

# Course Catalog

**Arrowhead Consulting** offers private and public classes on variety of topics to prepare today's leaders for tomorrow's workplace challenges. Our class schedule is constantly evolving as we add classes to support organizational demand. Visit [www.arrowheadconsulting.com/classes](http://www.arrowheadconsulting.com/classes) to see the most up-to-date schedule and sign-up online. If you are seeking to bring training into your organization as a private class, Arrowhead can combine or customize any of the modules found in our catalog to make sure your exact needs are met!

## **Agile: Beyond the Buzz**

Agile may not be new to the IT world, but it has become THE methodology across several industries. Popularity, however, does not always translate to success in business. This workshop will help you better understand the tenets of Agile and how to integrate this cross-functional team methodology into your current project management processes.

## **Become a Master Delegator: The Art of Letting Go to Get More Done**

Give yourself more time to move forward on your work priorities through delegation. Harness your team's energy and the capabilities of your organization through delegation. By empowering qualified individuals to complete tactical tasks, you can focus on the strategic activities of your business. However, delegation is much more than allocating tasks and handing out assignments. Real delegation in the workplace requires planning and preparation. Successful managers assign responsibility for outcomes and provide team members with the authority to do what is necessary to produce the desired result.

## **Better Teams Are Made in the Arena: How to Leverage Character, Talent, and Vulnerability to Strengthen Your Team**

Have you ever faced a situation where you have a group of skilled high achievers who can't quite make it work as a team? When trying to build a highly collaborative team environment, it can be challenging to know when you're dealing with a "Right Hero, Wrong Mission." While there is no one size fits all solution for developing highly effective team dynamics, this course is designed to help leaders improve the performance of any team by teaching them how to identify the root cause of the problem and stop fearing failure so the real work can begin. Using proven methods for establishing a deeper understanding of the strengths and weaknesses and creating a stronger foundations of communication and trust, participants will gain insights into why some motivational techniques backfire and how embracing empathy can make a team impervious to common mistakes.

## **Book Club - Crucial Accountability - Tools for Resolving Violated Expectations, Broken Commitments and Bad Behavior**

Join us for a discussion of the book Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments and Bad Behavior by Kerry Patterson. "Behind the problems that routinely plague our organizations and families, you'll find individuals who are either unwilling or unable to deal with broken promises. Colleagues break a rule, coworkers miss a deadline, friends fail to live up to commitments, and nobody says a word. Nobody holds anyone accountable. Crucial Accountability offers the tools for improving relationships in the workplace and in life and for resolving all these problems - permanently." relationships and productivity.

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## **Book Club - Crucial Conversations - Tools For Talking When Stakes Are High**

Join us for a discussion of the award-winning book Crucial Conversations: Tools for Talking When Stakes Are High by Kerry Patterson. "When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and suffer the consequences; handle the conversation badly and suffer the consequences, or read Crucial Conversations and discover how to communicate best when it matters most." Participants will receive a copy of the book to read prior to the 1/2 day session. We will review Crucial Conversations and the tools you need to step up to life's most difficult and important conversations.

## **Business Requirements: Our Most Misunderstood Easy Button**

Successful projects rely on the upfront gathering of solid requirements. Unfortunately, 60% of projects fail in this process as organizations struggle to get good foundational requirements. In this 2-day class, we will prepare you to understand and capture the needs of your business users with tools and techniques that can be implemented immediately back at the office. Case studies, templates, and scenario role-playing will drive home the skills needed for exceptional management of the requirements lifecycle.

## **Calling for an Organizational Assessment STAT! How to Ensure your Company's Vital Signs are Healthy**

Like most human beings, organizations strive to be in better shape but often don't know where to start. This workshop will not only discuss the importance of having a healthy organization but provide valuable methods to prioritize the right areas to work on. We will explore the key People, Processes, and Tools that are the heart of organizations and ways to keep them beating strongly.

## **Can You Hear Me Now? Essentials for Effective Communication**

90% of our time at work is spent communicating in some form. Unfortunately, quantity doesn't equal quality and both project and relationship failures can occur if communication is not done properly. This course introduces you to key tools and techniques across various communication mediums (oral, written, non-verbal) and approach (formal vs. informal) that you can take back to work to help you build stronger relationships and have better outcomes.

## **Controlling the Chaos: How to Keep your Project's Cost and Schedule from Running off the Rails**

Project Control is a subset of Project Management with the primary focus of managing the project's cost and schedule. These are the tools that help you save time and stay on schedule during your project planning and execution, cutting costs. A well-thought-out plan for executing your projects can only happen if you have a sufficient set of controls in place for your project scheduling methods.

## **Cost Management Training for Continuous Business Success**

Implementing a proper cost management structure for projects can help a business keep their over-all budget under control. This course covers the three key processes to managing project costs: Estimating, Budgeting and Control and will provide activities and tools that you can implement to complete the project within the approved budget.



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## **DiSC Workshop - Improve your Communication and Impact your Career Success**

As leaders, we know a business's greatest asset is its workforce. The backbone of all great organizations is hardworking people. Not only do they go above the daily grind but are dedicated to the company's vision, goals, and future achievement. A strong team needs a foundation of trust. Supporting teams requires maintenance, or we risk those assets becoming liabilities. Failing to understand the ways individuals optimally contribute to the organization or minimizing minor disagreements and poor conflict management costs a business more than we might think.

## **Everything DiSC® Productive Conflict**

Everything DiSC® Productive Conflict helps participants improve self-awareness around conflict behaviors. Rather than focus on a step-by-step process for conflict resolution, Everything DiSC Productive Conflict provides participants with techniques to curb destructive behaviors and effectively respond to conflict situations. The program features an exploration of DiSC in a conflict context, provides an opportunity for participants to explore their destructive conflict responses, and offers them a method for making more productive choices in their response to conflict.

## **How to Build A Thriving Multigenerational Workplace**

Leaders now face the most generationally diverse workforce in history, with up to five different generations working simultaneously in the same office space. This dynamic provides not only an impressive depth of experience, skill sets, and energy - it also presents unique challenges for any leader. Each generation has a distinct way of communicating, thinking, working, and processing information. Learn how you can motivate your multigenerational staff effectively and encourage them to collaborate. Join us as this session helps leaders leave the judgmental stereotypes behind and discover the common ground necessary for building cohesive, high-achieving teams.

## **Increasing Your EQ: A Head Start to Being Heart Smart**

In today's competitive professional environment, emotional intelligence (EQ) is often the difference between reaching the top or falling flat. This course offers attendees the opportunity to assess their individual self-awareness while enhancing their people skills. Techniques for promoting self-regulation and preventing dreaded "filter fails" help equip participants to be better prepared to tackle the challenge of discerning the motivations of others and navigating professional (and personal) interactions towards more successful outcomes.

## **ITIL®4 Foundations Certification**

ITIL® (Information Technology Infrastructure Library) is a world-class, widely accepted approach to defining and managing IT services. This 2.5-day course lays the foundation for organizations to use technology to realize business transformation and growth while preparing the individual to become a certified master in accomplishing these skills. Course fee includes voucher to sit for the ITIL-4 Foundations Exam.

## **Keep Climbing: Best Practices for Continuous Improvement**

Continuous Improvement sounds good in theory (and there are a lot of theories about CI out there) but selecting and implementing the right one for your organization can be difficult. This course introduces you to the most popular theories (such as Balanced Scorecard, Theory of Constraints, Lean/Six-Sigma) while balancing real-world best practices to give you implementable steps to increase performance in your organization.



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## **Leaders that Engage and Persuade: A Guide to Proper Stakeholder Management**

The ability to build strong relationships with stakeholders both inside and outside of the organization, is the key to meeting expectations and the driver for project success. During this scenario based course, you will learn how to collaborate with stakeholders, enhance trust and cooperation, gain buy-in, properly manage requirements and dynamically adjust your approach to a wide range of situations.

## **Leadership Drives Success: Essential Skills for Managers and Supervisors**

As a manager or supervisor, you wear lots of hats, and let's face it - sometimes, it can be overwhelming. Interviewer, trainer, coach, disciplinarian, referee, and sometimes motivator, the list of daily responsibilities is rather lengthy. Take time to learn how to focus and succeed in these different roles through a comprehensive, interactive workshop that teaches you best practice leadership skills that last the life cycle of an employee. Perfect your interviewing and selection skills, flex your communication and feedback muscles, apply applicable employment laws, resolve conflict, and utilize tools to manage and evaluate the performance of your employees effectively.

## **Leading Up - Keys to Successful Influence Leadership**

Traditional leadership is top-down, where leaders want to lead or not. However, the real strength, creativity, and energy of an organization lies with the people who make things happen. Leading up is an act of influence that creates a win-win relationship between you and your leadership. It is not political jockeying by way of manipulation or brown-nosing. This course puts your career in drive with collaborative keys and deliberate action steps that lead to the best possible results for you, your boss, and your organization.

## **Leading with Purpose: A Guide to Intentional Leadership**

A fancy title on a business card does not always translate into being a strong leader. Instead, your leadership skills are built over time and cultivated through relationship building with your colleagues. What does it mean to be intentional about leading people? It starts with a foundation of trust and clarity of purpose. Attendees will learn how to use strategic decisions and deliberate actions to positively influence performance, tackle communication challenges and appreciate the differences in how you and others approach work.

## **Marketing: Best Practices for the New Era**

Marketing is constantly evolving with new tools and technology popping up everyday. In this workshop, we discuss new marketing trends and understand how important social media is in establishing and promoting your brand. As well as, really understanding the differences between marketing and sales. We will discuss marketing plans, analysis, and KPIs to strive for to keep your brand ahead of the curve.

## **MS Project Certification (Exam 74-343) Prep Course**

Those pursuing certification in Managing Projects with MS Project will find this instructor led course a valuable tool to passing the exam. Through the hands on examples, real world advice and a variety of application add-ins, you will become the MS Project champion your company has been looking for!



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## Never Split the Difference: A New Approach to Negotiation

Negotiation is an exhaustive topic with legendary deals and mythic masters. It is viewed as a game that sets apart the intimidators from the intimidated with the most talented supposedly possessing some superhuman abilities. But it turns out there may be more to negotiating than the hallowed halls of Harvard would have us mere mortals believe possible. In fact, you don't need to know a BATNA from a ZOPA to become a more successful negotiator. The course demonstrates how emotional intelligence paired with a few Mr. Miyagi-style lessons (plus a Jedi mind trick or two) can help both the novice and the savvy achieve better outcomes in any negotiation.

## Own It: Taking the Fear Out of Feedback

Companies that are purposeful about how and when feedback is delivered show measurable improvement in production, quality, safety, morale, and turnover. This course incorporates proven models, experiential learning and peer-to-peer interactions to develop leaders' in route to taking the apprehension out of talking to their people.

## PMP® Exam Prep (PMBOK 6)

Maximize your Project Management earning potential through the obtaining of your PMP® Certification. Arrowhead's Exam Prep course is guided by PMP® certified instructors, and balances hands-on exercises with interactive lectures to amplify learning retention. This is an excellent course for the busy project professional as all the learning is packed into 4 days with a final half-day workshop to review specific questions and concepts students need to be successful. Course fee includes all the materials required to pass the exam. Guaranteed! \*

## Practical Magic: Project Management for the Rest of Us

Everything we do in life is a project thereby making us all project managers (whether we are titled as such). Like a good magician knows, the trick is to practice. Unlike a good magician, a great project manager shares the secrets they practice to successfully manage a project. This session is designed to help leaders at all levels develop and enhance their project management bag of tricks.

## Procurement/Vendor Management: Maximizing the Success of Your Vendor Relationships

Through hands-on exercises, you'll develop an integrated understanding of how vendors are chosen, motivated and managed. During this course you will be introduced to the procurement life cycle and the three pillars of successful vendor management: commitments, relationships, and metrics.

## Project Management – A Brave New World

Hone real-world project management skills in this interactive course that uses a futuristic Old West scenario-based theme to immerse participants in the learning experience. Hands-on exercises challenge greenhorns and seasoned PMs alike and offer opportunities to apply the tools and techniques at the core of the class. Attendees benefit from the best practices imparted by veteran project managers who have earned their spurs in varied industries and have the campfire stories to prove it.



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## **Rome, (and Trust) wasn't Built in a Day. Steps to Constructing a Productive Workforce**

The emotional trigger that drives employee engagement is trust. Yet some statistics say that 40 percent of employees don't trust management. This creates a conundrum, because employees are motivated by working in a trusting environment, yet too many times find themselves in one where they lack this foundation. Come learn how to avoid this gap by fostering a culture of trust, credibility and respect and build a team that works harder, together.

## **Scope Management: Not Just Good for Oral Hygiene**

It doesn't matter if your project comes in on time and within budget if what you deliver doesn't meet the customers expectations. Overall project success includes the utilization of proper Scope Management techniques as well. This process requires that we identify, define and control requirements in unison. Come learn the best practices around these crucial tenets of project management in a fast paced, hands on workshop.

## **See your True Colors: A Personal Journey using Insight's Personality Assessment**

Everyone is unique. Rather than placing people into one of four personality types, Insight identifies a personal color spectrum composed of all four styles. By identifying and understanding personality style - also known as temperament, disposition, character, nature, spirit, psyche, makeup, persona and perspective, you can learn a great deal about yourself and those around you. In this interactive workshop, participants will identify their own personality style and learn about the styles of others. Gain insight in to why people think, feel and act the way they do. Increase your tolerance, respect, and sensitivity to the needs, values, and attitudes of others.

## **Seeing the Forest for the Trees: Viewing Life through a Strategic Lens**

Do you often struggle trying to do more with less, constantly fire-fighting and spending time working to implement tactical solutions instead of looking at the Big Picture? If so, join us for this hands-on, activity-driven course that teaches participants how to challenge the status quo and push beyond the way things have always been done in route to developing a more innovative and strategic perspective.

## **Show Me the Money! Grant Writing Workshop**

In this hands on workshop, participants will learn the "Secrets to Grant Success", including how to decipher what the grant is really asking for, how to produce a (grant) award winning response, and effective ways to report on grant work progress. Attendees are encouraged to bring current or past grants with them to class to accelerate their learning opportunity.

## **Six Sigma Green Belt Certification**

Learning Six Sigma methodologies for your work life can help impact your career future. The ability to add Six Sigma Certification to your resume proves your commitment to improving your business acumen and analytical skills, as well as improving the business where you work. During this certification program, you will learn the skills necessary to identify, develop and lead Lean Six Sigma projects using the DMAIC problem-solving methodology. The knowledge learned will be applied to an in class simulated case study but can also be taken back inside your organization for immediate implementation.



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## **Staying on the Right Track: Getting the Most out of Microsoft Project**

Join us as our master schedulers give you a tour of the World's most popular scheduling tool. Students will learn how to create an effective Work Breakdown Structure (WBS) en route to creating an accurate, storytelling schedule that provides insight into Who is doing What by When. Learn how to leverage this versatile tool to track all company projects in one place and produce AHH inspiring reports that will be the envy of all your peers. On the second day, learn how to use MS Project to spot (and remedy) scheduling issues early as well as using macros to make your schedules more effective.

## **Stop Wasting (My) Time: Best Practices to Get the Most out of Your Meetings**

Time is a nonrenewable resource, yet we seem okay with spending up to 40% of our workweek wasting this precious commodity in unproductive meetings. With 11 million meetings a day, companies are also wasting money, to the tune of an estimated \$75 million a year. Be the change agent your company needs by attending this class to discuss best practices and learn tips that will help your meetings stay focused, timely, and, most importantly productive. This hands-on and interactive course teaches participants what to do before, during and after meetings to avoid waste and consistently produce value.

## **Strategies for Launching and Leading a Successful Project Management Office**

With increasing project volume and complexity, companies are turning to establishing Project Management Offices. But there is no one-size-fits-all solution for PMOs so how do you decide which type is best for your organization? This hands on workshop allows participants to build their own PMO Charter while learning how to achieve buy-in, establish quick wins and overcome potential obstacles. Instructors will share real world stories from their numerous PMO implementations and prepare you for your own successes.

## **Successfully Crossing the Minefields: Diversity and Inclusion in the Workplace**

Diversity, equity and inclusion are hot topics no matter the environment – schools, businesses, memberships, neighborhoods, houses of worship, etc. Being intentional in your understanding will build your confidence in navigating potentially difficult situations. This course will help you build your D&I muscle for becoming a more empathetic and impactful leader.

## **Tell me a Story: Using Proper Schedule Management Techniques to Drive Project Success**

Schedules are a fundamental element of project success. With project teams becoming more virtual and global, having a solid, clear accounting of Who, is doing What, by When, is key to managing activities, resources, dependencies and ultimately, project outcomes. This course will improve your knowledge around both the processes and tools needed for you to become your company's Mark Twain of scheduling.



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## **The Essential Elements of Project Management**

Everything we do in life is a project, whether we are a titled Project Manager or not but how can project management be utilized in everyday life (both personal and work) to make us more effective. Through fun, hands-on exercises and real world examples and anecdotes, Arrowhead's PM Primer class teaches students the fundamentals of project management while showcasing easily, implementable best practices to bring out the best PM in all of us.

## **The Five Behaviors- Personal Development: Transform Culture with the New Personal Approach To Teamwork**

Teamwork starts at the individual level. But in a modern workplace that is high-speed and high-stakes, how can we learn to quickly build cohesiveness and deliver results? No one really tells you how to be a good teammate. For something that has such a big impact on our everyday work lives, we don't spend much time talking about what it takes to make our teams better. In this interactive and individually focused session, you will learn that it all starts with you! Participants take a pre-class computerized personal development assessment based on Patrick Lencioni's The Five Behaviors Of A Cohesive Team - Trust, Conflict, Commitment, Accountability, and Results. We take a deep dive into the assessment results allowing you to develop the skills to become a better teammate and start building stronger teams.

## **The Winds of Change: Shifting the Cultural Norm**

To exist and thrive in the modern marketplace, businesses and organizations must embrace change. Those that choose to manage change can ensure that changes are smoothly and thoroughly implemented, reducing resistance from stakeholders, and insuring that the lasting benefits of the change are realized. This course will provide the student with an introduction to the change management processes, tools, and techniques necessary to effectively manage and promote change in their business or organization.

## **Time Management - Plan and Prioritize your Time to keep from Losing Your Mind**

Do you often find yourself wishing for more hours in the day? Effective time management can help increase productivity and reduce stress. This class focuses on mental and physical productivity, providing tools and best practices to help you stay organized, keep a clear mind, and be more productive in both work and life.

## **Training to Be the Best: A Human Resources Boot Camp**

Work is evolving, but are your skills? Human Resources is an ever-changing topic so whether you are a new or experienced HR professional, this interactive workshop is for you! Dive into how to select great candidates and onboard them properly so they can be productive from day one. Explore relevant employment and labor laws so you don't get into hot water. Learn how to engage in performance management communication with your employees and more! This one-day jammed packed session is designed to provide you with the tools, knowledge, and resources needed to successfully lead the core functions of your organization.



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## **Walking with Giants: Creativity and Innovation**

Will Rogers said, "Even if you're on the right track, you'll get run over if you just stay there." Do you sometimes feel like progress has come to a grinding halt? Has your ability to come up with unique and exciting new ideas dried up? Break out of the status quo and increase both individual and team creativity as we look through the lens of some of the giants of creativity (Pixar/Apple/Etc.). Hands on exercises, interactive activities and group discussions will energize you to go back into the workplace and begin churning out new solutions to take your company to new heights.

## **We Didn't Start the Fire: Guiding You to Proper Risk Management**

While we typically don't start the proverbial fires inside our organizations, we are often charged with having to be fire-fighters, dealing with the various issues that rear their ugly heads on a daily basis. In the process, stress levels rise while productive time declines. What if we could proactively prevent those fires from occurring and reclaim significant lost time back in our day? In this thematic, exercise based course, you will learn to make this a reality.

## **What's for Dinner: Keys to Effective Decision Making**

We make an estimated 35,000 decisions every day with the most commonly dreaded daily choice for many people deciding what to eat for dinner. We rarely step back to examine what happens during the day, both professionally and personally, to lead to such a quagmire over something so simple. Gaining that perspective is an essential first step in improving decision-making abilities. This class approaches decision making from both the view of the individual and the collective and examines how we make decisions based on personal influences versus how we ought to make decisions based on desired outcomes. Participants in this course learn techniques for combatting decision fatigue, tools for streamlining prioritization, and strategies for developing a reputation for being an influential decision-maker.

## **Winners and Losers Have the Same Goals. Using the Power of Habits and Routines to Accomplish Anything.**

Why do some people seem to accomplish more than others? In this hands-on workshop, we explore our brain's three-step habit loop: Cue, Routine, Reward and how to use keystone habits and routines to fuel your success in accomplishing goals. We take a closer look at motivation vs willpower and how harnessing the power of daily "just noticeable differences" leads to long term sustainability and growth. Participants will get a jump start in 2021 with a written plan of action and practical tools to turn resolutions into accomplished goals.



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