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, corporate sustainability, 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
- CORPORATE SUSTAINABILITY
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
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. Use 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.

Writing in the Workplace

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

This module is designed to supplement Sean O’Rourke’s courses on oral communication. In keeping with his general approach, this course assumes that effective communication is an art of making appropriate rhetorical choices, and that one of the most important choices one makes is selecting the most fitting mode of communication, oral or written, for a given message. Participants are taught that written communication in the workplace should complement, supplement, and reinforce oral communication. They learn the criteria of effective written communication, the writer’s seven deadly sins, and the elements of informative and persuasive writing. Using these concepts, students compose and revise a policy memo, a statement of objectives, a mission statement, and/or a draft proposal. The goals of this module are to promote clear and cogent writing, to deepen executives’ understanding of the place of written communication in professional life, and to foster the effective interaction of written and oral communication.

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 policy, and whose work involves policy assessment at any level.

Constructive 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 devolving 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.

Communication in Controversy

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 of 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.
Communicating Effectively

This course examines the ethical issues raised by the use of persuasion in contemporary society. Our concerns will include the range of ethical responsibilities in human communication, the origins of ethical standards, the problems inherent in the art of ethical criticism, and the strengths and weaknesses of the various perspectives on communication ethics. The goal of the course is to alert you to the moral dimensions of human discourse, to stimulate your moral imagination, and to explore, in theory and in practice, the questions raised by the application of ethical standards to persuasive speech. That being the case, our time will be divided between reading and discussing these issues on the one hand and observing and criticizing rhetorical practices on the other.

Facing the Media

This course is designed to help contemporary leaders manage media appearances with intelligence, grace, and poise. John Armstrong is the director of the Television Studio and Communication Lab at Furman University. He has worked for CNN and several network affiliates and regularly teaches courses in Broadcast Journalism and Mass Communication. Sean O’Rourke is currently chair of Communication Studies at Furman, where he teaches courses in Public Speaking, Persuasive Speaking, and Argumentation and Debate. He was the director of the Public Speaking Program at the University of Oregon and was also a six-time national champion in intercollegiate public speaking and debate. The course teaches civic leaders how to speak effectively to the media. The course covers camera savvy, answering questions, and thinking on one’s feet.

Getting Your Message Across: Presentation Skills for Leaders

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guests, 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 criticism.

Writing More Concisely

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 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

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

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 media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print 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.

Communications in Leadership

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guests, 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 criticism.

Writing More Concisely

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 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

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

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 media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print 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.

Communications in Leadership

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guests, 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 criticism.

Writing More Concisely

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 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

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

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 media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print 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.

Communications in Leadership

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guests, 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 criticism.

Writing More Concisely

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 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

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

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 media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print 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.

Communications in Leadership

This course focuses on giving presentations as well as conducting productive meetings. Learn to work with guests, 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 criticism.

Writing More Concisely

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 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

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

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 media is essential for community understanding and support. In this workshop, you will learn how to be interviewed by both the print 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.
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 Needlen, 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 Lill, 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 Lill, 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. Lill, 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 acclimation. 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 Lill, 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)
John Barker
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 and in 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.
Creativity at Work
Days: (half)
Kathy Kogos, 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 trust
• The five credit withdrawals
• 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
• Fishlosophy! 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/good faith investigation
• Showing favoritism or appearance of same
• Ignoring 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 Supps, 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, and how to evaluate performance and communicate effectively with employees. Participants will also learn how to recognize union-organizing activity and how to respond effectively to these efforts.

The Legal How-To’s of Workplace Investigations:
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.
Leadership Development

Time Management
Days: (half)
Sonny Eppes
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 Wilder
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
Days: (half)   Initial meeting and screening
Bonnie 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, business understanding, strategic priorities and the continuity of a common purpose and goals are also critical to the company’s long-term success. The objectives in this workshop are to give the lead executive the tools and coaching necessary to properly assess the effectiveness of the executive team, both as a group and as individual members, to work with the executive members as a group to assess their own performance as a team in providing leadership and manage critical resources; and to coach the group while developing a strategy to manage the organization’s efforts to meet its derived goals and targets while communicating to the employee base the current status and resulting priority areas needing improvement.

Strategic Planning
Days: (2)   Bonnie Nichols
Is your organization healthy and how do you know? Are we operating our daily business in the most effective and efficient ways possible to achieve success? Is our organization or department in good shape for the long-term? In this workshop, executive-level or department management-level participants will learn to employ a proven, yet simple, methodology to create a three to five-year vision with supporting strategic business objectives. This basic five-step process will include assessing current business directives as dictated by the organization’s or department/customer base against perceived key critical processes and success factors. In addition, attendees will further define vision through the development of objective statements and a brief, but comprehensive system of indicators by which progress towards achievement of a vision can be measured. Participants will also learn how to ensure alignment of the strategic objectives at the executive level with all other layers of the organization for maximum effectiveness of communication and emphasis on priority areas indicating need for improvement.

Career Development Coaching for Managers
Days: (3)   John Barker
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 be first 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.

The Ten Point Life/Work Balance Tune-up
Days: (from 2 hours to one full day)   John Barker
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 workplace 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 culture? 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! Participants will leave with a personal action plan for implementing positive workplace balance techniques and strategies in their lives and organizations. An in-depth resource list will also be provided.

Diversity Play: Appreciating the Unique Talents of Your Workforce
Days: (1)   Marianne Frederick, RPT, MPHSA
When you focus on your employees’ unique talents and understand how gender, cultural and generational differences impact your work team, your organization can become a more powerful force in the market. You will complete an attitude assessment to increase awareness of your biases, discuss the many facets of multiculturalism and create an action plan to adapt your organizational culture to the needs of your global customers.

Cultivating Collective Wisdom through Mentoring
Days: (half)   Brad Berens
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 mentor- ing role models and programs, it can seem particularly challenging to find or become a mentor. And even formal mentoring programs can fail. 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
Days: (1)   Marianne 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 interactive session, you will complete a generational assessment and contrast the most popular theories of motivition and discuss the differing motivational needs of the four generations in the workforce.

Networking Power
Days: (half)   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/flower
- Leadership differentiation from management
- Characteristics that make for an effective leader
- Sharing the vision value and mission with others
- Recognize the leader’s own barriers to success
- Leader’s personality style and influence
- Recognize others’ personality styles.

Encore Performance
Days: (half)   Greg Blake
“Getting Stellar Performance Out of Your Players”
- The performance challenge worksheet
- 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
- Pitfalls to performance reviews

Lessons from the Locker Room
Days: (half)   Greg Blake
“Coaching Tools, Tips and Techniques for Premium Performance”
- Definition of coaching and a coach
- The coach’s needs/the players needs
- What the manager thinks when he or she hears the word coaching
- What the employee thinks when he or she hears the word coaching
- What the manager 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
- Pitfalls to performance reviews

• 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

Leadership Development
Leadership Development
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Leadership
Emotions in the Workplace: Leading with Emotional Intelligence  
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 toward other people and towards activities of involvement, including work. These emotionally loaded 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  
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 practical 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 the long-term results. This course is particularly for you if you have identified your strategic vision, mission and values, but experience resistance to their adoption and require assistance to develop your strategic plan that incorporates clear and 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 the long-term results. This course is particularly for you if you have identified your strategic vision, mission and values, but experience resistance to their adoption and require assistance to develop your strategic plan that incorporates clear and measurable goals that cascade down throughout their entire organization.  

Creative Leadership  
Kathy Kragel, 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 an individualized 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.
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. So 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) built around acclaimed films and classic literature that explore a leadership theme and which are coupled with business case studies
• Utilizes proven adult learning techniques and group process as context
• 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

Pre-Work
Participants will be asked to view assigned films and read literature before attending. Actual sessions will focus on processing content into real world business and personal applications.

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

Liberal Arts Leadership
Contact: Brad Bechtold, Continuing Education Director, Continuing Education
BRAD BECHTOLD
Sincerely,

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

“I’ve attended leadership development courses throughout the United States. Most of these programs are on specific leadership topic 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 personal development.

Using literature and film as the backdrop, our class sessions evoke dialogue that generates solutions to leadership challenges. After participating in LAL, I’m better able to recontextualize the whole puzzle versus 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, CPA, CFP
Member
Dixon Hughes PLLC
Certified Public Accountants and Advisors

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 answers.”

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 these 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. 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
Non-Profits 101
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?
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?”

Ideal Vision: Making a Real Difference
John Meindl & Brad Bechtold
The difference between good organizations and great ones can be found in the understanding, development, and realization of vision. Vision has the capability to drive organizational focus and performance to a level of greatness. At Furman, we can provide your organization with a proven process to help define a real vision, values, and mission that will bring significant insight and value to your stakeholders: customers, board, management, and community.

Grant Writing for Smarties
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.

Non-Profit Development
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, videos 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 immense! 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.

Performance & Change Management
In order for any organization to be successful for the long-term, all of us encounter in our professional lives. The purpose of this session is to identify how to create a successful collaboration between the organization and the individual through a creative and interactive goal-setting session. Participants will discover how to facilitate learning about their associates’ values and vision of work success and collaborate with others to develop their own roadmap to balance the many myriad demands in their personal and professional lives. 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 be given suggestions as to ways to achieve a more balanced lifestyle. In addition, 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.

Life is Like a Box of Chocolates

Process-Based Management

Days: (2)
Craig Braeuerlaugh

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 organizations 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 Freidrick, RPT, MS,SH

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 expectations based on their unique generational, cultural and value differences.

VisionPlay: Discovering Your Organization’s Success

Days: (half)
Marianne Freidrick, RPT, MS,SH
Identify how to create a successful collaboration between the organizational mission and the vision 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 vision of work success and collaborate with other participants to share ideas and the very best practices to take back to their organizations.

Performance Services

Days: (half)
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 hinder 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.

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.

Life is Like a Box of Chocolates

Days: (half)
Harry Shuker, Ed.D.

Just as the proverbial box of chocolates in the movie Forest 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 frenzied activity that all of us encounter in our personal 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 drives 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. Yet, quite often, we are poor role models in helping others develop their own roadmap to manage the 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 be given suggestions as to ways to achieve a more balanced lifestyle. In addition, 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.

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 tackle 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.

Center for Corporate & Professional Development
Furman University 864.294.3136 www.furman.edu/cpd
Postgraduate Diploma in Corporate Sustainability

Today, corporate businesses are embracing sustainability because it makes business sense. The “triple bottom line” impact of increasing revenues, decreasing costs and enhancing corporate social responsibility is attractive to both small and large business owners, their employees and customers. These companies are clearly illustrating that going green is a key ingredient to success in the new, reset economy.

Green marketing, green accounting, sustainable innovation and life cycle analysis are fast becoming the language of those who are responsible for implementing sustainable business practices.

The Postgraduate Diploma in Corporate Sustainability is offered through Furman University’s Center for Corporate and Professional Development and in cooperation with the David E. Shi Center for Sustainability.

Key Learning and Application Outcomes:
Review of key drivers in existence and on the horizon that may influence your business, defining and applying corporate sustainability to the business by:
- assessing and defining sustainable business practices as they pertain to your business and industry
- determining which sustainable business practices make the most sense in terms of realizing an effective return on investment
- ascertaining which tools are most appropriate to understand and utilize
- ensuring that sustainability becomes a strategic business practice
- developing an individual “capstone” organizational project which will be submitted to the program facilitation team for evaluation and critique

Who Should Attend?
People who are being tasked to help define and implement sustainability initiatives for their organizations.

Module 1: Sustainability: A Primer, Overview and Requisite
The initial module will provide history and future direction(s) of sustainability, a business case for adopting sustainability within an organization, a framework in terms of how to define sustainability, when best to implement, proper tools for consideration and the management adoption process to ensure success.

Expert Speaker: Michael Johnson, CEO Cox Industries, will provide a corporate framework and the business case for sustainability from the viewpoint of a CEO.

Module 2: Sustainability Tools—Footprinting, Mapping, Auditing and Activity Streams
The second module will introduce the various tools utilized by business in assessing a “foot print” in order to determine target activities and inherent processes that can be addressed. Module will provide detailed reviews of each tool and associated environmental factors: energy, water, waste, materials, emissions-toxins, transportation, and bio-diversity from the perspective of business implementation.

Expert Speaker: Several speakers will provide specific case studies in correlation with lecture in terms of implementation, experiences and suggestions.

Module 3: Sustainability—Life Cycle Management/Assessment and Green Accounting
The third module will introduce the concepts of Life Cycle Management (LCM) and Assessment (LCA). This module will provide information and insights in to the various forms of LCM and LCA and the process and methodologies used to undertake such analysis and management. This module will also introduce the concepts (constructs) associated with green accounting. It will provide insights into environmental (social) accounting and the various reporting structures available for business.

Expert Speaker: An LCM expert will provide two case studies demonstrating the process of implementation, experiences and suggestions. A second expert (time permitting) will provide a sustainability accounting perspective.

Module 4: Sustainability—Product, Service or Business Process Innovation and Green Marketing
The fourth module will introduce the concept of design from nature’s perspective. It will include insights into the utilization of “natural” constructs/systems to design a product, service or business process.

Several concepts will be introduced with a primary focus on bio-mimicry and its use in business. This module will also cover the marketing of “green” products, services or business. It will include an overview of green market trends and practices.

Expert Speaker: Wade Worthen, professor of biology, will address nature in design from a scientific perspective, considering what we can learn from biology and how it can help us think about product, service and process design. Barry Breede, CEO of Sustainable Management Systems, will discuss green market trends and practices.

Module 5: Sustainability—Implementation, Engagement and Course Summary
The final module will address the requirements or processes to successfully implement a sustainability program or process. This will cover management to employee engagement process and practices. A final summary of the course will be presented in this module.

Expert Speaker: Brad Bechtold, director of Continuing Education will facilitate a discussion and presentation on how to successfully implement new concepts to your organization.
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 marketplace, 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 Matt-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 MPSS goals in writing
• The value of time – the 86,400 Principle
• Organizing your workspace
• Books, desk, mail, memos and files
• Organized vs. clutter
• The pack 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 exist 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 teams, 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 PMI 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 (PMP), based on the PMI Project Management 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 client’s 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 and sell against a specific competitor (align, 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
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 & 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 Jeopardy

Boot Camp: Client-Focused Sales
Cathy Edwards Ovington

Days: (2–3) Maximum 20 participants

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.
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 will 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 do 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 a review of objection-handling techniques, the opportunity to brainstorm and practice handling objections quickly and efficiently in Objection Jeopardy. Preparation package will include tools for developing your UVP and your competitor’s. (You will 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 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 effectively incorporating research into your presentation, and by presenting a powerful proposal. (Eight participants maximum)

Competitive Maneuvers

Days: 2–3 (Maximum 7 participants. Prerequisite: Boot Camp)
Cathy Edwards Ovington
Each Competitive Maneuvers session builds on the Client-Focused Selling process learned in Boot Camp. You will again bring along a key client to work with; your role-play presentations will be customized to this client. Each Competitive Maneuvers has a different focus, and each requires only Boot Camp as a prerequisite. These classes are typically scheduled in a half-day, full-day, half-day format.

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 think “out of the box” to build rapport long-distance.

Day 1
• 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 (featuring 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: 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
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: (1 or 2) (20 participants maximum)
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 long-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 (featuring 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.

Creativity Reignited!

Days: (half day to full day retreat, suggested pre-work reading about one hour)
Kathy Kegley, Ph.D.
Creativity is an essential component for basic survival in areas such as sales and marketing, yet sustained levels of creativity over time in demanding environments may lead to burnout and mental fatigue. This workshop is designed to help people in creative fields regain their creative spark through immersion in advanced imagination boosting activities such as metaphor, digital stories, rich pictures, thinking mandalas and concept collages. Each of the activities can be transferred to the workplace either as restorative breaks to refresh creativity or directly applied to solving tough challenges that require creative thinking. Lessons from the book Orbiting the Giant Hairball by Gordon MacKenzie will be discussed during the workshop to explore ways of maintaining high levels of creative energy while avoiding burnout.

Competitive Maneuvers

Days: (1 or 2) (20 participants maximum)
Cathy Edwards Ovington
Each Competitive Maneuvers session builds on the Client-Focused Selling process learned in Boot Camp. You will again bring along a key client to work with; your role-play presentations will be customized to this client. Each Competitive Maneuvers has a different focus, and each requires only Boot Camp as a prerequisite. These classes are typically scheduled in a half-day, full-day, half-day format.

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.

Competitive 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
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.
Systems Analysis & Knowledge Management

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
• Bleeding 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 underdeveloped 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 appalling-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. combativeness

How to Have Energy at the End of the Day
Days: (half)  Marianne Frederick, RPT, MPHGA
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, MPHGA
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, MPHGA
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: (2)  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 deliverables of such 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 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)
Sonny Eppes
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 that 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 personality will be developed. A follow-up session is available for additional coaching and fine-tuning the team’s idea generation plan as needed.
Brad Bechtold, Ed.D.
Brad Bechtold is Director of Continuing Education and the Center for Corporate and Professional Development at Furman. He has 19 years of experience in the design, delivery and evaluation of human resource and organizational development programs for a variety of corporate clients including General Electric, Caterpillar, Amoco Performance Products, ICIC Insurance, Michelin, in America, the City of Greenville, Mitsubishi, Fuji
Corporation, Hitachi, Bowater, BMK, Lockheed, and CryoSurge. Brad received his B.A. degree in psychology from Furman. He earned a M.S. in industrial and organizational and the Ed.D. with an emphasis in human resource development from Clemson University. Brad has served in both membership and board positions for the United Way, Greenville Society for Human Resources Management, the American Society for Training and Development, and the University Center of Greenville. Brad is also a graduate of Leadership Greenville (Class XIV) and the Richard W. Riley Institute’s Diversity Leadership Academy (Class X).

John Branning
John Branning, following the dictum that one should “train about what you know best,” takes his unique personal and professional insights into helping him be a customer and create service-oriented training programs for tobacco, communications, manufacturing, and banking companies. With experience in a variety of corporate positions and as an independent, Brad brings his brand of individuals. John specializes in lively and interactive programs that allow participants to draw upon their individual and industry expertise as customers. Recognizing there are universal truths involved in providing exceptional customer service, and providing a framework to professionalize the customer service function, the mobile and corporate cultures unique to individual businesses, John delivers training that thrives on group interaction. Most importantly, participants walk away with practical knowledge they can apply immediately. He provides tips, tools and techniques that can be implemented immediately back at the work site.

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 many types of organizations in their quest to improve performance and capital on corporate opportunities. Craig is an outstanding facilitator, trainer and leader with extensive experience in working with executives in analyzing and setting action plans to establish and achieve performance goals. He has a reputation for his work in government training programs from both domestic and international organizations. Craig has held positions of management and leadership in various types of organizations including manufacturing, service industries, hi-tech engineering and education. He is respected as a mentor and leader in business development and change management. Craig brings particular expertise in corporate leadership, strategy project and process management. He received his B.S. in industrial engineering from Johns Hopkins University and his M.B.A from Loyola College in Maryland.

John Barten
John Barten is a graduate of Brown University and holds a master’s degree in business administration from Columbia University. Mr. Barten has over 25 years of experience in human resources management, business process reengineering, and as a consultant to organizations in the healthcare, financial services, and energy sectors. He has served as a consultant to various government agencies, including the United States Department of Justice, the Internal Revenue Service, and the Department of Labor.

Sonny Eppes
Sonny Eppes is a senior associate with the Center for Corporate and Professional Development at Furman. Sonny brings to the firm a wealth of training experience and skills. He has over three decades of training and presentation experience. Eppes has served as the director of training and corporate communication for two internationally known companies, J.E. Setrini Architectural and Engineering Company and also with Insignia Financial Services. Sonny is currently a leadership development instructor with Competitive-Solutions, Inc., in Raleigh, North Carolina and international consulting firm. His training philosophy is “If you are not having fun you are not learning.” In addition to training corporate leaders, Sonny is also a much requested after-dinner speaker for corporate holidays and special events.

Mike Collins
Mike Collins, Ed.D. Mike acts the standards for the type of person we should all strive to be. This standard is set not only in his professional life but in his personal life as well. The multitude of friends that know him personally, can only sit in amazement as Mike continues to meet goals that would never have been set as far as his personal potential could ever be achieved. An automobile accident left Mike Collins a quadriplegic. Mike was determined from the start that this would not hold him back and it certainly has not. He continues to push himself to limits most would never consider in regular workouts with physical and occupational therapists. Personal caregivers enhance the workouts by aiding him at home, encouraging him to be as independent as possible. Professionally, Mike continues to excel as well. He is a trainer, motivator, speaker, and consultant. Mike acts as a consultant to many large firms, training management teams as well as aiding employees to realize their full potential within a company. Mike earned his B.S. and M.S. degree from Baylor University and his Ed.D. from the University of Southwestern Mississippi. He frequently presents leadership seminars to a variety of clients in the business and non-profit communities.

Betty Parker Ellis
Betty Parker Ellis has spent the last 20 years honing her experience in helping companies in the corporate and academic worlds. She holds a bachelor’s degree in French and education from Furman and a master’s in human resource management from Kent State University in Ohio. Having spent the first part of her career with Michelin North America Corporation, she now owns Communications Works, a public relations and business communications training company. In addition to providing media relations and writing services to clients such as MetLife Consulting and Palmetto Health Baptist Hospital, Ellis helps organizations define business writing, business grammar and business etiquette. Training clients have included The Palmetto Bank, the City of Greenville, Charter Communications, Lockheed Martin and Fluor Corporation.

Brad Bechtold, Ed.D.
Brad Bechtold is Director of Continuing Education and the Center for Corporate and Professional Development at Furman. He has 19 years of experience in the design, delivery and evaluation of human resource and organizational development programs for a variety of corporate clients including General Electric, Caterpillar, Amoco Performance Products, ICIC Insurance, Michelin in America, the City of Greenville, Mitsubishi, Fuji Corporation, Hitachi, Bowater, BMK, Lockheed, and Cryosurge. Brad received his B.A. degree in psychology from Furman. He earned a M.S. in industrial and organizational and the Ed.D. with an emphasis in human resource development from Clemson University. Brad has served in both membership and board positions for the United Way, Greenville Society for Human Resources Management, the American Society for Training and Development, and the University Center of Greenville. Brad is also a graduate of Leadership Greenville (Class XIV) and the Richard W. Riley Institute’s Diversity Leadership Academy (Class X).

Fred Current
Fred Current is associate professor emeritus at Furman University after a 20-year teaching career. Known for his attention to and support of his students, in 1996 he was named recipient of the Abstar G. and Jane Earl Furman Meritorious Advising Award. In 1990 he was selected as the Elwood-Hubbuck Foundation and the Foundation for Independent Higher Education Teaching Excellence and Campus Leadership Award; Fred also consulted with corporate and private professionals on financial accounting training for non-accountants, his special area of interest. He completed his graduate studies at Michigan State University and was certified as an internal auditor. Upon his retirement, the Furman Board of Trustees established the Jane and Fred Current Accounting Award Endowed Fund. Prior to his years in academia, Fred served twenty years in the United States Air Force, retiring as a Colonel and Comptroller of Symaux-Johnson Air Force base, a major defense installation.

Sonny Eppes
Sonny Eppes is a senior associate with the Center for Corporate and Professional Development at Furman. Sonny brings to the firm a wealth of training experience and skills. He has over three decades of training and presentation experience. Eppes has served as the director of training and corporate communication for two internationally known companies, J.E. Setrini Architectural and Engineering Company and also with Insignia Financial Services. Sonny is currently a leadership development instructor with Competitive-Solutions, Inc., in Raleigh, North Carolina and international consulting firm. His training philosophy is “If you are not having fun you are not learning.” In addition to training corporate leaders, Sonny is also a much requested after-dinner speaker for corporate holidays and special events.

Sonny Eppes
Sonny Eppes is a senior associate with the Center for Corporate and Professional Development at Furman. Sonny brings to the firm a wealth of training experience and skills. He has over three decades of training and presentation experience. Eppes has served as the director of training and corporate communication for two internationally known companies, J.E. Setrini Architectural and Engineering Company and also with Insignia Financial Services. Sonny is currently a leadership development instructor with Competitive-Solutions, Inc., in Raleigh, North Carolina and international consulting firm. His training philosophy is “If you are not having fun you are not learning.” In addition to training corporate leaders, Sonny is also a much requested after-dinner speaker for corporate holidays and special events.

Marianne Frederick, RPT, MHSA
Marianne Frederick received a B.S. from Ohio State University and a master’s in health services administration from the Medical University of South Carolina. She is the president and Workout coach for Workout International. Workout is a unique seminar and training organization focused on making learning fun. Her expertise is in using humor, laughter and a playful attitude to help people accomplish their goals. Since receiving her MHS from the Medical University of South Carolina, she has transitioned from physical therapist to professional merger and Workout coach.

Greg Haselden, CPA
Greg Haselden is an accountant and educator who has served both for-profit and not-for-profit business concerns for over 15 years. As an accountant, Greg’s areas of responsibility have spanned from general accounting services for small local businesses to auditing national middle-market public companies. In the classroom, Greg brings real-life experience that animates the learning experience of students. Greg received a B.A degree in accounting from Furman University. He is a licensed certified public accountant in the State of South Carolina, and he is a member of the American Institute of Certified Public Accountants (AICPA) and the South Carolina Association of Certified Public Accountants (SCACP). Greg currently serves as the vice president for finance and operations and treasurer of the board of trustees at Erskine College in Due West, South Carolina, in addition to regularly teaching an adjunct instructor for Furman’s Undergraduate Evening Studies.
Chamber of Commerce Youth Leadership Greenville Program supports the Greenville community serving on a Leadership Team for the business. With this in mind, she received her Ph.D. in industrial/organizational psychology to begin consulting. Kathy Kegeley, Ph.D. Kathy Kegeley is the founder and principal consultant of Symplicity, a software development business dedicated to developing human capacity at the individual, team and organizational levels. She is an adjunct faculty in the school of business at Clemson University. Kathy holds a B.S. in computer science, a Ph.D. in computer engineering with an emphasis in artificial intelligence, and has postgraduate work in leadership and entrepreneurialism from the Wharton School of the University of Pennsylvania. Kathy has 23 years of IT leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan Lili, SPHR, CHRP Susan Lili has 23 years of HR leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan is a certified CHRL and a certified project manager and a partner in AERIE Engineering. She is focused on helping businesses align their human-resource systems and processes with their mission and objectives.

Chamber of Commerce Youth Leadership Greenville Program.

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, both before and federal courts and state and federal administrative agencies. King has worked on numerous complicated electronic discovery issues in connection with litigation and subpoena 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 and E-Discovery Practice Group. He holds a B.A. from Furman University (1966), an M.B.A. from the University of South Carolina (1969) and J.D. from the College of William and Mary (1974). King is listed in The Best Lawyers in America, and is a South Carolina Super Lawyer. John Meindl John Meindl is a senior associate with the Center for Corporate and Professional Development at Furman and an adjunct professor in the Undergraduate Evening Studies program where he teaches marketing, corporate entrepreneurship, business sustainability, operations and strategic management. Meindl is a partner in several private equity and investment firms that provide significant financial as well as managerial support to the client. His past clients include Palmetto Capital, Crosswalk, com, Battlefield Group, Greenville First Bank, Frontier Partners, Jurdia (GBHT, GT Holdings, Albanian), Awesomestories.com, Green Environmental, CHQ, and MBT Realty. Meindl has had a career in business for more than 30 years, including positions in the government, Securities & Exchange Commission as a financial economist, Fortune 500 insurance and Financial Services. Companies in mergers and acquisitions, international sales and new venture start-ups. Meindl serves and has served on several private and public boards of directors providing expertise in strategy formulation, technology and sustainability. He holds a master’s in finance from American University and postgraduate work in leadership and entrepreneurship from the Wharton School.

Kathy Kegeley, Ph.D. Kathy Kegeley is the founder and principal consultant of Symplicity, a software development business dedicated to developing human capacity at the individual, team and organizational levels. She is an adjunct faculty in the school of business at Clemson University. Kathy holds a B.S. in computer science, a Ph.D. in computer engineering with an emphasis in artificial intelligence, and has postgraduate work in leadership and entrepreneurialism from the Wharton School of the University of Pennsylvania. Kathy has 23 years of IT leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan Lili, SPHR, CHRP Susan Lili has 23 years of HR leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan is a certified CHRL and a certified project manager and a partner in AERIE Engineering. She is focused on helping businesses align their human-resource systems and processes with their mission and objectives.

Kim Keefer Kim has been involved in leadership education for eighteen years. She developed and currently directs Furman’s School Leadership Institute and Furman’s Peak Performance Adventure Challenge Ropes Course. Student leadership development and leading groups through team building experiences are her passions. Kim is a certified Challenge Course manager and facilitator and a certified instructor in the Myers-Briggs Type Indicator. In addition, she supports the Greenville community serving on a Leadership Team for the Chamber of Commerce Youth Leadership Greenville Program.

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, both before and federal courts and state and federal administrative agencies. King has worked on numerous complicated electronic discovery issues in connection with litigation and subpoena 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 and E-Discovery Practice Group. He holds a B.A. from Furman University (1966), an M.B.A. from the University of South Carolina (1969) and J.D. from the College of William and Mary (1974). King is listed in The Best Lawyers in America, and is a South Carolina Super Lawyer. John Meindl John Meindl is a senior associate with the Center for Corporate and Professional Development at Furman and an adjunct professor in the Undergraduate Evening Studies program where he teaches marketing, corporate entrepreneurship, business sustainability, operations and strategic management. Meindl is a partner in several private equity and investment firms that provide significant financial as well as managerial support to the client. His past clients include Palmetto Capital, Crosswalk, com, Battlefield Group, Greenville First Bank, Frontier Partners, Jurdia (GBHT, GT Holdings, Albanian), Awesomestories.com, Green Environmental, CHQ, and MBT Realty. Meindl has had a career in business for more than 30 years, including positions in the government, Securities & Exchange Commission as a financial economist, Fortune 500 insurance and Financial Services. Companies in mergers and acquisitions, international sales and new venture start-ups. Meindl serves and has served on several private and public boards of directors providing expertise in strategy formulation, technology and sustainability. He holds a master’s in finance from American University and postgraduate work in leadership and entrepreneurship from the Wharton School.

Kim Keefer Kim has been involved in leadership education for eighteen years. She developed and currently directs Furman’s School Leadership Institute and Furman’s Peak Performance Adventure Challenge Ropes Course. Student leadership development and leading groups through team building experiences are her passions. Kim is a certified Challenge Course manager and facilitator and a certified instructor in the Myers-Briggs Type Indicator. In addition, she supports the Greenville community serving on a Leadership Team for the Chamber of Commerce Youth Leadership Greenville Program.

Kathy Kegeley, Ph.D. Kathy Kegeley is the founder and principal consultant of Symplicity, a software development business dedicated to developing human capacity at the individual, team and organizational levels. She is an adjunct faculty in the school of business at Clemson University. Kathy holds a B.S. in computer science, an M.S. in computer science, a Ph.D. in computer engineering with an emphasis in artificial intelligence, and has postgraduate work in leadership and entrepreneurialism from the Wharton School of the University of Pennsylvania. Kathy has 23 years of IT leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan Lili, SPHR, CHRP Susan Lili has 23 years of HR leadership experience in several industries including manufacturing, information technology, and financial services in both Canada and the United States. She has led organizations in strategic planning and process improvement, including total quality management, Six Sigma, process mapping and metrics, diversity initiatives, management training, culture awareness and technology implementations. Susan is a certified CHRL and a certified project manager and a partner in AERIE Engineering. She is focused on helping businesses align their human-resource systems and processes with their mission and objectives.
Harry Shucker, Ed.D.

Dr. Harry Shucker received a B.A. degree in history from Furman University in 1966. 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.Ed. from the University of Georgia and is a Student Personnel Services in 1972. Dr. Shucker returned to Furman in 1972 as Director of Financial Aid. In 1974, he became Director of Residential Living and remained in that position until he was appointed Director of Student Services in 1983. He was subsequently appointed to Vice President of Student Services and was awarded the Ed.D. in Student Personnel Services from the University of South Carolina in 1987. From 1991 to 1996, he served as an adjunct faculty member for 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 him to its honor roll from 1991 to 1996, he served as an adjunct faculty member for 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 him to its honor roll from 1991 to 1996.

Scott Simmerman, Ph.D.

Scott Simmerman is an internationally known presenter and developer of team building exercises and interactive programs focused on organizational change. He is the former chair of the Upstate Chapter of the American Society for Quality and a frequent presenter at training and quality conferences throughout the U.S., IAE, ASTD, and many others. A former professor of psychology at Furman University, he has been consulting and training since 1978 and has presented in 20 countries. Scott has been senior vice president of operations for a major retail firm, human resource director for a small retail chain and has been in business as a professional consultant and trainer here in Greenville since 1984. He holds an MS degree in psychology from Iowa State University and received his Ph.D. from UNC, Chapel Hill in 1978.

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, she held a B.A. from the University of Georgia, a J.D. and L.M. from the University of Georgia, School of Law, and is a Certified Civil Mediator in Federal and State Courts.

Shannon Wilson

Shannon Wilson graduated with a B.A. degree from Furman and served as Furman’s alumni director from 1998 to 2002. He 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. His extensive experience in relationship building at Furman and enthusiasm for her subject have quietly established Shannon’s reputation as a knowledgeable facilitator who turns what many perceive a sclerotic and stodgy topic into an enjoyable and engaging presentation.

Lucy Woodhouse

Lucy Woodhouse, a native of Greenville, graduated from Wofford College in 1990 and worked for Congressman Liz Patterson, the Peace Center for the Performing Art and South Carolina Governor’s School for Arts during the next five years. From 1995 to 1999 she served as the first executive director for Habitat Humanity in Georgetown County and founded of Service Over Self, an nonprofit dedicated to bringing young people together energy and support.

Baker Wychie III, Esq.

Baker Wychie, a practicing attorney for 25 years, has extensive experience in the fields of litigation, labor relations and employment law. His experience includes advising employers on a wide range of employment law issues, including wage and hour laws, discrimination, harassment, and the FMLA. He has successfully represented clients in state and federal courts, as well as before the National Labor Relations Board and before the United States Court of Appeals for the Eleventh Circuit. He has also conducted numerous training seminars on topics related to his area of practice. He has published multiple 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 few 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 is a shareholder with Optimist Deakins law firm as well as his extensive experience in employment litigation, including matters involving disputes and contract disputes. He is well known for his ability to help clients navigate complex employment law issues and represents clients in state and federal courts, as well as before the National Labor Relations Board and the United States Court of Appeals for the Fourth Circuit. He has been an active participant in the International Personnel Management Association and the International Employment Law Association, and has presented at numerous conferences and trainings. He has been recognized as a leading attorney in employment law by the National Law Journal and has served as a speaker at numerous conferences and seminars. He is a member of the American Bar Association, the South Carolina Bar Association, and the South Carolina Employment Law Association. He is also a member of the International Personnel Management Association and the International Employment Law Association.

Tom Smythe, Ph.D.

Tom Smythe is the Robert E. Hughes Professor of Economics and Business Administration at Furman. Prior to arriving at Furman in the fall of 2001, he taught undergraduate and graduate banking and financial markets and institutions at the University of Tennessee at Chattanooga. He received his Ph.D. in Finance from the University of South Carolina in 1999. Prior to returning to his full-time job in 1996, Tom worked for Mobil Oil Corporation in Fairfax, Virginia, for seven years. During that time, he obtained his master’s in business administration from George Mason University. Prior to working for Mobil, Tom spent four years as an engineering officer in the U.S. Navy. After graduating from Furman with a degree in mathematics in 1985, Tom’s research interests included mutual funds, corporate governance issues and banking. His work has been cited in the Wall Street Journal and the Financial Times and has been published in a wide range of practitioner and academic journals. Additionally, he is a frequent contributor on business issues for print and television media outlets.

Skip Spooner, Esq.

Skip Spooner has actively practiced law for the past 38 years with concentration in employment related issues. He is the past chair of the Employment Law Section of South Carolina Bar Association and former president of Daughtry 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 Employees’ Section 7 Rights,” 1982 thesis submitted for master of laws degree, and a frequent speaker on labor and employment and other related issues. Skip holds a B.A. from the University of Georgia, a J.D. and L.M. from the University of Georgia, School of Law, and is a Certified Civil Mediator in Federal and State Courts.

William Stubbs III, SPHR

Bill Stubbs is the Sr. Director of Human Resources for BILCO, LLC headquartered in Greenville, South Carolina. He has worked in retail human resources for over 25 years. In his current capacity Bill is responsible for Recruiting, Staffing, Training, and Management Development. This includes the BILCO School of Business, the company’s Corporate University which was formally launched in 1996 and holds the designation of Dean Emeritus.

The BILCO School of Business has won awards from the Food Marketing Institute (FMI) in 2002 and 2004 as well as a worldwide best practice. Additionally Bill has consulted with retail companies all over the world including Asia, South America, and Europe on Human Resources issues. Bill received a B.A. from Louisiana College in Mass Communications and his Master’s in Organizational Communications from Baylor University. A graduate student at Baylor, he taught Public Speaking and Fundamentals of Speech. He also designed and conducted management training seminars for the Baylor Banking Institute, a program for banking executives throughout the Southwest. Bill is an adjunct professor on the faculty of Furman University and teaches Human Resources Management and Business courses each year. He has also conducted over 1000 training seminars and workshops throughout the world.

Fred Suggs, Jr., Esq.

Fred Suggs limits his practice to labor and employment law and is certified 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 campaigns; negotiating collective bargaining agreements; and representing clients before the National Labor Relations Board and before the United States Courts of Appeal. Fred has appeared before the following professional organizations and government agencies to present on labor and employment law related topics.

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, she held a B.A. from Cornell University and a master of science in education from Marywood College. She is a certified instructor in numerous programs and has conducted training for audiences around the world.

Bill Yabel, Ph.D.

Bill Yabel is a psychologist and author of numerous books on stress management, personal development and productivity. He received his Ph.D. in industrial and organizational psychology from The Pennsylvania State University and is a senior consultant in the field of organizational development. He is a frequent presenter at training and quality conferences throughout the U.S., IAE, ASTD, and many others. A former professor of psychology at Furman University, he has been consulting and training since 1978 and has presented in 20 countries. Scott has been senior vice president of operations for a major retail firm, human resource director for a small retail chain and has been in business as a professional consultant and trainer here in Greenville since 1984. He holds an MS degree in psychology from Iowa State University and received his Ph.D. from UNC, Chapel Hill in 1978.
Robyn Zimmerman
Robyn Zimmerman has worked in broadcast journalism for 20 years in Spartanburg and Tucson, Arizona, and for South Carolina ETV. She also directed communication departments and served as spokesperson for several state agencies. She was appointed to serve as press secretary for Governor David Beasley in 1995. She currently is 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 from Florida State University and an M.A. 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