

SILICON VALLEY PUBLIC COURSES

FOR ENGINEERS AND MANAGERS

Invest in your future. Business skills training to develop leadership potential.

Effective Training Associates, IEEE Technology and Engineering Management Society, and SEMI provide open-enrollment public courses hosted by Silicon Valley companies.

September

M	T	W	T	F
11	12	13	14	15
18	19	20	21	22

14 Presentation Skills

Intuitive Surgical: 1020 Kifer Road, Sunnyvale

20- 21 Breakthrough Project Management

Tintri: 303 Ravendale Drive, Mountain View

October

M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
24	25	26	27	28

3 Transitioning from Individual Contributor to Manager *

Integrated Device Technology: 6024 Silver Creek Valley Road, San Jose

5 Managing Time and Multiple Priorities

Intuitive Surgical: 1020 Kifer Road, Sunnyvale

12 Meeting Management **NEW**

Logitech: 7700 Gateway Blvd., Newark

18-19 Management Essentials *

SEMI: 673 S. Milpitas Boulevard, Milpitas

24 Presentation Skills

Qualcomm: 1650 Technology Drive, San Jose

November

M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

1 Transitioning from Individual Contributor to Manager *

SEMI: 673 S. Milpitas Boulevard, Milpitas

2 Effective Communication

Intuitive Surgical: 1020 Kifer Road, Sunnyvale

7-8 Management Essentials

Tintri: 303 Ravendale Drive, Mountain View

8 Team-Based Problem Solving **NEW**

Logitech: 7700 Gateway Blvd., Newark

13-14 Project Management: A Team Approach for Accountability and Results

Qualcomm: 1650 Technology Drive, San Jose

16 Coaching Others to Excellence * **NEW**

Integrated Device Technology: 6024 Silver Creek Valley Road, San Jose

30 Clear Business and Email Writing

Logitech: 7700 Gateway Blvd., Newark

December

M	T	W	T	F
4	5	6	7	8
11	12	13	14	15

5 Emotional Intelligence at Work **NEW**

Qualcomm: 3165 Kifer Road, Santa Clara

6 Presentation Skills *

SEMI: 673 S. Milpitas Boulevard, Milpitas

12 Getting Things Done Through Influence

Qualcomm: 3165 Kifer Road, Santa Clara

* Workshops sponsored by **semi**

* Workshops sponsored by **IEEE TEMS**

Register Now

effectivetraining.com/register.php or call Marisa at 408-441-8881 x119.

SEPTEMBER-DECEMBER



PUBLIC COURSES

SEPTEMBER – EARLY-OCTOBER 2017



Open-enrollment public courses hosted by Silicon Valley companies

Breakthrough Project Management (2 days)

September 20-21

This workshop provides participants with common methodology, terminology, and the tools to produce more efficient results and increase buy-in through improved visibility, reliability and consistency. Eliminate missed deadlines, budget overruns, too many distractions and changes, priority shifting, managing without authority and the lack of accountability.

Key Topics

- › Project barriers, breakdowns and breakthroughs
- › Define tasks and work breakdown structure (WBS)
- › The Project Game
- › Estimate the three kinds of time
- › Team development, selection and leadership
- › Analyze risks and contingency planning
- › Define the project and scope efficiency
- › Diagram dependencies (CPM, PERT)
- › Surface assumptions and anticipate problems
- › Optimize plan checklist
- › Set the ground rules checklist
- › Manage the project: step-by-step
- › Use the trade-off flexibility matrix
- › Minimize firefighting

Host Tintri
303 Ravendale Drive
Mountain View

Time 9AM – 5PM each day

Price \$650 Corporate Host employees
\$675 Corporate Partner employees/IEEE
\$825 Non-Partner

Transitioning from Individual Contributor to Manager * (1 day)

October 3

The transition from individual contributor to manager can be the most challenging shift of a career. Managing demands a deep appreciation of different individual working styles and the flexibility to deal with those differences. This workshop introduces the concepts and skills critical to a successful assumption of leadership.

Key Topics

- › The shift from peer to boss
- › Compare technical versus management activities
- › Reflect on individual contributor and manager payoffs
- › Manage and lead through values
- › Determine your working style
- › Maximize your natural strengths
- › Minimize your weaknesses
- › Communicate effectively
- › Use effective questions
- › Four types of listening
- › Delegate for results
- › Five-step delegation model
- › The Freedom to Act model

Host IDT
6024 Silver Crk. Vly. Rd.
San Jose

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner

* Workshop sponsored by IEEE TEMS

Managing Time and Multiple Priorities (1/2 day)

October 5

This powerful workshop, packed with time-saving ideas, teaches the most effective and easy-to-use techniques ever devised. Stay organized all day and manage time and paperwork to increase productivity without working harder or longer. The workshop shows how to focus on high-payoff activities and eliminate time-wasting behavior and procrastination.

Key Topics

- › Juggle multiple and conflicting priorities
- › Stay organized
- › Finish paperwork faster
- › Control interruptions
- › Easily meet crucial deadlines
- › Overcome procrastination
- › Balance business and personal time
- › Say “no” tactfully and stay a team player
- › Organize for successful planning
- › Conquer the email monster
- › Act on important decisions

Host Intuitive Surgical
1020 Kifer Road
Sunnyvale

Time 9AM – 1PM

Price \$325 Corporate Host employees
\$350 Corporate Partner employees/IEEE
\$450 Non-Partner

Meeting Management (1/2 day)

October 12

Participants will learn to use five basic tools that can handle all the classic meeting complaints: 1) they are unfocused and take too long; 2) you revisit the same issues and fail to produce action items; 3) people come late and leave early; 4) the same few people dominate and 5) some people resort to personal attacks. You will discover how to resolve all these issues and cut the time spent in meetings in half while dramatically increasing overall quality and participation.

Key Topics

- › Handle meeting nightmares
- › Structure agenda
- › Set expectations
- › Identify hidden agendas
- › Resolve conflict
- › Track difficult issues
- › Keep meetings focused and productive
- › Identify and complete action items
- › Utilize the group memory and group memo
- › Increase overall team effectiveness

Host Logitech
7700 Gateway Blvd.
Newark

Time 9AM – 1PM

Price \$325 Corporate Host employees
\$350 Corporate Partner employees/IEEE
\$450 Non-Partner



PUBLIC COURSES

MID-OCTOBER – EARLY NOVEMBER 2017



Open-enrollment public courses hosted by Silicon Valley companies

Management Essentials (2 days)

October 18-19

Research shows that there is a direct link between effective management skills, engaging leadership and an employee's motivation and productivity. Whether you are a new or experienced manager, managing people is one of the toughest and most rewarding roles - you'll ever have. The goal of this program is to support you in learning new skills and acquiring new habits so that you can become a great manager and leader.

Key Topics

Manager Effectiveness

- › Role of a manager
- › The balancing act
- › Lead through values
- › Know your working style
- › Communicate effectively
- › Delegate for results

Managing Performance

- › Set clear goals and expectations
- › Giving positive and constructive feedback
- › Leverage motivation, rewards and recognition
- › Deal with difficult employees

Host SEMI
673 S. Milpitas Blvd.
Milpitas

Time 9AM – 5PM each day

Price \$650 Corporate Host employees
\$675 Corporate Partner employees/IEEE
\$825 Non-Partner

Presentation Skills (1 day)

October 24

The ability to present information effectively is a critical success factor in business. The most persuasive presenters deliver their ideas clearly demonstrate confidence and enthusiasm and handle objections with poise. Participants receive live coaching and video-recorded feedback to bring out their best communication style. Class size limited to 10.

Key Topics

- › Conquer stage fright
- › Use effective eye contact and gestures
- › Customize presentation for audience
- › Organize content for clarity and impact
- › Optimize opening and closing statements
- › Make key information memorable
- › Adjust level of technical detail for audience
- › Shift strategies when interacting with managers
- › Generate energy and enthusiasm
- › Use humor, quotes and data effectively
- › Handle challenging questions
- › Manage difficult people

Host Qualcomm
1650 Technology Drive
San Jose

Time 9AM – 5PM

Price \$525 Corporate Host employees
\$550 Corporate Partner employees/IEEE
\$650 Non-Partner

Transitioning from Individual Contributor to Manager (1 day)

November 1

The transition from individual contributor to manager can be the most challenging shift of a career. Managing demands a deep appreciation of different individual working styles and the flexibility to deal with those differences. This workshop introduces the concepts and skills critical to a successful assumption of leadership.

Key Topics

- › The shift from peer to boss
- › Compare technical versus management activities
- › Reflect on individual contributor and manager payoffs
- › Manage and lead through values
- › Determine your working style
- › Maximize your natural strengths
- › Minimize your weaknesses
- › Communicate effectively
- › Use effective questions
- › Four types of listening
- › Delegate for results
- › Five-step delegation model
- › The Freedom to Act model

Host SEMI
673 S. Milpitas Blvd.
Milpitas

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner

Effective Communication (1 day)

November 2

In this course you will examine the three primary communication skills: clear goal setting, making your message audience-appropriate and active and empathetic listening so you understand how to improve your working relationship in any situation.

Key Topics

- › The three levels of listening
- › The eight blocks to effective listening
- › How to stop defending
- › Value clarification: Out to Lunch Game
- › Listening through differences
- › How values filter what we hear
- › The communication triangle
- › SMART criteria for clear communication
- › Situational speaking

Host Intuitive Surgical
1020 Kifer Road
Santa Clara

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner



PUBLIC COURSES

EARLY – MID-NOVEMBER 2017



Open-enrollment public courses hosted by Silicon Valley companies

Management Essentials (2 days)

November 7-8

Research shows that there is a direct link between effective management skills, engaging leadership and an employee's motivation and productivity. Whether you are a new or experienced manager, managing people is one of the toughest and most rewarding roles - you'll ever have. The goal of this program is to support you in learning new skills and acquiring new habits so that you can become a great manager and leader.

Key Topics

- › Role of a manager
- › The balancing act
- › Lead through values
- › Know your working style
- › Communicate effectively
- › Communicate effectively
- › Delegate for results
- › Set clear goals and expectations
- › Giving positive and constructive feedback
- › Leverage motivation, rewards and recognition
- › Deal with difficult employees

Host Tintri
303 Ravendale Drive
Mountain View

Time 9AM – 5PM each day

Price \$650 Corporate Host employees
\$675 Corporate Partner employees/IEEE
\$825 Non-Partner

Team-Based Problem Solving (1 day)

November 8

Team Based Problem Solving presents a five stage model of problem solving that uses the fundamentals of Peter Senge's systems thinking to find solutions and to enhance decision-making. This powerful methodology teaches you how to identify defeating aspects of quick fixes and how to create long-term solutions. This approach demonstrates that the whole is greater than the sum of its parts and that total system collaboration is the key to high performance.

Key Topics

- › Identifying the toughest chronic problems
- › Conducting situation and problem analyses
- › Testing mental models and assumptions; getting to the root cause
- › Understanding systems thinking fundamentals
- › Applying the five stage problem solving method
- › Mapping the most challenging problems
- › Recognizing the trouble with quick fixes – negative loops
- › Applying the concepts in two case studies
- › Understanding the five problem archetype
- › Generating systems solutions
- › Turning ideas into actions- how to get it done right
- › Manage difficult people

Host Logitech
7700 Gateway Blvd.
Newark

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner

Project Management: A Team Approach (2 days)

November 13-14

Have you ever been involved in a project for which the goals were unclear or impossible, the specs kept changing or resources were given and taken away? Much of what affects a project cannot be helped, but there are many obstacles to productivity and success which can be prevented, anticipated or eliminated. This interactive and powerful workshop gives you and your team the common framework and skills to generate accountability and superior results.

Key Topics

- › Project team simulation exercise
- › Define and organize the project
- › Project initiation and team definition
- › Project objective and priority matrix
- › Project team planning meeting
- › Project infrastructure checklist
- › Validation meeting with sponsor
- › Work breakdown structure (WBS)
- › Dependency diagram and Critical path method (CPM)
- › Optimization plans
- › Risk analysis and management plan
- › Validation meeting with sponsor
- › Collect status information
- › Identify and analyze variances
- › Report on progress-to-plan
- › Close out the project
- › Project retrospective and team meeting

Host Qualcomm
1650 Technology Drive
San Jose

Time 9AM – 5PM each day

Price \$650 Corporate Host employees
\$675 Corporate Partner employees/IEEE
\$825 Non-Partner

Coaching Others to Excellence (1 day)

November 16

Successful coaching is challenging and rewarding—but coaching employees demands new rules. This workshop covers it all in one day, with a focus on skill-building and coaching modeling techniques that will enable managers to attract, develop, engage, and advance top talent for current and future roles.

Key Topics

- › Coaching: Tapping into your employee's potential
- › Key coaching skills: inspiring and motivating others; building the capabilities of others; adjusting your communication style; actively listening and engaging
- › Coaching for performance: Using feedback effectively; diagnostic tools, DICE model
- › Coaching for Development: GROW model, connecting goals to outcomes
- › Leveraging motivation, recognition and rewards

Host IDT
6024 Silver Crk. Vly. Rd.
San Jose

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner

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PUBLIC COURSES

MID-NOVEMBER –DECEMBER 2017



Open-enrollment public courses hosted by Silicon Valley companies.

Clear Business and Email Writing (1 day) November 30

Imagine cutting your writing time in half and producing organized, clear and concise documents and emails. The training involves writing, revising and editing exercises, critiquing documents, lecture, and high energy activities.

Key Topics

- › Master the three principles of writing
- › Cluster to capture and organize information
- › Achieve the right level of detail
- › Learn a conclusion-first writing format
- › Use six techniques to persuade audience
- › Make key information memorable
- › Enable your audience to scan your writing
- › Use active voice and parallel structure
- › Trim the fat from wordy writing
- › Proofread for perfection
- › The top 10 tips for action-oriented email

Host Logitech
7700 Gateway Blvd.
Newark

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner

Emotional Intelligence at Work (1 day) December 5

The key to competitive advantage in the knowledge-driven economy is behaving in a more emotionally intelligent way. In so doing, you can harness the potential of the organization's greatest asset - people. EQi measures the ability, capacity, or skill to perceive, assess, and manage the emotions of oneself, of others, and of groups. In this course, you will gain the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, connection, and influence.

Key Topics

- › Intrapersonal Scales: Self-Regard, Emotional Self-Awareness, Assertiveness, Independence and Self-Actualization
- › Interpersonal Scales: Stress Tolerance, Impulse Control, and General Mood Scales
- › Empathy: Social Responsibility, Interpersonal Relationship, and Adaptability Scales
- › Reality Testing: Flexibility, Problem Solving, and Stress Management Scales
- › General Mood: Optimism and General Happiness

Host Qualcomm
3165 Kifer Road
Santa Clara

Time 9AM – 5PM

Price \$450 Corporate Host employees
\$475 Corporate Partner employees/IEEE
\$600 Non-Partner

Presentation Skills (1 day) December 6

The ability to present information effectively is a critical success factor in business. The most persuasive presenters deliver their ideas clearly demonstrate confidence and enthusiasm and handle objections with poise. Participants receive live coaching and video-recorded feedback to bring out their best communication style. Class size limited to 10.

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Host SEMI
673 S. Milpitas Blvd.
Milpitas

Time 9AM – 5PM

Price \$525 Corporate Host employees
\$550 Corporate Partner employees/IEEE
\$650 Non-Partner

Getting Things Done through Influence (1 day) December 12

Working in a matrix organization? A key reason for an individual's success, or failure, in getting work done, is one's ability to influence without direct authority. This workshop introduces you to strategies for influencing people who do not report to you, but whose mutual assistance and support are critical to accomplishing workplace goals --to the benefit of you, your colleagues and your organization.

Key Topics

- › Influence challenges in matrix organizations
- › External and internal barriers to influencing others
- › The "Hollow Square" experiment
- › Deal with pushback: the creation cycle
- › Influence others with differing priorities and goals
- › Lack of alignment or lack of trust
- › Strategies for reaching alignment and building rapport
- › Four styles for influencing others
- › Four key influencing techniques
 - Currency exchange analysis
 - Effective requests
 - Trial balloons
 - Appropriate medium
- › Reach mutually-satisfying collaborative agreements

Host Qualcomm
3165 Kifer Road
Santa Clara

Time 9AM – 5PM

Price \$425 Corporate Host employees
\$450 Corporate Partner employees/IEEE
\$600 Non-Partner