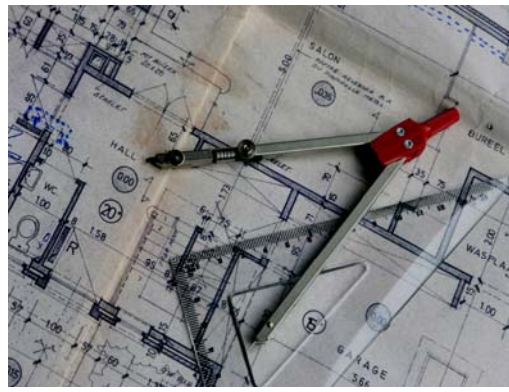


Solid Thinking Corporation's Latest Course



Building and Leading World-Class Teams (and Projects!)

(With Eye-Opening Techniques from latest Best Practices Survey of Defense Systems Users, Scientists, Engineers & Managers)

- An Advanced Course for Project and Program Managers Ready for the Next Challenge (things the grey-beard PMs know, but didn't learn at Project Management school!)
 - Why just knowing and applying the correct *techniques* won't make you successful
 - The three key attributes of successful projects at a major defense prime
 - Matching personality types to projects (and matching the *right* PM to each project *phase* using the Meyers-Briggs © Assessment – completed by each attendee & assessed during the course)
 - Techniques for Building a Cancellation-Proof Project (beginning with the end in mind and getting the right start with an Operating Concept for the Project Team)
- Ethics in Program Management (no-nonsense, 2 hour, look at ITAR and business ethics for PMs - - - meets most corporate standards for quarterly ethics training for employees)
- Techniques for Building a Cancellation-Proof Project
 - Beginning with the end in mind
 - Getting the right start with an Operating Concept for the Project Team
- Turning a *Project* into a *Program*: the three imperatives for a successful program
 - Crafting the *Program* just as carefully as you craft the *System*!
 - Getting a service/command to say "I'll take it!"- **The art of socializing the project** (thought leaders, organizational rivalries, NIH syndrome, other challenges)
- Techniques for Working With Scientists and Engineers
 - What drives them, how they think, how they see themselves, results from interviews, proven techniques for working with them
 - Scientific methods and principles for non-technical people working in **science and technology**
 - Proven problem-solving processes; achieving team consensus on **types of R&D** needed (effects-driven, blue sky, capability-driven, new spectra, observed phenomenon, product/process improvement, basic science)
- Proven Techniques that Make the PM's Life Manageable
 - Training people to treat you like you want to be treated: Push back or blow up
 - Calibrating your boss(es) so they are BS diodes!
 - Working with offshore partners – lessons in patience, cultural differences, export law, customs and courtesies, hiring local representatives for projects/programs, staying out of jail

STC is a Veteran-owned, purpose-driven small business!

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- The OpCon and Concept of Operations (CONOPS) as companions to the Contract and the SEMP
- Increasing the Transition Rate (**getting R&D projects from the lab to adopted, fielded systems**)
 - Pitfalls and benefits of Agile Development; Rapid Prototyping do's and don'ts
 - **Disruptive technologies** and how to avoid the paralyzing "Catch 22" killer of new systems
 - Pitfalls of *almost* replacing an existing system or component with a better one
 - Critical thinking, creative thinking, empathic thinking, counterintuitive thinking - - - when to use (and NOT use) each type in managing projects
 - The "Why" drill, when to say "no", scenario planning, counterintuitive thought
 - Learning to interpret data – spotting people who lie with statistics
- Configuring a Program for Success: critical attributes and crucial considerations that can be program-killers
- Learning from seasoned project managers
 - The all-important contract - - - getting it right is crucial (but not THE determinant of success)
 - Handling odd & difficult people: Negotiating techniques that WORK
 - Success requires having the right personality *type* as PM in each *phase* of the project (each attendee completes a Myers-Briggs© assessment on day 1, for program leadership discussions on day 2)
- Case Histories of Failed Projects - - - **what went wrong & key lessons learned:**
(Software for automated imagery analysis; low cost, lightweight, hyperspectral sensor; non-traditional ISR; innovative ATC aircraft tracking system; full motion video for bandwidth-disadvantaged users)
- Communicating as the Project Manager: Writing and briefing for clarity and conciseness; recognizing and tactfully dealing with flawed arguments
- Working with the Gen-X and Gen-Y people on your team: tips and techniques for these unique people
- Principled Development and Acquisitions: simple solutions and processes to address complex problems
 - Stereotypes of each profession (origins, dangers, techniques for countering)
 - Working to be *smart* instead of *clever*; *pitfalls* for gov't & industry professionals
 - Straightforward business advice from America's Founding Fathers (even **more applicable today**)
 - Professional standards and ethics, a review for practicing PMs – Going beyond the law

- ☑ Program includes college-level textbook, instructor's slides, 150 pages of templates, checklists, technical writing tips, good and bad examples, Certificate of Project Management Competency
- ☑ Day One: Definitions, key terms, interplay of contracts, CONOPS and Operating Concepts; hands-on exercises in innovation; case studies (failures) and lessons learned; communicating with a technical audience
- ☑ Day Two: Small team exercises, technical writing, latest briefing techniques, case studies (successes) and lessons learned

Courses available quarterly in Norfolk, VA. We can also tailor the content and bring this course to YOU!
Join our list of satisfied clients which includes Boeing, Sikorsky, Northrop Grumman, Raytheon, Lockheed Martin Skunk Works, Booz Allen Hamilton, MITRE, the US Navy, US Army, USAF, US Coast Guard, Hungarian MOD, Danish MOD, Joint Forces Command and many others.

*To get the latest course schedule or to schedule this course at your facility please call
Mack McKinney at 315-420-6593 or Cindy at 315-420-6583*

Email Mack@SolidThinking.org or visit our website at www.SolidThinking.org

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