task of acquiring new knowledge and discovery of real world business and personal applications. While the program goal is to relate both film and literature to current business realities and executive development, we will not start by diving into traditional “business cases.” Instead, we will begin by discerning business applications from the “classics” and then integrate business cases that complement the learning experience. Six Furman faculty will facilitate this unique leadership development experience.

Program Objectives
- Apply synthesis thinking from “classics” to real-world issues/opportunities
- Demonstrate that pragmatic leadership skills increase business success
- Foster open dialogue with peers and other successful leaders
- Create new insights into business realities and future business trends
- Establish a framework for improving leadership in self and others

The Liberal Arts Leadership Program Approach:
- Includes three integrated segments (Fall, Winter and Spring) and three areas of study
- Utilizes proven adult learning techniques and group processes
- Promotes “action learning” through structured activities and work applications
- Encourages the exchange of ideas and experiences through “Peer Learning,” candid dialogue, consensus building, and networking
- Builds in time for personal reflections, such as journaling and thinking about one’s personal work challenges
- Develops follow-through tactics with “real world” applications and practical techniques to take away

Now: This is an executive learning forum, not a leadership training course. Such a forum is designed to raise critically important questions as opposed to “canned” answers. The program pieces and discussions will promote in-depth analysis that will stimulate many ideas, reveal pragmatic applications, and foster synthesis thinking.

Sincerely,
BRAD BECHTOLD
Director, Continuing Education

alumni testimonial

“I’ve attended leadership development courses throughout the United States. Most of these programs are on specific leadership topics such as strategy, decision-making, executive influence and coaching. The Liberal Arts Leadership program is unique as it provides a less linear and more holistic approach to leadership issues and professional development.

Literature and film as the backdrop, our class sessions strove to generate solutions to leadership challenges. After participating in LAL, I’ve better able to reframe the whole puzzle around the individual pieces. Recognizing that while the context may change, the fundamentals of effective leadership are timeless and can be explored in ways and from texts I wouldn’t have thought of before.”

KENT SATTERFIELD, CFA, CFP
Member Dixon Hughes PLLC Certified Public Accountants and Advisors

Pre-Work
Participants will be asked to view assigned films and read literature before attending. Actual sessions will focus on processing content into a business/organizational context. Resource notebooks will be provided to guide this learning experience.

Sample Leadership Questions Addressed During Liberal Arts Leadership
- How does a leader’s view of human nature and employee motivation impact his/her behavior?
- Can truly empowered people create an exceptional organization? Why? How?
- What might limit the amount of empowerment given to people within your organization? And how could this situation be addressed?
- How important is leadership team alignment around strategic objectives?
- In what ways can poor tactical implementation compromise a grand strategy?
- Conversely, how might adaptive tactical actions overcome an ill-defined strategy?

Certified Public Accountants and Advisors

Center for Corporate & Professional Development Furman University 864.294.3136 www.furman.edu/cpd
Non-Profit Development

Non-Profits 101
Days: (Half)
Lucy Woodhouse
In this half day class we will discuss the different types of non-profit organizations, how they work (and don’t work!) and what makes a strong organization. Whether you are a part of a non-profit as a staff member or volunteer this course will give you loads of best practice information. You leave the course with ideas to make your non-profit stronger, or how you could be a better board member or volunteer. Understanding the vast differences of an organization from the ground level, plus a little common sense, will make you an asset to your organization.

How Did They Get That?
Days: (1)
Lucy Woodhouse
You hear all the time about other non-profit groups, organizations and schools earning money from foundations and corporations, but how do you get your hands on it? Learn where the funding sources are and how you can access them. In the morning session we will brainstorm on funding needs and then surf through the web, citing all the different resources. In the afternoon we will discuss different types of grant requests and learn how to respond to them. You will take away tools and resources to help you answer the question, “How did you get that?”

Grant Writing for Smarties
Days: (Half)
Lucy Woodhouse
This half day course will take you through a step-by-step process for writing the perfect grant proposal. We will discuss executive summaries, concept papers, goals and objectives, and conclusions that can be used throughout your organization. We will show you, as an organization seeking support, what your goal should be as you approach a funder and how best to promote your needs for positive results. We will look at different types of grants, but primarily we will focus on the perfect proposal and how to put one together.
Managing Change
Days: (1)  Ellen Stevenson
This workshop will use Cynthia Scott’s and Dennis Jaffe’s model of four stages of change and the “Transition Curve” to explore the challenges of managing people through change. Participants will learn to utilize appropriate tactics for coping with change and to identify benefits and opportunities associated with change. You will learn what skills distinguish resilient workers from those who suffer “future shocks,” how and why resistance forms, and how people become committed to change. Practical guidelines will be discussed for implementing change support systems, communicating effectively about change, managing transitions and internal cultural change, and creating positive results in the management of change. Interactive exercises, scenarios, video and case studies will be used to facilitate the discussion and focus on change issues and processes important to the organization.

Facilitation Skills for Managing and Leading Change and Improvement
Days: (1 or 2)  Scott Simmerman, Ph.D.
While the vision of change generally comes from the senior management, the responsibility for the implementation depends a great deal on the managers and supervisors. This program shares a variety of approaches to improving facilitation skills for your frontline resources. We teach different approaches to managing and leading change, share different delivery frameworks, focus on problem solving, participation and involvement to generate incremental improvement. Simmerman is an experienced presenter and former senior operations manager who has presented his change programs internationally for almost 20 years. This program is highly customizable and can incorporate your missions and visions and goals into the overall teaching framework. It is NOT a lecture! It is a fun, interactive, practical and effective program for generating organizational improvement and “Teaching the Caterpillar to Fly.”

Beyond Microwave Management
Days: (1)  Bill Stubbs
Creating a highly performing work group is neither quick nor easy. In this age of convenience and speed (fast travel, fast food, fast medicine, fast communication, fast shopping), good, thoughtful, solid management takes time and effort. But the paybacks are enormous! Performance management skills will help professionals create a high performance team. This fast-paced, fun-filled but meaningful course will focus on dynamic ways to manage and get the results you need from people.

Customer-Supplier Relationship Management
Days: (2)  Bonnie Nichols
For many manufacturing companies and service organizations, the thought of forming a partnership and signing a contract with a new supplier is almost as disheartening as keeping the relationship with the old or current supplier alive! In this workshop, participants will learn the art of effective win-win customer supplier relationships, and how to establish such a partnership for the long term in both a new relationship as well as in the resurrection of an existing relationship into one that can prosper through communication and newly-found trust. A method comprised of eight simple steps will be employed in a hands-on team setting using real-life issues and decision-making situations. For this reason it is recommended that members from both parties in an existing or newly formed relationship attend the same session. The workshop is designed so that after two complete days, participants from both organizations will have a better understanding of the communication process flow between them and the minimum expectations and basic operational needs of each other. Honesty and sincere collaboration among the group are emphasized, and together, these strategies are effective in building a structured, yet flexible, working plan that guarantees a profitable result for both sides involved in the partnership.

Continuous Improvement
Days: (2 1/2)  Bonnie Nichols
This workshop uses a simple five-step process in proactive decision-making and problem solving that is based on the Shewhart Cycle (better known as the “Deming Wheel”). Participants are separated into teams to learn the method while being involved in a real-life application of the steps, tools and techniques. Consequently, it is recommend- ed that two or more individuals with a predetermined topic for study (and needing immediate improvement) take the workshop concurrently to derive maximum benefit for their company or organization. Participants will be exposed to the proven logic flow, basic supporting statistical tools and techniques (i.e., control charts, process capability, histograms, pareto charts, etc.) and how to properly defend one’s view with accurate supporting facts and data. In addition, attendees will also experience the preparation and execution of management presentations in an informative but timely manner.
Organization and group are emphasized, and together, these strategies are effective in building a structured, yet livable, working plan that results in a more cohesive and productive work atmosphere.

Process Management
Days: (1)
Bonnie Nichols
It has long been known that in order for organizations to be successful for the long-term, management must find a way to more proactively manage its resources. In this workshop, attendees learn how to eliminate the potential for the surprise approval by employing a simple system that converts the normally subjective process to one that relies on facts and data. A simple employee job function and assessment matrix will be presented, which when combined with appropriate supporting measurements, alignment of individual job position responsibilities with the organization’s annual business plan, objectives and goals can be achieved. In addition, attendees will not only study the alignment of their subordinates’ responsibilities with their own, but also the alignment of their own to those of their direct management. For optimal workshop results, attendees will also be asked to complete a minor pre-work assignment prior to class, and to bring copies of their most recent annual performance reviews for each of their direct reports.

Process-Based Management
Days: (2)
Craig Bradenbaugh
Every organization has processes. The more successful you are at identifying and managing these processes, the more successful you will be at getting the results you want from your organization. Day one, you will identify the key top-level processes that drive your organization and provide the moments of truth for the customer. Each key process will be analyzed and sub-divided into the next two levels. Methods for mapping and flowcharting down to process level three will be learned and practiced for your organization. When finished you will be able to implement the process-based management system by knowing how to develop your organization to identify, map, develop process owners and manage all of your organization’s process that eliminate non-value activity and get the organizational results you want.

Getting to the S.O.U.L. of Customer Service
Days: (1)
Marianne Friedrich, RPT, MSHA
Customers of the new global business world are just like our employees. They don’t suffer in silence, are more vocal and informed and are more willing to go elsewhere if their needs and expectations are not met. Participants will engage in a “customer diversity exercise” to discover what satisfies their needs. They will discuss their own customer experiences and compare them to the needs of their customers and learn to identify the differences in customer expectation based on their unique generational, cultural and value differences.

VisionPlay: Discovering Your Organization’s Success
Days: (half)
Marianne Friedrich, RPT, MSHA
Identify how to create a successful collaboration between the organizational mission and the values and mission of the individual through a creative and interactive goal-setting session. Participants will discover how to facilitate learning about their associates’ values and view of work success and collaborate with others to share ideas and the very best practices to take back to their organizations.

Performance Services
Days: (adaptable)
Jo Jorgensen, Ph.D.
Drawing on the experiences of running her own company along with her graduate degrees in business and organizational psychology, Jorgensen assists CEOs in improving the productivity of their employees. Her services range from short-term coaching engagements to large-scale projects. With one-on-one coaching, she can guide managers and executives to increased performance by addressing specific concerns such as delegation, teamwork, time management, and eliminating roadblocks that hold leaders back. She also tackles larger projects such as increasing company productivity and helping select the right employees for the right jobs. Large project or small, Jorgensen always begins by examining the needs to make sure the right project is proposed.

Life is Like a Box of Chocolates
Days: (half)
Harry Shucker, Ed.D.
Just as the proverbial box of chocolates in the movie Forrest Gump, every day will have a different “flavor” than the last. You never know what you are going to get. This session is designed to assist those in every level of responsibility who are seeking ways to better balance their personal and professional lives. Each participant will develop their own roadmap based on Stephen Covey’s and Richard Carlson’s writings. Just as the pace of society quickens, so does the frenetic activity that all of us encounter in our professional lives. In addition, our personal lives have also become more complicated and demanding. In the book, Too Busy to Live: The Addiction America Applauds, the authors contend that the frantic pace in which we live our lives is motivated and celebrated by rewards, both extrinsic and intrinsic, which only cause more and more physical and emotional stress. We have become a society that drags and rewards us to become excessively busy which is now being reflected in the increasing need for medication and rising health costs. Rather than take time for personal reflection on how to live a life of meaning and purpose, we simply prescribe another pill as health care costs spiral out of control.

All of us need to be committed to achieving a more balanced lifestyle and it is what we need to model to others within our organization. Yes, quite often, we are poor role models in helping others develop their own roadmap to balance the many myriad demands in their personal and professional lives. The purpose of this session is to suggest ways in which to balance our personal and professional responsibilities. The participants will engage in discussions and activities drawn from Stephen Covey’s, The 7 Habits of Highly Effective People as well as Richard Carlson’s Don’t Sweat the Small Stuff and will also use suggestions as to ways to achieve a more balanced lifestyle. Each participant will receive a surprise “gift” at the end of the session. This presentation can be tailored to meet the needs of the group and can range anywhere from one hour to three hours in duration.

Creativity and Innovation: Unleashing Your Full Potential
Days: (half)
Kathy Kegley, Ph.D.
Everyone has a unique capacity for creative thinking, and this highly interactive workshop will introduce basics such as how to develop a credible belief in your own abilities, methods for dealing with ill-defined problems in ambiguous situations, and techniques for new ideas and insights about challenges. Participants will gain confidence in their creative thinking abilities, assemble a mental toolkit of creative thinking techniques based on personal preferences, and will be given a set of suggested activities for continued development after the workshop.

Performance & Change Management
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When We’re At Our Best: Appreciative Inquiry
Days: (half)
Kathy Kegley, Ph.D.
This workshop presents the “half-full” perspective of organizational development as proposed by the Appreciative Inquiry approach. Appreciative Inquiry tackles the desire to change from one state to another by better understanding the positive aspects of the organization when it is performing at its best and expanding these positives to affect a change. For example, if the challenge is to improve employee morale, the inquiry focuses on understanding when morale is highest and then building upon those lessons learned to envision future possibilities, design steps toward reaching the ideal state and articulate an action plan to implement the steps. Participants will learn about the four phases of Appreciative Inquiry, cover best practices for conducting an Appreciative Inquiry interview, and understand the steps recommended for launching a complete Appreciative Inquiry effort.

Participants will engage in a mock Appreciative Inquiry initiative to put the workshop concepts into practice.

Beyond Brainstorming: Facilitated Idea Generation Sessions
Days: (90 minutes to full day retreats; pre-work and follow-up session available)
Kathy Kegley, Ph.D.
Are new ideas essential to the growth of your organization? Do your brainstorming sessions sometimes suffer from groupthink, negativity or a sense of apathy? Could your sessions benefit from an outside facilitator with a rich collection of techniques to help keep the group engaged and the ideas flowing? Increase the richness and originality of ideas generated in your sessions by collaborating with a facilitator who has the expertise to guide your group through an idea generation process and provide just-in-time training for techniques customized to your team’s thinking preferences and the challenge at hand. The session can be held on site at your organization or in a facility at Furman.

Jo Jorgensen, Ph.D.
Forrest Gump

Center for Corporate & Professional Development
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**Problem Solving & Decision Making**

**Root Cause Works**  
*Days: (2–3)  Ellen Stevenson*  
There are many important factors in achieving operational effectiveness and competitiveness in the market place, including increasing machine and equipment availability, reducing waste and rejects, improving quality, reducing operating costs, maximizing change over time, and reducing downtime. Organizations need troubleshooters who apply proficient thinking skills to avoid unnecessary and expensive fixes. This workshop is specifically designed for supervisors and key technical staff of engineering, maintenance and manufacturing divisions and covers fault tracing, troubleshooting and faultfinding.

**Advanced Decision Making and Analytical Thinking**  
*Days: (2)  Ellen Stevenson*  
Designed for those in leadership positions, this course is based on the latest technology in applied thinking technology and decision-making. Charles Kepner, cofounder of Kepner-Tregoe, has teamed up with Math-Thys Fourie to create a process that successfully integrates intuitive, rational and creative thinking into a natural, easy to use step-by-step approach called Thinking Works. This one-day program is streamlined for the experienced decision maker. Participants will enhance their existing skills by learning proven questioning techniques to gather accurate information and improve their ability to organize and evaluate that information to find the best possible solution. The key to the success of this new Kepner & Fourie workshop is that it harnesses the natural thinking pattern of divergent and convergent thinking into a practical, user-friendly thinking approach.

**Thinking Works (Problem Solving and Decision Making)**  
*Days: (2–3)  Ellen Stevenson*  
Most companies lack a systematic and disciplined approach to solve problems quickly and effectively. The result is a loss of valuable time and money, trial and error approaches, and blame fixing. Kepner & Fourie’s Thinking Works workshop will show participants how to organize their problem analysis and decision-making processes to avoid the most common mistakes. This workshop is a comprehensive, hands-on, skill-building program that will equip participants with the techniques of effective problem solving and decision making. Participants will learn proven techniques to gather accurate information, as well as to organize and evaluate information to arrive at the best possible solution. They will also learn a proven method to eliminate recurring problems and stimulate innovative fixes. The key to the success of this new Kepner & Fourie workshop is that it harnesses the natural thinking pattern into a practical, user-friendly thinking approach. Recommended for all levels of management and professional staff.

**Art of Decision-Making**  
*Days: (half)  Greg Blake*  
- The life decision assessment
- Decisions whether, decisions which, contingent decisions
- 7 step decision-making process
- 12 practical decision-making tips
- 3 dangers in making poor decisions
- Over coming “Decidophobia”
- When not to make decisions
- Characteristics of great decision makers
- Making wise decisions based on your personal value system.

**Juggle Struggle**  
*Days: (half)  Greg Blake*  
- Getting more out of your day and meetings when multi-tasking
- Time tips for greater planning
- Putting your MPS5 goals in writing
- The value of time - the 86,400 Principle
- Organizing your workspace
- Books, desk, mail, memos and files
- Organized vs. clutter
- The park rat test
- Phone numbers, addresses and business cards
- Tips when traveling away from the office
- The dirty dozen

**Creative Problem Solving – The Fuzzy Front End**  
*Days: (half)  Kathy Kegley, Ph.D.*  
Problems that are ill defined, open-ended and rich with social complexity often resist solution due to inadequate processing in the early stages of problem solving (also known as the fuzzy front end). The tendency to rush to closure and over reliance on critical-thinking during the fuzzy front end of creative problem solving can limit the scope of possible solutions and may even result in the wrong problem being addressed. This workshop provides tools and techniques to enhance the early phases of creative problem solving including problem finding, problem restructuring, the construction of shared mental models, and scenario improvisation to stimulate fresh thinking. The process of idea clustering will be introduced as a method of zooming out from the individual ideas to find unexpected connections and patterns in the big picture. Recommendations will be provided for facilitating the process of incubation to stimulate sudden insights and “ah-ha” moments after the initial idea generation sessions have concluded.
Successful Techniques in Project Management  
Days: (3)  
Ken Abernethy, Ph.D.  
This course explores all nine areas of A Guide to the Project Management Body of Knowledge Guide (PMBOK Guide). Learn about all phases of the project life cycle, from defining project requirements to successfully closing out the project. Sound techniques for planning, estimating, tracking and controlling projects are taught.

Resource Planning and Management for Managers  
Days: (2)  
Ken Abernethy, Ph.D.  
In this course, you will learn to distinguish the various roles a manager assumes in organizing and planning work in a matrix organization. The focus will be on techniques that help the manager plan and organize work, monitor project status, balance resources, allocation against competing demands, and optimize communications with both stakeholders and team members. Techniques for planning and prioritizing resource assignments and resource leveling will be emphasized.

Initiating Projects and Managing Scope  
Days: (2)  
Ken Abernethy, Ph.D.  
The focus in this course is on the project management concepts and techniques required in the early stages of the project life cycle. Learn to develop and link project objectives into measurable and quantifiable deliverables, set up a planning workshop, develop a project charter, create a work breakdown structure, and manage project change.

Managing Communications  
Days: (1)  
Ken Abernethy, Ph.D.  
Learn to communicate timely, accurate and effective project status information. You will learn how to be more effective in leading meetings by incorporating proven facilitation skills and techniques, and learn to develop an effective communications plan that becomes the framework for communications with team members and stakeholders.

Estimating and Managing Time and Cost  
Days: (2)  
Ken Abernethy, Ph.D.  
This course focuses on the tools and techniques needed to estimate and track project activity duration and cost. You will learn to build network precedence diagrams, calculate schedules using PERT/CPM, and evaluate progress using earned value analysis.

Leading Teams and Managing Human Resources  
Days: (2)  
Ken Abernethy, Ph.D.  
Learn to form a productive project team by creating a team vision and purpose, establishing team values, and identifying roles and responsibilities for each team member. Learn how to increase productivity by applying motivational techniques and conflict resolution methods.

Negotiating and Managing Contracts  
Days: (1)  
Ken Abernethy, Ph.D.  
Identify the most common mistakes made in negotiating – and learn to avoid them. Learn the components, purpose and application of the various types of contracts and how to apply the principles of contract solicitation, selection and administration.

Assessing and Managing Risks  
Days: (2)  
Ken Abernethy, Ph.D.  
This course focuses on developing a risk management process by identifying and quantifying project risk. Learn to reduce your exposure by using risk analysis tools and simulators to identify possible risks and their consequences.

Ensuring Quality in Projects  
Days: (2)  
Ken Abernethy, Ph.D.  
Quality in project deliverables is ensured through the application of quality assurance and quality control inspections and techniques. Learn how to implement the principles and techniques of continuous process improvement using proven quality tools.

Project Simulation Workshop  
Days: (2)  
Ken Abernethy, Ph.D.  
This workshop reinforces learning by an interactive simulation that takes you through the complete life cycle of a project and guides you in creating all project management deliverables. This workshop provides an effective integration of all project management concepts and techniques.

Project Management Professional (PMP) Exam  
Days: (2)  
Ken Abernethy, Ph.D.  
In this course, participants are given a review of the major topics and concepts from the Project Management Institute (PMI) to prepare them for the PMP Project Management Professional (PMP) certification examination. Eligibility for PMP certification includes specific education and experience requirements and agreeing to adhere to a code of professional conduct. The final step in becoming a PMP is passing a multiple-choice examination designed to objectively assess and measure project management knowledge. This course includes assessments and practice questions in addition to a review of relevant material for the PMP examination.

Executive Overview of Project Management Concepts  
Days: (half)  
Ken Abernethy, Ph.D.  
Learn the basic concepts and techniques of project management. This course provides an overview of concepts, techniques, and tools presented in more detail in the Project Management Certification Program (PMCP) based on the PMBOK Body of Knowledge (PMBOK). The main objective of the course will be to ensure that participants understand the basic processes used in good project management, the rationale for employing these processes, and the language used to describe them.
Client-Focused Selling
Cathy Edwards Ovington

Client-Focused Selling is a sales approach that focuses, from start to finish, on the client. It depends on first understanding a client’s most urgent challenges and goals before presenting your product. You then customize your sale based on client needs. This interactive and consultative process is the best way to sell any product. It is especially effective when selling intangible products, like services or advertising space, or when selling technical or complex products. It works well for all types of salespeople, with all types of sales styles.

The courses below have at their core a commitment to client-focused selling. This approach is explained and practiced with in-class exercises and role-playing. All the while, salespeople strengthen basic sales skills that are key to sales success. Because each sales group has unique needs, each session is customized to concentrate on the skills most beneficial to that group. Additionally, the trainer works to develop skills and expertise that participants can immediately apply. To this end, examples, practice exercises and role-plays will be drawn from actual or typical situations the salespeople encounter.

The sales skills below are incorporated into the courses that follow. Courses can be developed or customized to meet the most urgent needs of your sales team. When deciding which courses to take, a good place to start is in defining training goals for your team. Answer this question: What skills or abilities do I want my salespeople to learn or improve on by the end of this training session?

Use this skills list to identify your priorities:
• Use critical thinking skills to identify client’s top marketing challenges and goals
• Get your clients’ attention immediately with a specific, customized opening
• Formulate intelligence-gathering questions that clients like to answer
• Actively listen and get agreement throughout your presentation (to build rapport; get buy-in on key points, scope out sales opportunities, and minimize objections)
• Develop voice messages, e-mails and letters that motivate response.
• Set sales goals for maximizing progress on each sales call, to shorten your sales cycle
• Organize a logical presentation that builds momentum
• Identify and develop key concepts (that your presentation depends on)
• Get agreement on client goals (before introducing your solution)
• Deliver a 3-minute mini-pitch, benefit-driven and customized to client goals
• Develop and sell a proposal that makes sense
• Close and define next steps
• Handle objections effectively – without getting defensive
• Position self against a specific competitor (size, differentiate and show advantages)
• Customize your presentation with relevant examples, logic, analogies, support points, sales tools, and research
• Handle curve balls effectively
• Upgrade clients: from identifying opportunities to presenting proposals
• Sell the synergies of integrated products

High Performance Selling
Days: (2–3) Maximum 20 participants
Cathy Edwards Ovington

This hands-on course introduces the process of client-focused selling step-by-step. Using a client scenario based on your market, you’ll work in small groups to brainstorm, role-play and critique sales strategy and delivery skills as you build a client-focused sales presentation.

Day 1
• Follow a process to close business in a shorter time, with fewer contacts
• Identify client opportunities or challenges you can help with
• Leave a voice-mail message that motivates a quick callback
• Ask high-gain questions that intrigue clients and yield valuable information
• Headline, support and get buy-in on key points your sale depends on
• Identify client goals your product can support…better than your competitors can
• Use B.E.S.T. Process to link each client goal with compelling product benefits, getting buy-in along the way

Day 2
• Partner with your clients to develop a customized proposal they want to buy
• End each contact with clear next steps
• Manage expectations: Set the stage for continued success
• Use active listening skills to uncover the real objections
• Review and discuss approaches for handling common categories of objections
• Overcome objections quickly and directly
• Practice handling objections with Objection Leapards

Boot Camp: Client-Focused Sales
Days: (5) Maximum 10 participants
Cathy Edwards Ovington

Boot Camp is a total-immersion program in client-focused selling, appropriate for those in sales, sales management and strategic marketing. It provides a solid foundation from which to build successful client strategies and customized sales presentations. You will drive the sales process from start to finish by:

• Brainstorming on client strategy
• Leading a discussion to identify client challenges and goals
• Matching product benefits to client goals
• Working with clients to build a customized proposal that maximizes business opportunities

Core sales skills are strengthened as you keep your client engaged in discussion, turn objections into opportunities, and close on critical points throughout the presentation. By Thursday, you will develop and deliver an interactive presentation customized for a key client.
Competitive Maneuvers

Days: June 22–30 (Maximum 7 participants. Prerequisite: Boot Camp)
Cathy Edwards Ovington

This course helps you better understand and use available research to your advantage. For starters, we’ll discuss why clients are often skeptical about research, and then practice a method for presenting research so that clients find it more relevant and believable. Through role-play you will position your product and support key selling points by effectively incorporating research into your presentation, and by developing effective sales tools incorporating research.

Maximizing Phone Power

Days: July 20–21 (2-DAY CLASS) (Maximum 20 participants)

Cathy Edwards Ovington

Whether you’re an inside or field salesperson, maximizing effectiveness on the phone will maximize your sales success. This course is a great introduction to client-focused selling, and a good refresher for those who already practice a client-focused sales approach. Participants will learn to:

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
• Employ communication techniques to command your client’s full attention & build agreement.
• Identify the competition and gain advantage - without bad-mouthing.

Day 2

• Identify client goals that you can support.
• Turn features into compelling benefits.
• Present benefits in support of client goals.
• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Creative Maneuvers: Selling an Integrated Product Package

This course is appropriate for sales and marketing professionals who sell a combination of products. You will learn to effectively position and sell the benefits of individual product strengths, and to explain the synergies realized with an integrated purchase. By the end of the course you will develop and deliver an integrated proposal.

Competitive Maneuvers: Using Research Effectively

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
• Employ communication techniques to command your client’s full attention & build agreement.
• Identify the competition and gain advantage - without bad-mouthing.

Day 2

• Identify client goals that you can support.
• Turn features into compelling benefits.
• Present benefits in support of client goals.
• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Competitive Maneuvers: Positioning vs. Direct Competitors

This course will emphasize positioning your product effectively versus your direct competitor. You will practice delivering your own product UVP (Unique Value Proposition) as well as your competitor’s. (You will BE the competitor!) You’ll learn to turn competitive challenges to your advantage without bad-mouthing the competition, and practice handling objections quickly and efficiently. In Objection Jeopardy! Preparation package will include tools for developing your UVP and your competitor’s. In the final presentation you will deliver a presentation that clearly positions your product as the client’s best choice.

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
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• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Competitive Maneuvers: Handling Objections

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
• Employ communication techniques to command your client’s full attention & build agreement.
• Identify the competition and gain advantage - without bad-mouthing.

Day 2

• Identify client goals that you can support.
• Turn features into compelling benefits.
• Present benefits in support of client goals.
• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Competitive Maneuvers: Quick Pitches

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
• Employ communication techniques to command your client’s full attention & build agreement.
• Identify the competition and gain advantage - without bad-mouthing.

Day 2

• Identify client goals that you can support.
• Turn features into compelling benefits.
• Present benefits in support of client goals.
• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Competitive Maneuvers: Bringing In The Closer

Day 1

• Think “out of the box” to build rapport-lon-distance.
• Identify key opportunities or challenges that will get and keep your client’s attention.
• Leave a voice mail message that motivates a quick call-back.
• Use e-mail, fax, overnight and other mail options to boost phone sales.
• Ask questions that intrigue clients & yield valuable information.
• Employ communication techniques to command your client’s full attention & build agreement.
• Identify the competition and gain advantage - without bad-mouthing.

Day 2

• Identify client goals that you can support.
• Turn features into compelling benefits.
• Present benefits in support of client goals.
• Turn objections into opportunities (celebrating Objection Jeopardy).
• Identify and persuade key decision makers.
• Create a customized proposal your client wants to buy.
• Manage expectations: Set the stage for continued success.

Baseball Series

Days: Half to full
Cathy Edwards Ovington

These may be designed as half-day or full-day classes. Each focuses on sharpening a specific skill area. They are appropriate for salespeople and sales managers at all levels of experience.

Camp 1: Quick Pitches

Sometimes you have just five minutes with a client—perhaps on the phone or at an event. Or you have 60 seconds to leave a voice mail that inspires a response. In this camp you’ll practice getting key points across quickly—with and without client interaction. (Six participants maximum)

Camp 2: Hitting The Curve Ball

You’re expecting a fastball, but instead you get a curve ball. When you prepare for one scenario and that doesn’t happen, how to you adjust and respond? For this camp you will work with case studies of unexpected scenarios and awkward situations that salespeople have actually faced. Through role-play and brainstorming we’ll find creative strategies to help you hit the curve ball out of the ballpark. (10 participants maximum)

Camp 3: Gold Glove Defense (Handling Objections)

Sometimes the best offense is a good defense. This camp includes a review of objection-handling techniques, the opportunity to brainstorm objection strategies in small groups, objection role-playing and review of objection-handling techniques, the opportunity to brainstorm creative strategies to help you hit the curve ball out of the ballpark. (Six participants maximum)

Camp 4: Bringing In The Closer

How many times have you played well for seven or eight innings, only to walk away without a win? This camp will focus on using the closer to successfully bring in the sale. It includes an inning or two on presenting a powerful proposal. (Eight participants maximum)
Foundations of Systems Analysis  
Days: (2)  
Ken Abernethy, Ph.D.

This course covers the major concepts, techniques and processes of systems analysis. Assumed audience includes programmers/software developers and business analysts with a minimum of two years experience. Training material will be liberally interspersed with case studies and class exercises. The primary objective is to give an overview of the field and an introduction (with exercises where appropriate) to industry-standard techniques and methodologies.

Successful Techniques for Defining Business and System Requirements  
Days: (2)  
Ken Abernethy, Ph.D.

This course provides in-depth coverage of successful techniques for articulating and defining business requirements for a system, and then mapping these business requirements into rigorous structured system requirements documents. The importance of communication with customers and among project team members is emphasized as absolutely necessary to ensure accurate and complete requirements.

Techniques for Analysis Modeling  
Days: (2)  
Ken Abernethy, Ph.D.

This course provides in-depth coverage and practice of the most successful methodologies and techniques in systems development. Emphasis is on the practical application of modeling techniques, including how to adapt techniques and methods appropriately to the constraints of the project and environment. Structured analysis and design techniques are emphasized.

Knowledge Management  
Days: (2)  
Ken Abernethy, Ph.D.

This course focuses on techniques and tools for integrating knowledge management into the organization, emphasizing the importance of an organization's knowledge assets and better ways of sharing ideas and information. Participants will learn how to use knowledge management to ensure that key decisions are fully informed, building on an organization’s technology and project management investments. They will learn how to build a foundation of knowledge management that can evolve through results-driven incremental steps, how to align knowledge management with business strategy, and how to avoid key knowledge management pitfalls such as excessive formalization and over-reliance on technology.

Trends in Technology  
Days: (1)  
Ken Abernethy, Ph.D.

Emerging information and communications technologies will have profound impact on business organizations, enabling new business applications while marginalizing or making others obsolete. Areas such as knowledge management, new IT infrastructure, e-commerce, the Internet and intranets, data warehousing, data mining, knowledge discovery and others have potential uses in almost any organization. This course will explore trends in technology and discuss possible uses and implications of these for business. Particular subject matter will change frequently as new technologies and trends are identified. The course web site will allow participants to keep current after their course concludes.
Team Development

We Building
Days: (half)
Greg Blake
“Tools, Tips & Techniques for High Performing Teams”
• Team mission, vision and values statement
• Blending vs. hemorrhaging
• Recognize the purpose and value in forming a team
• Using the diversity of each team member to the team’s advantage
• Team development profile
• Strengths and undeveloped strengths of each player
• Challenges, exciting, what would I do if I were the leader-exercise
• The bug report feedback tool

Diversity University
Days: (half)
Greg Blake
“Celebrating the Specialties and Talents of the Team Players”
• Definition of Diversity
• Tolerance scale from appreciate to appall-exercise
• 5 principles for appreciating others
• Prejudice and pre-judging
• The more stressing of differences the greater the tendency for polarization

Mad Now Disease
Days: (half)
Greg Blake
“Dealing with conflict and anger on the team and in the workplace”
• Recognize behaviors and attitudes that can lead to conflict
• Recognize preferred personal conflict strategy
• Apply the most effective conflict resolution strategy based on the situation at hand
• Conflict intervention by using collaboration formula
• P.E.A.C.E. negotiation
• Handling rage and anger in the workplace
• Collaboration vs. combative

How to Have Energy at the End of the Day
Days: (half)
Marianne Frederick, RPT, MHSA
Laugh out loud as you learn how humor can improve productivity by impacting attitude, fatigue levels, health awareness and motivation. Participants will discuss the three benefits of integrating humor, laughter and a playful spirit into the workplace, and identify five ways to appropriately decrease the tension and fatigue impacted by desk work, keyboarding and other work activities. Participants then create an action plan to utilize positive attitudes, praise and play to improve morale, motivation and productivity.

MediHumorine: or ‘Humor in Medicine’
Days: (half)
Marianne Frederick, RPT, MHSA
Learn appropriate use of a play-filled attitude in healthcare to regain balance, enhance communication and rebound from the stress of care giving. Participants will discuss four ways that humor helps to improve communication and manage healthcare changes more effectively, and create an action plan to deal with the stress of care giving that includes finding more creativity and humor in healthcare.

TeamPlay: Developing Teams and Building Team Spirit
Days: (1)
Marianne Frederick, RPT, MHSA
Learn how to help your team discover each other’s natural talents, appreciate differences and similarities and get revitalized with team spirit-building communication activities (no ropes required). Participants will take away practical tips, resources and participate in a Diversity Game and Big Five Locator to learn how to facilitate the process when they return to their own organizations.

Square Wheels and The Search for The Lost Dutchman’s Gold Mine
Days: (1)
Scott Simmerman, Ph.D.
This two-part program is memorable, engaging, challenging, collaborative and fun. It starts with Scott’s internationally acclaimed Square Wheels® illustrations accomplishing the goals of generating participative involvement in organizational improvement by focusing on problem solving and facilitation skills. Participants create shared goals and visions and then learn simple tools and frameworks to improve communications and shared focus. The second half of the session uses Scott’s team building simulation to demonstrate the impact of improved interdepartmental and intrateam collaboration and clearly illustrates ideas for team motivation and leadership. The debriefings of each part will be targeted to the specific desired outcomes for the group.

Building Effective Teams
Days: (2)
Sonny Eppes
Bringing together the knowledge, skills and perspectives of a wide range of people calls for figuring out team roles and relationships, making collaborative decisions, giving constructive feedback and dealing with conflict. Effectively focused and equipped teams can unlock creativity, talent and experience for generating original solutions to difficult challenges. Optimize your team’s performance and renew their energy and commitment by refreshing your communication, collaboration and conflict resolution skills in this fun and practical workshop.
Team Development

Peak Performance Challenge Course
Days: (half to full)
Kim Keefer
Leaders today are challenged to develop within their organizations the kind of teamwork that fosters innovative problem solving and enhances productivity. Spend a day outside at Furman and experience the Peak Performance outdoor adventure challenge course. Peak Performance is a sequence of increasingly complex and challenging activities designed to increase individual and group knowledge. By exposing issues such as control, communication, conflict, authority, and individual listening skills in a non-judgmental way, Peak Performance allows team members to identify the barriers that inhibit performance and to explore solutions that enhance productivity by challenging them mentally, physically, emotionally and spiritually. Partial- and full-day programs are available and can be custom designed to meet your group’s specific needs.

FISHing to make your team great!
Days: (1)
Sue Cullen
This highly interactive workshop will demonstrate how common core values can make your team great no matter where you are or what you do. We will begin this session by discovering as a group the philosophy of work that transformed Seattle’s world famous Pike Place Fish Market from ordinary to great. Then we will explore how the same “FISH!” philosophy can empower your team to become more energized and productive. In addition, we’ll go one step further to examine and celebrate the skills, values and principles that make your team unique. We’ll show you how to engage and empower your staff to stay truly connected to their work, their colleagues and their customers.

Stress Mastery
Days: (1 + follow-up coaching)
Ellen Stevenson
Many managers and employees experience symptoms of distress including illness, disrupted sleep patterns and reduced performance. The pressures of constant change and a demanding work environment have put a strain on many employees’ ability to cope. The more change in our lives and the greater the changes, the more distress we experience. No two people are exactly alike, and neither is their stress or the way they respond to it. To better manage stress, you first need to identify your stress sources and your personal responses to them. Then you can develop new strategies for enhancing personal health and overall performance. Stress Mastery, featuring Essi Systems’ StressMap®, is designed to help participants learn skills to better cope with the changes and pressures at work and at home.

Team Creativity: Sparkling Fountains or Stagnant Pools?
Days: (half day, follow-up session available)
Kathy Kegley, Ph.D.
Are your teams overflowing with new ideas or are they in need of a refresher on best practices for team creativity? This workshop will help teams understand how to recognize, value and embrace the mental diversity that is essential for productive idea generation. Important success factors for team-based idea generation will be covered including the development of a nurturing climate for new ideas, active searching for positive possibilities, and the value of collaborative idea ownership. A toolkit of team based idea generation techniques will be provided. By the conclusion of the workshop, a customized plan for idea generation based on team members’ preferences and personalities will be developed. A follow-up session is available for additional coaching and fine-tuning the team’s idea generation plan as needed.
John Branning, Ph.D.

John Branning is the director of Career Services at Furman University, a position he has held for over ten years. He has also taught Human Resource Management as adjunct faculty in the Business Administration Department.

John’s previous employment includes seven years at the University of Alabama as associate director of the Career Center where he also taught undergraduate and graduate courses in career planning and educational psychology.

In addition to his 17 years in college administration and teaching, John has 12 years of experience in the corporate sector in sales and human resource management.

John holds a Bachelor’s degree in Marketing, as well as a Master’s and Ph.D. in Counseling from the University of Alabama. He is currently serving as the chair of the University’s career planning and educational psychology program.

Craig Bradenbaugh

Craig Bradenbaugh is Founder and President of Grace Associates, a performance development company established in 1997. His broad base of experience enables him to help clients identify and implement various types of organizations in their quest to improve performance and capitalization on corporate opportunities.

Craig is an outstanding facilitator, trainer and leader with extensive experience in working with executive teams in analyzing and setting action plans to establish and achieve performance goals. He has served in over 50 companies for the design and delivery of training programs from telecom, utility, manufacturing, and banking companies. With over 20 years of experience, Sue is passionate about helping individuals and teams identify and achieve their unique missions. Her services have been used by a wide variety of public, private, educational, government and nonprofit organizations. Sue is past president of the Texas Career Development Association and currently serves as the president of the Carolinas’ Center for Accelerated Technology Training (formerly the South Carolina Rapid Technology). Sue frequently leads workshop seminars to a variety of clients in the business and non-profit communities.

John Branning, following the dictum that one should “train about what you know best,”

Rhonda Childress

Rhonda Childress is currently an associate professor emeritus at Furman University after a 20-year teaching career. Known for his attention to and support of minority populations, he was named recipient of the Alexster G. and Janie Earle Furman Meritological Advising Award in 1990. He is past president of the Riley Institute’s Diversity Leadership Academy (Class IV) and the Richard W. Riley Institute’s Diversity Leadership Academy (Class III).

Sue Cullen

Sue Cullen is the founder of Sue Cullen & Associates in Austin, Texas and specializes in training and facilitation, career and leadership development, team building and life/work balance coaching. With over 20 years of experience, Sue is passionate about helping individuals and teams identify and achieve their unique missions. Her services have been used by a wide variety of public, private, educational, government and nonprofit organizations. Sue is past president of the Texas Career Development Association. Before her move to Austin, Sue consulted as a project coordinator for the State of South Carolina’s Center for Accelerated Technology Training (formerly Special Schools) and managed pre-employment recruiting and wiring programs for new and expanding companies in the state. She also founded and managed several long-term Drake Bean Bossman career centers in the Carolinas where she assisted more than 100 individuals through their career transition process. Sue has both a bachelor’s of arts and a master’s of arts in industrial/organizational psychology from the University of North Carolina at Charlotte.

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Kathy Keeley, Ph.D.
Kathy Keeley is the President and a principal consultant of SynChroma LLC, a consulting business dedicated to developing human capital at the individual, team, and organizational levels. She is also adjunct faculty in the school of business at Clemson University. Kathy holds a B.S. in chemistry, an M.S. in computer science, a Ph.D. in computer engineering with an emphasis in artificial intelligence, and has recently earned a second M.S. in plant and environmental science. With Kathy’s expertise in creative problem solving, microinter, by virtue of her own personal commitment to creative thinking, and that each individual or group can use this capacity to develop effective, insightful and innovative solutions to problems. She has extensive experience developing online instruction using technology to deliver high-quality, learn-centered content in diverse areas including management, computer applications, biostatistics, plant science, and creative inquiry. Kathy’s passion is to partner with organizations who want to develop creative solutions to difficult problems and work with them through all phases of the solution development life cycle.

Kim Keefer
Kim Keefer has been involved in leadership education for eighteen years. She has developed and currently operates Furman University’s undergraduate business program. Her deep and broad business experiences is her passion. Kim is a certified Challenge Course Manager and facilitator and a Certified Instructor for the American Association of Intercultural Effective Indicators. In addition, she serves the Greenville community on the Board of Regents for Leadership Greenville.

Kathy Kegley, Ph.D.
Kathy Kegley is a licensed psychologist and a professor at the University of South Carolina. She holds an M.S. in industrial psychology, is a certified Six Sigma green belt, certified project manager and a partner in MBM Engineering. She is focused on helping businesses align their human-resource systems and processes with its mission and objectives.

Rex Meade
Rex Meade has been assisting others, for over thirty years. Grounded by his own work experiences within large engineering/ construction firms and a regional hospital setting, Rex has a strong base of practical workplace knowledge. He has M.A. in clinical psychology from East Carolina University and is a licensed professional counselor serving on many volunteer and company boards. He is a graduate of both Leadership Greenville (1978) and Leadership South Carolina (1980). During the past seventeen years, Rex has focused on organizational improvement and leadership development. Having consulted with numerous large and small organizations, he continues to deliver highly customized services to each of his clients. Recent clients have included Rust, C&I, LaFarge, Akros, LINC (a national HVAC services company), EJS (a national facility services company), BMW, and SH/2S (a regional healthcare system).

Robert O. King, Esq.
Bob King is a shareholder in Ogletree Deakins law firm’s Greenville office. He has been actively engaged in the private practice of law since 1974. Since that time he has handled cases involving labor relations, wage-hour, employee benefits, environmental and equal employment opportunity law before State and Federal courts and State and Federal administrative agencies. King has worked on numerous complicated electronic discovery cases. King’s training in litigation and deposition compliance, and he served on a special internal committee that helped the law firm implement and deal with new electronic discovery rules and procedures. King now serves on the Records Retention & E-Discovery Practice Group. He holds a B.A. from Furman University (1969), an M.B.A. from the University of South Carolina (1970) and a J.D. from the College of Law and William and Mary (1974). King is listed in The Best Lawyers in America and is a South Carolina Super Lawyer.

Susan Lill, SPHR, CHRP
Susan Lill has 23 years of HR leadership experience in several industries including manufacturing, information technology and financial services. She has led organizations in strategic planning and project implementation, including total quality management, Six Sigma, process mapping and metrics; diversity initiatives; management, organizational awareness and technology implementations. Susan is a certified Six Sigma green belt, certified project manager and a partner in MBM Engineering. She is focused on helping businesses align their human-resource systems and processes with its mission and objectives.

Cathy Edwards Ovington
Cathy Edwards Ovington is a client-focused business consultant. Cathy began her career in the late 1960s as a market research analyst and in 1976 was named Regional Director of Marketing Planning and Development for Standard Oil Co. of New Jersey. In 1985, she joined Rabobank to manage the retail banking branch network. In 2001 Cathy joined the team of marketing and advertising consulting firm, NRW Financial Partners, and continues to consult with companies and organizations on their marketing strategies. She is also an author of “Focused Selling,” a book that has been translated into five languages and is in its 25th printing. Cathy’s dedication to her business has also been recognized by numerous awards including Rabobank’s President’s Award, “Woman of the Year,” New York Times-Mirror Company and US West. Prior to consulting, Cathy was with Ziff-Davis for ten years, where she developed and directed sales and marketing staffs, collaborated with management teams to develop strategic marketing plans, and traveled extensively in Europe to consult in marketing development and sales training for new business ventures.

Sean Patrick O’Rourke, Ph.D.
Sean Patrick O’Rourke is an associate professor of psychology at Furman University. He received his B.A. in psychology from Loyola University Maryland in 1980 and his M.S. in experimental psychology from Florida Atlantic University and a Ph.D. in clinical psychology from the University of Georgia. Paul teaches courses in psychopathology, psychopharmacology, personality, health psychology, and is the author of Personal Quest: A Guided Cognitive-Behavior Therapy, published by the American Psychological Association. O’Rourke’s research focuses on the effects of childhood trauma and early life stress on personality development. By the North American Society of Adlerian Psychology, in 2007, he is a current faculty member of the International Committee for Adlerian Summer Schools and Institutes and maintains a private practice where he sees families and individuals.

Harry Shucker, Ed.D.
Dr. Harry Shucker received his B.A. degree in English from Lafayette College in 1964. He served two years in the Army and a tour of duty in Vietnam. He returned to Furman in 1968 and began his career in higher education as an Admissions Counselor. In 1971, he received his M.A. degree in English from the University of South Carolina and currently serves on Clemson University’s Counselor Education Advisory Board. Furman honored Dr. Shucker with an endowed scholarship in his name. Phi Eta Sigma National Honor Society also named an endowed scholarship after him. For his professional contributions to higher education, Furman University granted him its Outstanding Masters Alumni Award, the Gold Medal from the Associated Colleges of the Lowcountry and the Meleene Dunbar Award from the Southern Association of College Student Affairs.
He has taught at the middle school, high school, college and corporate measurement processes in both public and private, union and non-union facilitation, group dynamics and public presentation skills. He is experienced public utilities just to name a few. Hy has a strong background in team Center for Corporate & Professional Development Furman University 864.294.3136 www.furman.edu/cpd

Hy Small

Hy Small has conducted over 500 seminars to more than 50,000 professionals internationally and has over 25 years of proven experience in designing and implementing leadership training, employee involvement, and continuous improvement culture change processes that have increased organizational productivity, teamwork, and total quality. Hy has worked with hospitality, manufacturing, car rental, correctional systems, US Depart- ment of Defense, hospital systems, banks, non-profits, city governments, law enforcement, colleges, small businesses, chambers of commerce and utilities just to name a few. He has a strong background in team facilitation, group dynamics and public presentation skills. He is experienced in developing user surveys, establish training standards and measurement processes in both private and public, union and non-union organizations. Hy holds a Masters Degree from Sam Houston State University and a B.A. & M.B.A. in human resources from Temple University. He has taught at the middle school, high school, college and corporate university levels and is currently working on his First Positive Personnel Selection Process: How to Select Employees for Fun and Profit. Bill Stubbs is the Sr. Director of Human Resources for BIL-LLC headquartered in Greenville, South Carolina. He has worked in human resources for over 25 years. In his current capacity Bill is responsible for Recruiting, Staffing, Training, and Management Development. This includes the BIL-LLC business of the company's Corporate University, which Bill founded in 1996 and holds the designation of Dean Emeritus. The BIL-LLC School of Business has won awards from the Food Marketing Institute (FMI) in 2002 and 2004 in recognition of building an exceptional employee who has demonstrated excellence in the Supermarket Industry. Additionally Bill has consulted with retail companies all over the world including South America, and Europe on human resources issues. Bill received a B.A. from Louisiana State University in Mass Communications and his Master's in Organizational Communications from Baylor University. As a student of Baylor, he taught Public Speaking and Fundamentals of Speech. He also designed and conducted management training seminars for the Baylor Banking Institute, George Mason banking executives throughout the Southwest. Bill is an adjunct professor on the faculty of Furman University and teaches Human Resources Management and Business Law each year. He also has conducted over 1000 training seminars and workshops throughout the world.

Skip Sprouse, Esq.

Skip Sprouse has practiced law for the past 38 years with concentration in employment related issues. He is the past chair of the Employment & Labor Section of the South Carolina Bar Association and former president of Daugherty Judicial Circuit. He has served as a member of the South Carolina Bar, State Bar of Georgia, Greenville County Bar, and Board of Governors. The author of “Balancing the Management and Property Rights of the Employer Against Employee’s Section 7 Rights,” 1982 thesis submitted for master of laws degree; a frequent speaker on labor and employment laws and other related issues. Skip holds a B.B.A. from the University of Georgia, a J.D. and LL.M. from the University of Georgia, School of Law; and is a Certified Civil Mediator in Federal and State Courts.

Ellen Stevenson

Ellen Stevenson has more than 30 years of experience in leadership and organization development in a number of positions as an internal and external consultant. She has proven ability to manage both process and task issues. This flexibility enables her to respond effectively to management and employees at all levels. Prior to starting Optimal Performance, Ellen held management positions in manufactur- ing operations with JP StevensWest Point Pepperell. She holds a B.S. from Cornell University and a master of science in education focused on the adult learner from Moravian College. She is a certified instructor in numerous programs and has conducted training for audiences around the world.

William Stubbs III, SPHR

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Fred Suggs, Jr., Esq.

Fred Suggs limits his practice to labor and employment law and is cited as a specialist in this field by the South Carolina Supreme Court. He has extensive experience, including advising clients in preventive measures to avoid formal charges and lawsuits; handling union cam- paigns; negotiating collective bargaining agreements; and representing clients before the National Labor Relations Board and before the United States Courts of Appeal. Fred frequently lectures before professional and civic groups on topics related to his area of practice. He has published numerous articles on labor law in business and legal publications. He is a member of the Alabama, Florida and South Carolina Bars, as well as the Bars of several federal district courts, courts of appeal, and the Supreme Court of the United States. He is one of only five South Carolina lawyers who are Fellows in the College of Labor and Employment Lawyers and is listed in The Best Lawyers in America.

Bernard Tisdale III, Esq.

Bernard Tisdale, a shareholder with Oklaw Deakins law firm, has extensive experience in employment litigation, including workers’ compensation defense, and OSHA compliance. He regularly assists clients with contract disputes and non-compete and trade secrets advice and litigation. His experience also includes counseling clients on wage and hour compliance under the Fair Labor Standards Act and performing compliance audits under the Department of Labor. Bernard is a frequent lecturer and has delivered training seminars on various topics related to employment law.

Shannon Wilson

Shannon Wilson received a B.S. degree from Furman and served as Furman’s alumni director from 1998 to 2002. She holds a business etiquette certificate from the highly regarded Protocol School of Washington and in 2002 began her own consulting business in the areas of international protocol and business etiquette. Shannon believes that proper business etiquette is an invaluable component in building and maintaining strong business and personal relationships. Shannon has experience in business faculty building at Furman and enthusiasm for her subject have quickly established Shannon’s reputation as a knowledgeable facilitator who turns what many perceive a staid and stodgy topic into an enjoyable and exciting presentation.

Robyn Zimmerman

Robyn Zimmerman has worked in broadcast journalism for over a decade in Spartanburg and Tuscaloosa, Alabama, and is currently the manager of Public and Community Relations for the Greenville Hospital System, where she oversees all internal and external media and community relations. She is an adjunct professor at Furman where she teaches advocacy and organizational communications. She holds a B.A. in speech communication from Baker University, a master’s degree in communications from the University of Texas at Austin, and a master’s degree in communications from the University of Michigan. Zimmerman’s areas of expertise are media relations, public speaking, and business and organizational communications.
In these tough times when organizations are cutting back, staff training is essential to creating a vibrant environment where staff can freely communicate ideas. These ideas make for a better organization and can save company dollars or increase revenues. Any company that is striving to create a world-class team should consider corporate training through Furman’s Center for Corporate and Professional Development.

MARTIN LIVINGSTON
Executive Director
Greenville County Redevelopment Authority