



Catalog of Products and Services

**Organizational Performance Solutions –
Management, Professional and Organizational Development –
Training, Facilitation, and Consulting –
Provides skills, knowledge and new processes that improve the effectiveness and
performance of business organizations and their people**

◆ Since 1979 ◆

2011

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About Bradley/Lambert, Inc.

Bradley/Lambert, Inc. since 1979

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Staff

- ▶ Former Corporate managers and executives
- ▶ Experienced presenting to and facilitating large groups of people
- ▶ Skilled in designing training for business and corporate audiences

Clients

| | |
|---------------------------|------------------------------|
| Agere | Maxtor |
| Amgen | Mitsubishi |
| Analytical Graphics, Inc. | NewsCorp |
| Boeing | Northrop Grumman |
| Citicorp TTI | PanAmSat |
| Department of the Navy | Pathways Hospice Home Health |
| Edison | Pepsi Cola Company |
| Fox Entertainment | Raytheon Inc. |
| Freddie Mac | Saks Fifth Avenue |
| Genentech | SHRM |
| General Motors | The Toro Company |
| Golden West Homes | Toyota America |
| HRL | Trammell Crow |
| Loral Skynet | Transamerica |
| MediaOne | USC, UCLA, Loyola Marymount |

Management Development Workshops

I. Integrated Leadership Development Curriculum

Integrated Leadership Development provides a curriculum that supports development of necessary skills and knowledge needed by supervisors, managers and executives. The classes provide leaders with techniques, tools and knowledge necessary for each position and to help them work collaboratively across functional lines and transition into increasing responsibility

Objectives

The Integrated Leadership Development Curriculum will have the following objectives:

- ▶ Implement a curriculum to improve manager competencies
- ▶ Provide a mechanism for individuals to assess their own skills and plans
- ▶ Offer a curriculum that covers all learning and experiences for managers and executives to fully develop

Build Your Own Curriculum

SAMPLE INTEGRATED CORE CURRICULUM

| Supervisory | Management | Executive/Leadership |
|-----------------------------------|---------------------------------|---|
| Role of the Manager | Managing Managers | Role of the Leader |
| Financial Impact of Decisions | Budgeting and Business Planning | Short & Long Range Planning |
| Creating a Motivating Environment | Delegation and Follow-up | Delegation and Follow-up |
| Communication | Presentation Skills | Organizational Communication |
| Coaching | Performance Management | Leading a High Performance Organization |
| Problem Solving (Part 1) | Problem Solving (Part 2) | Continuous Improvement |
| Effective Meetings | Conflict Management | Leading Change |
| Building a Team | Facilitation Skills | Using Teams for Results |

II. Supervisor/Manager Core Curriculum

Half-day (4 hour) modules may be selected from the following list. The modules are designed to introduce new supervisors to their responsibilities and develop skills of current supervisors.

1. Role of the Supervisor
 - Experiential exercise – importance of role
 - Key components of the supervisor role
 - Making the transition to supervisor
2. Conflict Management
 - Conflict management styles
 - Sources of conflict
 - Conflict resolution process
3. Creating a Motivating Environment
 - Identify and eliminate barriers to motivation
 - Determine motivators within the work environment
 - Individual motivation
4. Coaching
 - Setting performance expectations
 - Guidelines for feedback and coaching
 - Follow-up
5. Communication – Listening
 - Barriers to effective listening
 - Key skills for improving listening
6. Communication
 - Communicating upward
 - Stating positions clearly
 - Providing information to employees
7. Problem Solving
 - Six step problem solving process
 - Identifying root causes rather than symptoms
8. Team Building
 - Characteristics of effective teams
 - Stages of team development
 - Effective team leader behaviors
9. Effective Meetings
 - Making the most of meeting
 - Before, during and after the meeting
 - Documenting results

III. Advanced Supervisor/Manager Development Classes

One to two-day (8-16 hours) classes are designed to develop management skills through the introduction of key concepts and practice of tools and techniques. Programs can be structured to include follow-up sessions, which allow participants to assess the application of skills and plan for continued improvement.

1. Building an Effective Team
 - Characteristics of effective teams
 - Team start-up process
 - Team operations
2. Team Leadership
 - When to use teams
 - Team chartering process
 - Leader roles and responsibilities
3. Integrated Product Teams (IPTs)
 - What makes IPTs unique
 - Customer and supplier roles
 - IPT tools and processes
4. Problem Solving
 - Determine the right people to include in the problem solving process
 - Implement a six step problem solving process
 - Select and use the appropriate problem solving tools or technique
 - Follow-up and track implementation of solutions to verify that the problem is solved
5. Process Mapping and Improvement
 - Key steps in process mapping
 - Identify opportunities for improvement
 - Develop processes to meet identified criteria
6. Facilitation
 - Role of the facilitator
 - Key facilitation skills
 - Practice with feedback
7. Quality Improvement Tools
 - Overview of quality tools
 - Selection and application of tools
 - Tracking improvement
8. Excellence In Customer Service
 - Importance of providing excellent customer service
 - Provide what customers value
 - Use questions to gather information
 - Respond effectively to angry or upset customers

9. Delegation and Follow-up
 - Analyze tasks to delegate
 - Develop employee skills to effectively accomplish tasks
 - Key steps for delegation and follow-through
10. Presentation Skills
 - Target the presentation to the audience
 - Develop presentations with impact
 - Key delivery techniques
 - Practice with feedback
11. Understanding the Basics of Finance
 - How businesses operate from a financial perspective
 - Key components of the Income Statement, Funds Statement and Balance Sheet
 - Ways to positively impact corporate performance
 - Key financial terms and concepts
12. Financial Decision Making for Business Professionals
 - The difference between cash flow and profit
 - Impact of the time value of money
 - Determine cash inflow and outflow for a project
 - Use evaluation methods to select and rank viable capital projects
 - Present projects demonstrating the financial impact
13. Operating Plans and Budgets
 - Types, advantages and uses of budgets
 - Budgeting weaknesses
 - Key budgeting terms and concepts
 - Develop a master budget and cash budget
 - Budget variances

IV. Executive Curriculum

Executive curriculum is tailored to meet specific needs.

Programs for executives focus on developing and enhancing skills that are critical to success when employees move to senior positions. Programs vary in length and are generally tailored to the needs of the specific organization. Workshops include:

1. Applying Facilitation Skills
2. Leading a Planning Process
3. Team Leadership
4. Leading Change
5. Managing Managers
6. Developing Presentation Skills
7. Leading a Customer Focused Organization

Professional Development

I. Custom Training Development/Delivery Projects

Overview

Bradley Lambert works with clients to develop specialized skill and knowledge training for in the areas of Engineering, Finance and Human Resources, as well as others. The overall objective of this type of training is:

- Capture resident knowledge available in the organization
- Improve employee skill and knowledge where the quality of doing one's job well had a significant financial impact on the business
- Bring new employees up to speed as soon as possible
- Satisfy compliance requirements e.g. Sarbanes-Oxley Ethics Requirements

Services

Bradley/Lambert, Inc. utilizes its proprietary instructional design process which covers all aspects of training design and development.

- Project Management
- Needs Assessment
- Design & Development
- Train-the-Trainer
- Workbooks
- Participant Guide
- Leaders Guide
- Conversion – Classroom to E-learning
- Handbooks
- Coaching Guide
- Delivery
- Instructor Led
- E-Learning
- Computer Based
- Distance Learning
- Web Based
- Webinars
- Teleconference
- Blended Learning Solutions (presentation)

Example engagement:

Our client, a Fortune 50 company, was rapidly growing internationally and needed their new finance and accounting personnel trained in their long standing financial processes which had not been put into a comprehensive Finance and Accounting training curriculum.

We managed the entire design, development, production, and delivery of the nine module, hundred hour curriculum. Both hard copy and interactive computer based versions of the training were developed. We used the expertise of the client's subject matter experts to contribute to the process.

After the implementation of this 2 year training program, all international offices passed their internal and external financial audits.

Curriculum (partial list)

- | | | |
|---|--|--|
| <p style="text-align: center;">Transactional Processes</p> <ul style="list-style-type: none"> ▶ General ledger ▶ Fixed assets and depreciation ▶ Accounts payable ▶ Inventory and cost of sales ▶ Accounts receivable | <p style="text-align: center;">Planning and Reporting</p> <ul style="list-style-type: none"> ▶ Business planning and budgeting process ▶ Variance analysis and reporting ▶ Cash forecasting | <p style="text-align: center;">Tax, Customs and Treasury</p> <ul style="list-style-type: none"> ▶ Foreign exchange ▶ Insurance ▶ Credit management ▶ Cash management ▶ Relationship with banks |
| <p style="text-align: center;">Project and Fixed Asset Management</p> <ul style="list-style-type: none"> ▶ Capital appropriations and disposal ▶ Construction work in process ▶ Capital leases. | <p style="text-align: center;">Internal Controls and Risk Management</p> <ul style="list-style-type: none"> ▶ Pricing and Market Analysis ▶ Product Cost and Expense Analysis ▶ New Business Development | |

II. Professional Development Classes (Targeted for Individual Contributors)

A. Facilitation Skills (1 – 3 days)

Meetings are more productive, run more smoothly and keep focused when they are effectively facilitated. This workshop will provide leaders with key facilitation skills to make meetings highly productive.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Describe the role of a facilitator
- ▶ Demonstrate key facilitation skills including focusing the discussion, summarizing and allowing for equal participation
- ▶ Structure discussions to achieve a specific end

B. Facilitating Effective Meetings

This workshop will provide managers, team leaders and anyone responsible for leading meetings with the key skills needed to plan, structure and facilitate effective meetings.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Plan and conduct effective meetings
- ▶ Describe the role of a facilitator
- ▶ Demonstrate key facilitation skills including focusing the discussion, summarizing and allowing for equal participation
- ▶ Structure discussions to achieve a specific end
- ▶ Describe methods for preventing and responding to challenging situations

C. Presentation Skills

Presentations must be targeted, concise and clear if they are to be effective. Many meetings get bogged down in long, unstructured presentations. This workshop focuses on key presentation organization and delivery skills.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Target the presentation to the audience
- ▶ Develop presentations with impact
- ▶ Key delivery techniques
- ▶ Practice with feedback (additional day)

D. Time Management

Most of us would like to have more time in our day, yet we often do not use the time we have effectively. As a result we have more pressure, more stress, missed deadlines, long hours and a feeling that we are not in control of our time.

This workshop will provide participants with the tools and techniques to analyze how they spend their time, assess priorities, improve organization and use time more effectively. The focus is on both routine tasks as well as one-time projects.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Identify barriers to effectively using time
- ▶ Describe time wasters and how to minimize them
- ▶ Assess personal time usage
- ▶ Prioritize activities
- ▶ Plan work effectively
- ▶ Identify ways to create balance
- ▶ Organize tasks for maximum output
- ▶ Analyze how your style impacts your ability to manage time
- ▶ Locate organization provided resources (calendars, on-line scheduling etc.)

E. Consulting Skills: A Tool Kit

Your internal customers' satisfaction and the success of your projects are on the line every day. This Consulting Skills seminar offers you the tools to come out ahead. Customer service slip-ups by less skilled consultants are commonly the cause of significant grief and frustration on the part of internal consultants, profit erosion on the part of their employers and loss of faith by their customers. This seminar is for professionals who are experts in certain fields, and want to integrate the consulting process into their existing professional skills, e.g., Human Resources, Finance, Information Technology, all other "content" experts.

The purpose of this workshop is to offer you the key skills of internal consulting, including structuring and facilitating meetings, responding to challenging interpersonal situations, hearing what internal customers are saying, and using diplomacy.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Apply the five step consulting process
- ▶ Effectively use key consulting skills
- ▶ Capture the business through facilitation and listing skills
- ▶ Clearly communicate information
- ▶ Develop strong customer relationships
- ▶ Add value by understanding the business

F. Listening Skills

Do you know when to talk, when to listen and when to ask questions? All three skills are essential for any business professional. Yet most of us focus on what we plan to say rather than listening to the other person. Putting the focus on listening gives us the benefit of understanding the perspectives of others and collecting key information for problem solving. We show respect for others and promote good working relationships when we demonstrate listening skills.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Identify barriers to effective listening and ways to minimize them
- ▶ Describe attentive and active listening skills
- ▶ Describe tools to enhance listening skills

G. Communication Skills

In order to win in business, professionals must be able to create buy-in for your ideas, and obtain committed action from others. Your communication skills give you this winning attribute. With these skills you will be able to present your ideas concisely and effectively because you will understand the impact of setting, timing and approach.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Identify effective methods for presenting information
- ▶ Use questions effectively
- ▶ Describe keys to presenting information clearly

II. Finance and Accounting for Non-Financial Professionals and Managers

A. Understanding the Basics of Finance

The language of business is finance and it is critical that business professionals understand key terms and concepts. This course will provide valuable insights into the corporate financial structure, key financial responsibilities and financial statements. Components of the balance sheet, funds statement and income statement will be described and analyzed to gain insight into company performance. When the topic of discussion is finance, you will have a greater understanding and confidence.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe types of business structures
- ▶ Describe how businesses operate from a financial perspective
- ▶ Define key GAAP concepts
- ▶ Define key components of the Income Statement, Funds Statement and Balance Sheet
- ▶ Use ratios to analyze financial statements
- ▶ Describe the link between financial measures and shareholder value
- ▶ Identify ways to positively impact corporate performance

- ▶ Define key financial terms and concepts

B. Financial Decision Making for Business Professionals

Business professionals initiate programs and projects for the benefit of the company. This workshop will provide you with a framework and tools for presenting your ideas to demonstrate the financial impact. Topics will include cash flow analysis, time value of money and capital decision-making. You will be able to analyze and present your ideas with the numbers to back them up.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the difference between cash flow and profit
- ▶ Describe the impact of the time value of money
- ▶ Determine cash inflow and outflow for a project
- ▶ Define capital project types and decision concepts
- ▶ Use evaluation methods to select and rank viable capital projects
- ▶ Present projects demonstrating the financial impact

C. Operating Plans and Budgets

You were just asked to prepare a plan for your department. This course will focus on key steps for developing operating plans and budgets that support the goals of your department. Topics include forecasting, the budgeting process, developing a cash budget and tracking performance. Create a budget that will work for you and use it as an effective tool to operate your department.

Objectives

At the conclusion of this workshop, participants will be able to:

- ▶ Explain the types, advantages and uses of budgets
- ▶ Identify budgeting weaknesses
- ▶ Define key budgeting terms and concepts
- ▶ Develop a master budget including all underlying schedules
- ▶ Prepare pro forma financial statements
- ▶ Describe the importance of cash budgeting and cash flow
- ▶ Develop a cash budget
- ▶ Describe the relationship between cost behaviors and budget variances

D. Business Acumen

Business acumen is an almost intuitive and applicable understanding of how your company makes money. This session will focus on what business professionals need to know about the drivers of business success. The language of business is finance and it is critical that business professionals understand key terms and concepts.

This course will provide valuable insights into the corporate business operations, key business processes and performance impact, financial statements, effective business strategies and corporate governance.

When the topic of discussion is business acumen, you will have a great understanding and confidence.

Objectives

At the conclusion of the program, participants will be able to:

- ▶ Describe the key business processes and how they affect performance
- ▶ Quantify business performance using key financial measures

E. Estimating Return on Investment

This workshop is designed for business professionals who do not have time to become financial experts and yet must develop proposals for investment of corporate resources requiring ROI calculations and interpretations. You will learn how to properly structure proposals requiring funding in order to increase your chances of the financial decision makers endorsing your request.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the ROI methodologies and their pros and cons
- ▶ Collect hard and soft data, convert data to monetary value, analyze it and calculate ROI
- ▶ Determine cash inflow and outflow for a project
- ▶ Develop a value proposition for projects requiring new investment dollars
- ▶ Develop effective ROI proposals
- ▶ Present projects demonstrating the financial impact

III. Strategy

A. Implementing a Strategic Planning Process

You can drive your organization to greater profits and growth by implementing a structured, high involvement planning process. This workshop will equip you with a step-by-step process to sharply focus your efforts on what is most important to your organization's future success. You will learn the key factors that must be in place before beginning the planning process, the level of planning and a simple and effective planning process.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Identify and overcome barriers to effective planning
- ▶ Define key planning terms
- ▶ Use a planning framework including situation analysis, strategic analysis, short and long term plans, and contingency plans
- ▶ Implement a planning process that results in plan commitment
- ▶ Communicate the plan effectively
- ▶ Implement a follow-up process to assess results

B. Problem Solving

Organizations often spend significant time and resources implementing "solutions" that only address the symptoms of a problem. Effective problem solving requires that the right people are involved in determining and implementing the solution. Many problems involve cross-functional or department boundaries and need to be addressed in an integrated fashion. This workshop provides tools and processes for effectively identifying and addressing problems.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Select the appropriate problem solving tools or technique
- ▶ Determine the right people to include in the problem solving process
- ▶ Implement a six step problem solving process
- ▶ Use tools to identify root causes

- ▶ Follow-up and track implementation of solutions to verify that the problem is solved

C. Outsourcing: Trade off analysis

We have all heard that more and more companies are outsourcing activities not viewed as part of their core capabilities. This sounds fine in principle but many companies have not achieved the cost savings and performance improvement that outsourcing promised. This workshop will provide HR professionals with key questions to ask when outsourcing is considered, an approach for evaluating when to outsource, a process for outsourcing and methods for measuring results.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe key considerations in whether or not to outsource specific activities
- ▶ Describe a framework for comparing internal costs and outsourcing costs
- ▶ Determine how to establish performance standards
- ▶ Implement a process for assessing providers, selecting a provider and monitoring outsourced services

IV. Corporate Governance

A. Internal Control

CEOs and CFOs will be taking the right steps to make employees aware of what is required of them with the new and existing regulations as they relate to supporting the CEO and CFO with the certification of financial statements and the Representation Letter. Managers will learn or be updated with the knowledge of what is ethical, what controls should be in place to assure the assets of the shareholders and what to do if they see a problem.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Understand the SEC law as it applies to all management levels and those that support them
- ▶ Explain the concept of corporate governance as it relates to your organization
- ▶ Understand and follow the companies Ethics Policy

- ▶ Understand how to address basic internal control techniques
 - Company published procedures and document compliance
 - Segregation of duties, reconciliation of accounts
 - Fraud indicators
 - Protection of assets including intellectual property
- ▶ Understand the role of internal auditors, what they are looking for and how to interface with them

B. Code of Accountability and Ethics

A code of accountability and ethics program that is consistently implemented by all employees supports corporate competitiveness. By creating a culture of positive corporate ethics, company leaders promote a good reputation in the marketplace and a positive environment within the company. This workshop ensures employees know what is expected of them by reviewing acceptable behaviors.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the importance of a Code of Ethics policy and procedures
- ▶ Describe the Sarbanes Oxley Act & SEC regulations related to Ethics
- ▶ Communicating the policy
- ▶ Promoting high standards of conduct
- ▶ Define management's role in implementing the Ethics Program
- ▶ Implement the Ethics policies and procedures
- ▶ Assessment of policy implementation
- ▶ Communicate the Ethics policies and procedures to others in the organization
- ▶ Describe how the Ethics Program will be assessed and monitored
- ▶ Work Environment and Employee Practices

V. Customer Service

A. Excellence in Customer Service

Providing consistently high levels of customer service can help to set an organization apart from the competition. Developing and maintaining high standards for service is particularly important for attracting and retaining customers. This workshop is designed to develop specific customer service skills and to define the role of participants in providing excellent service.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the importance of providing excellent customer service
- ▶ Define excellent customer service
- ▶ Demonstrate how to respond to angry or upset customers
- ▶ Implement a follow-up process with customers
- ▶ Use questions effectively
- ▶ Apply a problem solving process to assist customers

B. Manager and Supervisor Role in Customer Service

Managers and supervisors play a key role in supporting customer service throughout the organization. What they notice, what they reward, how they support front line employees and the service environment they create all impact how successful the organization will be in creating a customer focused company. This workshop focuses on key skills managers need to support excellence in customer service.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the importance of providing excellent customer service
- ▶ Describe their role in supporting service
- ▶ Create a customer focused environment
- ▶ Identify opportunities to reward effective customer service behaviors
- ▶ Provide feedback to employees which clarifies customer service expectations
- ▶ Communicate customer service expectations
- ▶ Interact with customers to resolve problems quickly

- ▶ Identify opportunities to address systemic barriers to service

VI. Functional Area Workshops

HR Professionals

A. Financial Decision Making for HR Professionals

HR professionals initiate programs and projects for the benefit of the company and employees. This workshop will provide you with a framework and tools for presenting your ideas to demonstrate the financial impact. Topics will include cash flow analysis, time value of money and capital decision making. You will be able to analyze and present your ideas with the numbers to back them up.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the difference between cash flow and profit
- ▶ Describe the impact of the time value of money
- ▶ Determine cash inflow and outflow for a project
- ▶ Use popular evaluation methods to select and rank viable capital projects
- ▶ Present projects demonstrating the financial impact

B. Estimating Return on Investment (ROI) for HR Professionals

Senior executives receive numerous requests from their employees for scarce corporate investment dollars to fund their projects. These projects must be justified with more than intangible benefits; they must be justified in quantitative ROI terms to stand a chance of gaining approval. Every investment has an ROI; the problem is figuring what the right one is and convincing management.

This workshop is designed for HR professionals who do not have time to become financial experts and yet must develop investment proposals requiring ROI calculations and interpretations. You will learn how to properly structure proposals requiring funding in order to increase your chances of the financial decision makers endorsing your request.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the ROI methodologies and their pros and cons
- ▶ Collect hard and soft data on HR projects, convert data to monetary value, analyze it and calculate ROI
- ▶ Determine cash inflow and outflow for HR projects
- ▶ Develop a value proposition for HR projects requiring new investment dollars
- ▶ Develop effective ROI proposals
- ▶ Present HR projects demonstrating the financial impact

C. Budgeting - Operating Plans and Budgets for HR Professionals

You were just asked to prepare a plan for your department. This course will focus on key steps for developing operating plans and budgets that support the goals of your department. Topics include forecasting, the budgeting process, developing a cash budget and tracking performance. Create a budget that will work for you and use it as an effective tool to operate your department.

Objectives

At the conclusion of this workshop, participants will be able to:

- ▶ Explain the types, advantages and uses of budgets
- ▶ Identify budgeting weaknesses
- ▶ Define key budgeting terms and concepts
- ▶ Develop a master budget including all underlying schedules

- ▶ Prepare pro forma financial statements
- ▶ Describe the relationship between cost behaviors and budget variances

D. Internal Consulting Skills - A Tool Kit for HR Professionals

The ability to work effectively with internal customers sets any Human Resources organization apart. Structuring and facilitating meetings, responding to challenging interpersonal situations, hearing what internal customers are saying, and using diplomacy are all key skills for personnel that provide services within a company. The following one-day workshop focuses on developing key consulting skills and effectively applying a five step consulting process.

Participants will practice key tools for each step in the process as well as apply the five-step process through a multi part case study.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Apply the five step internal consulting process
- ▶ Effectively use key consulting skills
- ▶ Structure and facilitate meetings with customers
- ▶ Listen to gather key information
- ▶ Organize information so that it can be communicated clearly
- ▶ Develop strong customer relationships
- ▶ Add value by understanding the business

Engineering

A. Technical Training for Aerospace Industry

All classes Bradley/Lambert has development for Aerospace companies are confidential and proprietary

B. Satellite Fundamentals for Satellite Services Personnel

People working in the satellite and telecommunications industry benefit from a greater understanding of both the industry and satellite operations. This workshop provides a basic familiarity and understanding of satellite systems and their associated numerous and diverse services and products from a technical perspective to aid non-technical personnel in working with customers both inside and outside the company. This ability of non-technical managers and key personnel to 'speak the language' and understand key concepts can be a competitive discriminator.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Define key phases in the lifecycle of a satellite
- ▶ Identify different types of satellites and their uses
- ▶ Compare competitors in the satellite and telecom industry
- ▶ Describe practical communication fundamentals
- ▶ Describe fundamental satellite components and operations
- ▶ Apply link budget fundamentals

VII. Performance Improvement Programs

A. Introduction to Quality Tools and Methods

Top performing organizations are striving to find increasingly better ways to improve performance and enhance productivity. The most frequently cited problem in the use of improvement methods is choosing the right tool for the right situation. This 2-day workshop will help you meet these challenges by presenting key tools and a framework for identifying which performance tools you should use to achieve better results.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Select the appropriate tool for identifying and implementing process improvements
- ▶ Describe the goals of the following quality tools
 1. Affinity Diagram
 2. Brainstorming
 3. Cause and Effect Diagram
 4. Decision Tree
 5. Decision Matrix
 6. Flowchart
 7. Force Field Analysis
 8. Interrelationship Digraph
 9. Nominal Group Technique
 10. Pareto Chart
 11. Process Mapping
 12. Benchmarking
 13. Cycle Time Management
 14. Design for Manufacturing and Assembly
 15. Process Reengineering
 16. Quality Function Deployment
 17. Six Sigma
 18. Statistical Process Control

B. Project Management

The Project Management workshop focuses on project planning, implementation and management and is intended for senior managers responsible for project success.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Define key steps in project planning
- ▶ Define key steps in project management
- ▶ Implement project planning and organizing tools
- ▶ Implement project management tools including action item development and tracking
- ▶ Plan for regular communication regarding project planning and implementation
- ▶ List key elements of effective project meetings
- ▶ Describe a process for identifying stakeholders, getting buy-in and establishing accountability across functional groups

Organizational Development

I. Consulting Services

A. Needs Assessment

The objective of a needs assessment is to determine where the organization can invest its training and development dollars to maximize the impact on organizational performance. The needs assessment also documents specifically what skill and knowledge are needed so that training and development efforts address the right areas.

- ▶ Identify performance gaps
- ▶ Identify high priority skill and knowledge gaps for the organization that cross job categories.
- ▶ Analyze and document any skill and knowledge gaps for particular jobs or job categories.

B. Management Coaching

Bradley/Lambert, Inc.'s executive coaching services are designed to support the client in achieving a greater capability to produce results and a greater self-confidence in his/her ability to do so. Our coaches are highly experienced ex business executives and work to inspire trust and commitment to action from the person being coached.

As partners, the coach and client choose the focus, format, and desired outcomes for their work. These may include behaviors that are limiting the client's effectiveness in their current position or development of behaviors and skills they need to move into their next position. They arrange the schedule and means of contact that serve them both.

At the conclusion of a series of coaching sessions the client will see improvement in their performance in areas they identify as key.

C. 360° Assessment

A “360° Assessment” gather information from self, peers/colleagues, direct reports, immediate supervisor and in some cases customers to develop and implement an action plan to improve the individual’s performance based on constructive input received. Bradley Lambert Inc. reviews the 360° feedback, identifies strengths and opportunities for improvement, and develops an action plan with each participant. Additionally, in some cases Bradley Lambert Inc. is a resource to coach the client to implement their action plan.

D. Facilitation

Holding effective high level, cross functional meetings can be difficult. Decisions are often not reached or documented. Attendees sometimes do not support the agreed upon actions or believe they position was not fairly represented.

A facilitated session can be more productive, less time consuming and result in increased commitment by the group to the output of the session. When groups have an effective facilitator, they avoid many of the pitfalls we have all experienced in meetings and working sessions. Off tangent discussions, wasted effort, conflicts that prevent progress, lack of a clear agenda or goal and dominance by a few individuals can all be prevented or minimized.

E. Customer Service/Focus Consulting

Excellent customer service requires more than training of front line employees. All front line employees, supervisors, managers and executives need to be skillful in identifying and addressing customer needs. The company must also have practices and systems that support customer service, senior management must make service a priority and all levels of management must support and encourage customer service behaviors. Organizations must be sure that procedures and systems are aligned with the objective of providing excellent service if they plan to make customer service a competitive advantage.

Bradley/Lambert, Inc. can work with the organization to define what is needed and how to implement training as well as systems or procedures that promote excellence in service.

F. Corporate University Development and Support

The objective of establishing a corporate university, regardless of the size of the company, is to develop people for improved business results and provide resource where people can improve capabilities.

Bradley Lambert Inc. can lead this activity or support the company executive responsible for setting up and operating the Corporate University. BLI will work with company representatives to:

- ▶ Develop the appropriate Corporate U structure based on company size, training population, existing training, etc.
- ▶ Plan for involvement of senior executives in roll out and on-going operations
- ▶ Identify priorities for first three years of operations
- ▶ Determine curriculum paths and developmental activities
- ▶ Determine testing / certification requirements
- ▶ Select a training management system
- ▶ Determine delivery mix (on-line training, interactive distance learning, classroom based training, self-study, videos, etc.) to meet the needs of the target audience

II. Supporting Workshops

A. Team Building

Team members need to function as ongoing partners, share resources, communicate openly, and make decisions that focus continuous improvement. The success of teams will be influenced by the technical skills of their members, but these talents alone cannot insure that the teams will achieve their goals. Teams need to be skillfully trained and developed if they are going to function most effectively. The following workshop is useful for individuals as well as teams to learn key skills for enhancing team effectiveness.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Define teams and teamwork
- ▶ Implement an effective method for team chartering and kick-off
- ▶ Team alignment around goals and objectives
- ▶ Apply key steps to develop teamwork
- ▶ Define support needed for teams to be effective

- ▶ Define roles within a team
- ▶ Apply operating guidelines

B. Consulting Skills: A Tool Kit

Your internal customers' satisfaction and the success of your projects are on the line every day. This Consulting Skills seminar offers you the tools to come out ahead. Customer service slip-ups by less skilled consultants are commonly the cause of significant grief and frustration on the part of internal consultants, profit erosion on the part of their employers and loss of faith by their customers. This seminar is for professionals who are experts in certain fields, and want to integrate the consulting process into their existing professional skills, e.g., Human Resources, Finance, Information Technology, all other "content" experts.

The purpose of this workshop is to offer you the key skills of internal consulting, including structuring and facilitating meetings, responding to challenging interpersonal situations, hearing what internal customers are saying, and using diplomacy.

Objectives

At the conclusion of this workshop participants will be able to:

- ▶ Apply the five step consulting process
- ▶ Effectively use key consulting skills
- ▶ Capture the business through facilitation and listening skills
- ▶ Clearly communicate information
- ▶ Develop strong customer relationships
- ▶ Add value by understanding the business

C. High Performance Team Start Up

Often a group of individuals is labeled a "team", given a vague task or goal with a short time frame to accomplish the task, and is expected to be operating at a high performance level from the first day. Unfortunately, asking a group to work as a team or calling them a team does not provide the tools, skills and experience to allow the team to quickly become effective. The best results come when teams invest the time to do the "work" of building the team's foundation up-front.

Teams must be chartered with a clear task or purpose. The team start up process should include both planning to accomplish the goal as well as learning to work

together as a team. The team can then focus on continued development, working together for maximum results and continuous improvement. The following process supports team start up and operation.

Teams can be used to introduce work improvements more rapidly, address complex challenges, provide the means for considering diverse perspectives, and bring new products to market in record time. They can also be the basic structure for the organization where department or work group level teams operate on an on-going basis.

Phase I – Management Chartering of Team (1-3 hour facilitated session)

Management must provide a clear charter for each team so that the team knows what is expected of them, when and using what resources. Phase I is a 1-3 hour facilitated session with management to clarify what is expected of the team, establish team boundaries and plan for team kick-off.

Phase II – Team Start-up and Planning (1-2 day facilitated process)

The team start-up process includes clarification of the team charter provided by management, making explicit commitments around team operations and planning for accomplishing the goal of the team. During the session, the group is provided information on teams and then given the opportunity to determine how their team will operate. Team Operating Guidelines will be established, a Communication Plan put in place and an initial team Operating Plan drafted. Following the session, the team will start working together to achieve the goal of the team

Phase III – Team Support During Initial Operation

During the initial stages of working together teams benefit from periodic working sessions to allow them to assess team operation and plan for improvement. This is also an opportunity to provide additional information to the team about effective team practices. It can also be used to support the team in working through problems or conflicts.

D. The Infrastructure in Place to Support Team Operation (facilitated process)

Teams are often put in place without adequate consideration being given to the initial team start-up, resources needed to operate effectively and on-going support required. In this facilitated working session Management is provided with information about the infrastructure needed to support teams. The management participants are then facilitated in a discussion to determine what processes need to be put in place to support teams.

Objectives

At the conclusion of this workshop, participants will be able to describe the relevance for the following team support processes:

- ▶ Team based rewards
- ▶ Team start-up process
- ▶ Process for allocation of personnel to teams (staffing and de-staffing teams_
- ▶ Roles and responsibilities clarification
- ▶ Process for resolving conflicts between teams
- ▶ Team budget and resource tracking
- ▶ Team reporting requirements
- ▶ Communication and tracking of team results

E. Implementing Integrated Product Teams

The success of an Integrated Product Team (IPT) depends on the structure provided by the organization, the tools and processes used by the IPT and the skills of the team leader and members. IPTs integrate customers and suppliers into the team so that they contribute to IPT success. The role of the customer in an IPT is often a significant change for many organizations. An effective IPT requires role and responsibility definition, boundary clarification, joint problem-solving processes and clarification of reporting requirements. This workshop presents a process for IPT start-up and operation.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Implement the key steps for IPT start-up
- ▶ Implement key steps for IPT operations
- ▶ Define requirements and develop plans to fill IPT goals

F. Facilitator Training

Often a group of individuals is labeled a “team”, given a vague task or goal with a short time frame to accomplish. Teams benefit when effective facilitators support them. This workshop focuses on developing key skills so that facilitators can work with teams as they develop.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the role of a facilitator
- ▶ Differentiate the role of the facilitator and leader
- ▶ Demonstrate key facilitation skills including focusing the discussion, summarizing and allowing for equal participation
- ▶ Structure discussions to achieve a specific end
- ▶ Describe methods for preventing and responding to challenging situations

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H. Executive Curriculum

Executive curriculum is tailored to meet specific needs.

Programs for executives focus on developing and enhancing skills that are critical to success when employees move to senior positions. Programs vary in length and are generally tailored to the needs of the specific organization. Workshops include:

- ▶ Applying Facilitation Skills
- ▶ Leading a Planning Process
- ▶ Team Leadership
- ▶ Leading Change
- ▶ Managing Managers
- ▶ Developing Presentation Skills
- ▶ Leading a Customer Focused Organization

Executive Services

I. Consulting Services

A. Strategic Planning Facilitation

A strategic planning session led by outside experts can be more productive, less time consuming and result in increased commitment by the group to the output of the session.

Crucial meetings achieve better results with an effective facilitator. The strategic planning process used by Bradley/Lambert, Inc. is time tested, comprehensive, and rigorous. Pitfalls are avoided by having a structured, preplanned meeting(s) where participants have been asked their input to the meeting. Rules are agreed on at the start of the meeting and later enforced by the facilitator. Off subject discussions, wasted effort, conflicts that prevent progress, lack of a clear agenda or goal and dominance by a few individuals can all be prevented or minimized.

Executives and managers feel there are four key benefits of facilitated strategic planning meetings.

1. The facilitator is seen as non political and supportive of everyone.
2. They produce better results because multiple perspectives and all ideas are considered.
3. They ensure accountability for milestones to meet goals and objectives.
4. They are run on schedule

B. Needs Assessment Consulting

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II. Supporting Workshop Resources

A. Executive Curriculum

Executive curriculum is tailored to meet specific needs.

Programs for executives focus on developing and enhancing skills that are critical to success when employees move to senior positions. Programs vary in length and are generally tailored to the needs of the specific organization.

Workshops include:

- ▶ Applying Facilitation Skills
- ▶ Leading a Planning Process
- ▶ Team Leadership
- ▶ Leading Change
- ▶ Managing Managers
- ▶ Developing Presentation Skills

- ▶ Leading a Customer Focused Organization

B. Implementing a Strategic Planning Process

You can drive your organization to greater profits and growth by implementing a structured, high involvement planning process. This workshop will equip you with a step-by-step process to sharply focus your efforts on what is most important to your organization's future success. You will learn the key factors that must be in place before beginning the planning process, the level of planning and a simple and effective planning process.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Identify and overcome barriers to effective planning
- ▶ Define key planning terms
- ▶ Use a planning framework including situation analysis, strategic analysis, short and long term plans, and contingency plans
- ▶ Implement a planning process that results in plan commitment
- ▶ Communicate the plan effectively
- ▶ Implement a follow-up process to assess results

C. Internal Control

CEOs and CFOs will be taking the right steps to make employees aware of what is required of them with the new and existing regulations as they relate to supporting the CEO and CFO with the certification of financial statements and the Representation Letter. Managers will learn or be updated with the knowledge of what is ethical, what controls should be in place to assure the assets of the shareholders and what to do if they see a problem.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Understand the SEC law as it applies to all management levels and those that support them
- ▶ Explain the concept of corporate governance as it relates to your organization
- ▶ Understand and follow the companies Ethics Policy
- ▶ Understand how to address basic internal control techniques
- ▶ The requirement to follow company published procedures and document compliance
- ▶ Segregation of duties
- ▶ Fraud indicators
- ▶ Reconciliation of accounts
- ▶ Protection of assets including intellectual property
- ▶ Understand the role of internal auditors, what they are looking for and how to interface with them

D. Code of Accountability and Ethics

A code of accountability and ethics program that is consistently implemented by all employees supports corporate competitiveness. By creating a culture of positive corporate ethics, company leaders promote a good reputation in the marketplace and a positive environment within the company. This workshop ensures employees know what is expected of them by reviewing acceptable behaviors.

Objectives

At the conclusion of the workshop, participants will be able to:

- ▶ Describe the importance of a Code of Ethics policy and procedures
- ▶ Describe the Sarbanes Oxley Act & SEC regulations related to Ethics
- ▶ Communicating the policy
- ▶ Promoting high standards of conduct
- ▶ Define management's role in implementing the Ethics Program
- ▶ Implement the Ethics policies and procedures
- ▶ Assessment of policy implementation
- ▶ Communicate the Ethics policies and procedures to others in the organization
- ▶ Describe how the Ethics Program will be assessed and monitored
- ▶ Work Environment and Employee Practices

E. Motivational Speeches

Marla Bradley, Bradley Lambert Inc. CEO is its primary motivational speaker. Her speeches are timely - coordinated with the sponsor on current Company initiatives or problems, motivating, high-impact, and engaging. As part of her speeches she provides specific ideas and tools to take back to the work environment.

Marla has delivered motivational speeches for many Fortunes 100 companies and professional organizations on topics such as:

- ▶ Active Listening
- ▶ Change
- ▶ Communication Styles
- ▶ Creativity
- ▶ Customer Focus
- ▶ Goal Setting
- ▶ Leadership
- ▶ Team Work
- ▶ Time Management



Marla Bradley,
CEO, Bradley/Lambert, Inc.

Marla Bradley founded her own company in 1979, with a vision to help people improve individual performance in the workplace, by applying the latest management skills and knowledge and translating management needs into "learning that transforms individuals and organizations." She has positioned Bradley Lambert as a valued resource to corporations providing design, development and delivery of the most complex curriculum demanded by multi-national corporations.