

MRA Leadership Series Comparison

MRA Certificate Series	Series Objective	Who It's For	Distinguishing Characteristics
Group Leadership Skills	Introduces the important principles of motivation, interpersonal communication, employee training and problem solving to the informal leader who does not have the responsibility to hire, fire, promote and evaluate performance. These employees often do the work while providing leadership to their work group.	Designed for employees with peer leadership responsibilities, who are not officially "management" employees. Is also valuable for both new and experienced group leaders from office, manufacturing, and service organizations.	This program series is for peer leaders in traditional work group structures . For leaders in true team-based or cross-functional team situations, we recommend, "Leading Effective Teams".
Leading Effective Teams	This series focuses on leadership, communication, influence and decision-making skills in a team environment	Participants are leaders of departmental or cross-functional teams who may or may not have direct authority over team members . The content of the series is also appropriate for individuals moving to a team-oriented environment from a management/supervisory role in traditional organizations and for managers/supervisors wishing to create a team environment in their own areas of responsibility.	These leaders must influence without direct authority . May not have direct reports. Managing people <i>without</i> the traditional manager/subordinate role.
Principles of Management	Designed to equip supervisors and managers with the fundamental skills to effectively manage relationships with their direct reports, peers and managers.	For newly appointed supervisors, managers, and professionals in manufacturing, office, and other organizations such as service, distribution, sales and health care.	For managers who hire, fire and do performance appraisals, and who take disciplinary actions. This program also offers an overview of legal issues affecting and influenced by supervisors and managers .
Creating an Engaged Workforce	Designed to help make the transition from the skills taught in the Principles of Management Certificate Series to the more advanced skills needed to build and lead an engaged workforce	Experienced managers and supervisors who need to refine specific skill sets, enhance their personal and organizational effectiveness, and further their leadership careers. Participants should have had a fundamental leadership course as a prerequisite for this program, such as MRA's Principles of Management Series or Human Resource Professional Series.	More workshop in nature, these programs provide a blend of theory and practical application skills in order to demonstrate the ability to think strategically, demonstrate financial acumen, attract and develop talent, influence and negotiate, and model career and self development. Teaching tools include assessments, books reading assignments, case studies, action learning and coaching from MRA staff.

MRA Employee Development Program Series Comparison

MRA Certificate Series	Series Objective	Who It's For	Distinguishing Characteristics
Strategic Workforce Management Strategic Talent Assessment and Planning	Strategic talent management is a systematic approach to prioritizing essential human resource strategies to achieve business success. It requires analyzing business plans, strategies, drivers, goals, tactics and challenges to determine how HR systems can best directly support business direction and initiatives.	Senior organizational and HR leaders who are responsible for leading and executing talent management strategies and initiatives. These individuals should have a well-developed business acumen and strong organizational knowledge.	Participants develop a unique action plan for implementing a talent management system that is linked to their organization's business plan. They assess their strategic HR skills (effectiveness at getting at the table) and identify areas of improvement and prepare a development action plan. Participants also receive up to two hours of individual consultation for the purpose of providing guidance on gaining senior leadership support/involvement and implementing action plans.
Human Resource Professional	Building on the technical skills gained in the Foundations for Human Resource Administration Certificate Series, this four-day series enhances technical HR expertise while focusing on key HR competencies of relationship trust, business acumen and influencing.	This certificate series is designed specifically for those with at least 3 years of professional level HR experience, and for experienced HR professionals looking to improve their overall technical and management knowledge. Prior completion of the Foundations for Human Resource Administration Certificate Series (or comparable coursework or experience) is strongly recommended.	
Lean Series	This series provides an introduction to the lean way of thinking, applications for both manufacturing & office settings and familiarizes with cultural aspects critical to successful transformation to a lean organization.	Supervisors, managers, or leaders within an organization who will be responsible for improvements using Lean tools, concepts, and methods in their organization.	Offers optional post-class project support in the form of one-on-one consulting with an MRA Lean Coach to support completion of a Lean project at the participant's work site.
Manufacturing Management	This certificate program was developed to provide a global understanding of the processes, functions, and activities associated with providing products and services in today's organizations with an eye toward lower costs, shorter cycle times, and improved quality.	Primary audience is managers and supervisors working in manufacturing environments. However, the programs are applicable to those in service and health care organizations as well.	Provides managers and supervisors with the tools and a functional understanding to help them define their responsibility for managing relationships between the various functions, activities, and departments.