



**MG RUSH**

A Division of Morgan Madison & Company

**FAST+**

## **FACILITATIVE LEADERSHIP TRAINING**

Public Class Schedule 2011



*Coalescing individual expertise into group consensus*

**No one . . .  
is as smart as everyone.**

**MG RUSH PERFORMANCE LEARNING**

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## A LIFETIME OF BENEFITS . . .

### **Intensive Training**

*FAST* facilitative leadership training provides intensive professional leadership training that amplifies the principles, technique, skills, experience, and confidence to successfully lead groups and teams toward consensual understanding and action.

The *FAST* technique combines behavioral science understanding about group performance with empirical research about information discovery, analysis, and decision-making. Over five days (*plus* preparatory reading and evening assignments), students invest 24 hours in lessons and exercises, 16 hours practicing as facilitators and session leaders, and 8 hours fulfilling assignments during recorded sessions.

### **Students Learn**

Classroom workshop is designed so that upon completion participants will

1. Perform as effective session leader for groups from “board room to boiler room”.
2. Demonstrate proficiency with structured approaches that galvanize consensus.
3. Exhibit proven competence with facilitative leadership skills and facilitator tools.
4. Apply *FAST* across a variety of planning, analysis, and design environments.
5. Know how to integrate *FAST* with various methodologies; eg, business process improvement, team/ project planning, problem-solving, requirements-gathering, brainstorming, peer-assist, root-cause analysis, look backs, and many others.

### **Who Attends?**

*FAST* facilitator training develops leadership capabilities and talents. Candidate leaders include project/ product managers, business analysts, change leaders, professors, consultants, directors, group leads, and executive decision-makers. *FAST* training imparts impeccable leadership skills and tools that support people responsible for the quality and results of projects, programs, and portfolios.

The *FAST* curriculum is often used to make fast track employees more valuable and to help experienced employees rediscover their passion to add new value. About 50 percent of participants have advanced degrees, including professors from major learning institutions and boards of directors who have become *FAST* certified.

People who need to know HOW TO lead meetings such as multiple approaches to prioritization, responsibility matrices, project planning, process building, scoping, stage gate approvals, quality initiatives, team charters, “cat-herding”, and decision-making of most any kind or purpose—regardless of background or experience.

### **The *FAST* Package**

- ★ **Reference Manual**—each student receives a detailed reference manual with 500 hundred plus pages of meeting approaches, facilitator tools, and leadership tips to be used as a professional resource for years beyond the professional training.
- ★ **On-Line Access**—alumni receive on-line access to class presentation and support materials; to conduct their own meetings, workshops, and presentations.
- ★ **Evaluation**—each student receives two confidential evaluations from a certified instructor, extensively describing students’ demonstrated strengths and areas for improvement. Certification is issued to students who complete the course.
- ★ **Video**—each student receives two digital recordings of their practice session and case study where they perform as session leaders in real, yet simulated conditions.

## PROVEN WAYS TO . . .

### Improve Information Gathering and Decision Making—*FAST*

*FAST* embraces the most comprehensive, structured meeting and workshop methods available. The *FAST* technique accelerates information gathering, drives meeting results through disciplined analysis, and improves the quality and transparency of decision-making. *FAST* integrates proprietary methods with facilitative leadership skills that drive collaborative group dynamics, consensus, and commitment.

Since 1985 *FAST* has provided the foundation for successful meetings and workshops worldwide by helping

- ◆ Analysis of business requirements—policies (WHY), rules (WHAT), and procedures (HOW)
- ◆ Business architecture, process improvement, decision-support, and holistic program alignment
- ◆ Enterprise and initiative planning, project approvals, team charters, and quality projects
- ◆ Project through portfolio management constraints that demand consensus-based prioritization

*FAST* refines the governance and ownership of information and decision-making with proven results:

- ◆ Clear and traceable assumptions, preferences, and decisions
- ◆ Coherent communication among workshop participants, project, steering, and dependent teams
- ◆ Fewer omissions—projects accelerate with increased clarity and reduced uncertainty
- ◆ 400% reduction of total resources compared to serial interviewing and aggregation techniques

MG RUSH is the most highly regarded and influential instructor of structured meetings and workshops in the world. Our technique is actively practiced in multi-national enterprises and small companies across industries and government because we offer:

- ◆ **Core training**—we began training successful session leaders in 1985. We have over 5,000 alumni and train ~300 people per year for companies and organizations. Our five-day *FAST* Professional Leadership is consistently rated the best facilitator training available. Our class is offered publicly in Asia, Europe, and the USA. We frequently customize *FAST* curriculum for captive organizations, typically with at least six participants, using YOUR life-cycle, methodologies, terms, and deliverables.
- ◆ **Method-specific training**—we also build specialized training in workgroup leadership for Lean, Agile, Scrum, Six Sigma® (Green/ Black Belts & MBB), Peer Assist/ Review, CMM, and product life-cycle management. Process-specific classes are designed to improve leadership effectiveness of technically-skilled individuals working among both small and large group settings.
- ◆ **Advanced training**—we offer customized curriculum and advanced classes. Advanced classes provide experienced session leaders the opportunity to refresh and improve their skills, leverage their shared experiences, work through more complex approaches (eg, portfolio management, relationship matrices, self-learning systems), adapt to their company's life-cycle methodology, expand their facilitator tool kit, and improve their ability to build annotated approaches/ agendas.
- ◆ **As session leaders**—we have been facilitating meetings and workshops since 1972. We are the most experienced and successful structured workshop session leaders in the world.
- ◆ **Consulting**—we have served as architects for project management resource groups (PMO, EPMO, CI, CoE, and CoP) to socialize facilitative leadership practices. We are uniquely qualified to assist in understanding, building, and controlling the Body of Knowledge (BoK) that supports facilitated meetings, virtual meetings, face-to-face workshops, and best practices for meetings and workshops.

## Who is MG RUSH?

MG RUSH is a high-performance training and instruction firm, founded upon extensive research with the effectiveness of various facilitated decision-making techniques—and many hours of experience leading sessions. *FAST* was created to fill gaps left by other techniques (eg, JAD) and make facilitated meetings useful in all types of information gathering, organizational/ business planning, and group decision-making settings. MG RUSH has helped implement *FAST* at numerous organizations and enterprises, including most of the largest and many of the smallest.

***We are the recognized leader in the use and training of STRUCTURED meeting approaches.***

Some of our clients include:

### **Where We've Facilitated Sessions:** *(abbreviated list)*

3M Company	DFW Airport Board
Abbott Laboratories	Exelon
Aetna Life and Casualty	Health Care Services Corporation (HCSC)
Apple Computer Intel	
British Petroleum	R. R. Donnelley
Cisco	The Travelers Insurance
Commonwealth Edison	U.S. Treasury Department

### **Who We've Trained Recently:** *(some of the 1,000+ companies)*

3M	Haliburton
ACNielsen	Hewlett Packard
Allstate Insurance Company	H & R Block
American Airlines	Intel
Apple Computer	International Monetary Foundation
BAE Systems	Kaiser Permanente
BD Biosciences	Lawrence Livermore/ Los Alamos National Laboratories
Blue Cross Blue Shield (numerous banners)	Liberty Mutual
Cap Gemini Ernst & Young	Mars, Inc.
Celgene Corporation	McKesson Corporation
Chevron	NASA
Conoco Phillips	National Association of Insurance Commissioners
Cisco Systems	Northrop-Grumman
Citigroup	PetSmart
CSX Transportation, Inc.	Procter & Gamble
Dun & Bradstreet	Sanofi Pasteur
Eli Lilly & Co.	Siemens
Exelon Corporation	Stanford University
Exxon Mobile Corporation	Teradata Corporation
Federal Deposit Insurance (FDIC) Corp University	Tyson Foods
Federal Reserve Banks	UBS AG
FedEx Express	Univ. of Arkansas, Univ. of Mary, Univ. of North Carolina, etc..
Genentech	AFS, DIA, GAO, GSA, USAF, USCG, USDA, USN, other gov't agencies
GlaxoSmithKline	Wellpoint Health Network Inc.

## FAST Abstract

### FACILITATIVE LEADERSHIP TRAINING

<b>Duration</b>	Five Days
<b>Audience</b>	Candidates are session leaders (facilitators) who lead meetings and workshops that help individuals and teams make more informed decisions, prioritize challenging issues, consensually agree upon action plans, and build structured deliverables.
<b>Prerequisites</b>	Organizational skills coupled with an understanding of business problems and politics, components of a business and business analysis, and a moderate level of comfort working with a group of people
<b>Abstract</b>	This course provides detailed training on HOW TO run effective meetings and structured workshops that build meaningful, high-impact deliverables.
<b>Course Goals</b>	Upon completion participants are able to <ol style="list-style-type: none"><li>1. Perform as effective session leader for groups from “board room to boiler room”.</li><li>2. Demonstrate proficiency with structured approaches that galvanize consensus.</li><li>3. Exhibit proven competence with facilitative leadership skills and facilitator tools.</li><li>4. Apply FAST across a variety of planning, analysis, and design environments.</li><li>5. Know how to integrate FAST with various methodologies; eg, business process improvement, team/ project planning, problem-solving, requirements-gathering, brainstorming, peer-assist, root-cause analysis, look backs, and many others.</li></ol>
<b>Materials</b>	<ul style="list-style-type: none"><li>★ <b>Reference Manual</b>—each student receives a detailed reference manual with 500 hundred plus pages of meeting approaches, facilitator tools, and leadership tips to be used as a professional resource for years beyond the professional training.</li><li>★ <b>On-Line Access</b>—alumni receive on-line access to class presentation and support materials; to conduct their own meetings, workshops, and presentations.</li><li>★ <b>Evaluation</b>—each student receives two confidential evaluations from a certified instructor, extensively describing students’ demonstrated strengths and areas for improvement. Certification is issued to students who complete the course.</li><li>★ <b>Video</b>—each student receives two digital recordings of their practice session and case study where they perform as session leaders in real, yet simulated conditions.</li></ul>
<b>Fees</b>	<b>2011 PRICES:</b> Tuition is USD\$2,950 per student for public classes. Government and not-for-profit students may qualify for an additional discount. Fee includes training, materials, restaurant-served lunches, and snacks. Public class sizes are held to a maximum of ten (10) students. The size limit provides each student with more opportunities to practice without imposing an unrealistic schedule. Our private class fee is negotiable and typically includes custom materials that capture or reflect your specific cultural methodology, life-cycle, acronyms, and glossary.

## FAST Abstract (cont)

<b>2011 FAST Public Course Dates</b>	• February 7 – 11	<b>Phoenix AZ</b>	• July 11 – 15	<b>Seattle WA</b>
	• March 7 – 11	<b>Washington DC</b>	• August 8 – 12	<b>Chicago IL</b>
	• March 21 – 25	<b>Bismarck ND</b>	• September 12 – 16	<b>Dallas TX</b>
	• April 11 – 15	<b>Chicago IL</b>	• October 17 – 21	<b>Washington DC</b>
	• May 9 – 11 (Advanced Class)	<b>Houston TX</b>	• November 7 – 11	<b>San Jose CA</b>
• May 23 – 27	<b>Houston TX</b>	• November 28 – Dec 2	<b>Chicago IL</b>	

### Please Note

NOTE: Please see our website for up-to-date calendar and schedule. Information on the website will be more current than contained in this Abstract and Agenda. Point your browser to <http://www.mgrush.com/content/view/91/57/>

Special  
Course  
Dates

- Advanced FAST Class: May 9 to 11, Austin TX (prerequisites)
- Advanced FAST Class: December 14 to 16, Austin TX (prerequisites/ tentative)

### Action Required

Pre-class reading includes ~150 pages of the FAST reference manual and is shipped about two to four weeks before each class. If you would like to attend a specific class, plan to send someone(s), or are waiting for final approval or confirmation, call or write today to reserve a seat or simply point your browser below and use your auto-fill feature to make registration quick and easy <http://www.mgrush.com/content/view/76/43/>. Some classes fill up quickly and all classes are limited to a maximum of ten participants. If the class you select is full, we will notify you and place you on a waiting list if you choose.

### Continuing Education Units & Professional Development Units

We confer 40 Professional Development Units (PDU) as a Registered Education Provider for the Project Management Institute, 40 Continuous Development Units (CDU) as an Endorsed Education Provider for the International Institute of Business Analysts, and 4.0 Continuing Education Units (CEU) for successful completion of FAST Session Leader Training. To receive PDU or CDU, register directly with the respective association. To receive your CEU credits, you must provide us with your Social Security Number and fully complete the class. Records are maintained at Morgan Madison & Company and are available as transcripts.



PMI Registered Education Provider



International Institute of Business Analysts Endorsed Education Provider

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## **FAST Training Agenda**

### **PROFESSIONAL CURRICULUM**

#### **Leadership Skills**

#### **DAY 1**

- ★ Welcome and introductions—class purpose, scope, and deliverables
- ★ Using the reference materials and handouts
- ★ Helping groups to make more informed decisions
- ★ Clear thinking—output vs outcome
- ★ FAST tenets
  - Roles, life-cycles, methodologies, phases, and holarchical alignment
  - Exercise—“right-to-left thinking” and discussion approaches

#### **Facilitation Skills**

- ★ Leadership—clarity and consensus
- ★ Facilitation skills (eg, presenting, questioning, listening, challenging, neutrality)
- ★ Exercise—active listening lab
- ★ Cognitive biases and rhetorical precision

#### **DAY 2**

- ★ Tools, tips, and intervention techniques
- ★ Power **brainstorming**—diverge ⇌ analyze ⇌ converge
- ★ Trivium—logic (WHY), rhetoric (WHAT), and grammar (HOW)
- ★ Practice—problem solving and solution stacks
- ★ Opportunity through conflict—extracting higher quality information
- ★ Managing personality types and keeping groups on task
- ★ Practice—decision making scenario

#### **DAY 3**

#### **Meeting and Workshop Skills**

- ★ Practice session—facilitating a brief meeting (video session one)
- ★ Agenda concepts—building a reusable approach (ie, annotated agenda)
- ★ Planning workshops (ie, WHY)—learn to prepare, launch, and control
- ★ MG RUSH’s proprietary and quantitative SWOT analysis used to prioritize complex options such as initiatives, programs, projects, activities, or tasks
- ★ Guardian of change—action for tomorrow, responsibility matrices (RASI), communication plans, and assignments

## FAST Training Agenda

### PROFESSIONAL CURRICULUM (cont)

#### DAY 4

##### **Meeting and Workshop Skills (cont)**

- ★ Analysis workshops (ie, WHAT)—learn to prepare, launch, and control approaches for building **requirements** and **consistency**
- ★ **Exercise**—facilitating a simulated analysis workshop (ie, building requirements)
- ★ Design workshops (ie, HOW)—prepare, launch, and control . . .
  - **Demonstration**—SIPOC and swim lane diagrams for leading change efforts
  - Flow diagrams, process models, and innovation/ improvement breakthroughs

##### **Meeting Management Controls**

- ★ Checklist templates, preparation, and participant interviews and preparation
- ★ Logistics—preventing distractions and helping groups to focus
- ★ Standards—“if it’s not *documented*, it didn’t happen”—documentation sizzle
- ★ Risk analysis—measuring/ managing risk with project team and sponsors
- ★ Continuous improvement and feedback methods
- ★ Leading virtual (audio-visual) meetings and workshops

#### DAY 5

##### **Student Skills and Immersion**

- ★ **Student led case studies (video session two)**
- ★ Extensive four-page evaluation to provide holistic feedback that integrates with each student’s growth needs, projects, and organizational expectations
- ★ Class photos, contact information exchange, alumni passwords, alumni-only website and resource review → congratulations and CERTIFICATION

**PLEASE NOTE:** As the curriculum is adapted to the needs, size, and interests of the participants, each class agenda may be modified to amplify learning.