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American Institute of Certified Public Accountants (AICPA)

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DECEMBER TRAINING CALENDAR

COURSE	LOCATION	DATE	TIME
<i>Individual Development Programs</i>			
Problem Solving/Decision Making (3-day course)	NY-Member Conference Room	Tues., Dec. 16th Wed., Dec. 17th Thurs., Dec. 18th	9-5
<i>Team Performance Programs</i>			
Playing a Vital Role in Team Decisions (FULL)	NJ-Room C	Wed., Dec. 3rd	9-1
Raising Difficult Issues with your Team	NJ-Room C	Thurs., Dec. 11th	9-1

PLEASE NOTE THE NEW INTERNAL REGISTRATION PROCEDURE BELOW :

- To register for any of the above courses, **please e-mail the Human Resources mailbox.** You will receive a confirmation a week prior to the class
- If you need assistance, please contact Gabrielle Ulloa at X3831.
- Program descriptions are attached.

External Training

All external training must be processed by the Organizational Development & Training team. For more information please contact Gaby Ulloa at extension 3831.

Training & Development Plans

All Training & Development plans should be sent to Human Resources within 30 days after completing the Performance Management.

1998 Training Catalog

Stay tune for the upcoming January - July 1998 Training catalog.

For a preview of the classes that will be offered or updated information, you can access the Training site on the HR Intranet (VIC).

INDIVIDUAL DEVELOPMENT PROGRAMS

PROBLEM SOLVING/DECISION MAKING

Recommended for managers at all levels and employees who participate substantially in problem solving and decision making within their teams.

\$600

Alamo Learning Systems will present **AdvantEdge**, a workshop that teaches four specific thought processes to achieve effective rational thinking. **AdvantEdge** develops proficiency in the critical, analytical skills of problem solving, decision making, problem prevention and situation review. At the conclusion of the training participants will be able to:

- Identify the differences between reactive and proactive management and the advantages of the proactive approach.
- Apply facts, measurements, and differing perspectives in developing solutions and decisions.
- Focus energy and resources on important issues by clearly defining priorities.
- Pinpoint the root cause of problems through fact-based, comparative analysis.
- Develop decisions and recommendations that emphasize criteria and results, vs. opinions and emotion.
- Prepare for and prevent potential problems, as well as take advantage of opportunities.
- Coordinate, communicate, and collaborate more effectively through clear, consistent approaches to problem solving, decision making, and planning.
- Align/integrate problem solving/decision making skills with quality and continuous improvement tools and processes.

TEAM PERFORMANCE PROGRAMS

Playing a Vital Role in Team Decisions

This unit shows participants how to take an active role in making team decisions. It encourages team members to take a win-win approach and to work with the team to decide the best course of action. Using the Key Actions will help ensure that all team members are clear about the decision the team is facing, the methods team members will use to reach the decision, and the information other stakeholders will need in order to support the decision.

Raising Difficult Issues With Your Team

This unit helps participants bring difficult issues to the surface in a way that builds trust and strengthens team members' ability to work together