



## PMC-Sierra

LSG has worked with PMC-Sierra for almost 7 years, assisting the company in designing and delivering high-quality training and educational experiences. Part of our work has been to help develop PMC-Sierra’s corporate university – PMCU. In 2005 PMC-Sierra HR leadership determined that it was time to put forward a mandatory set of experiences for all management personnel at the company. After consultation between PMC-Sierra HR leadership and LSG, Management Series I and then Management Series II were developed.

The aim of Management Series I is to build managerial capacity within middle management at PMC-Sierra in a purposeful, unified, and engaging way. Given that this was the first program of its kind at PMC-Sierra, it was especially important that the program be lean in terms of time demands on participants while also delivering key skills and concepts in engaging formats.

Building on a general foundation developed in MS I, MS II dives deep into the areas of human performance, corporation communications and presentation skills, negotiation and conflict resolution, and business case development. The aim of this program is to equip PMC-Sierra managers with best-practice strategies for improving performance in their business units, and driving forward new business ideas.

## PMCU – Management Series I and II

Below is an illustration of the MS I and MS II program.





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## Course Descriptions

### Roles of a Manager

Participants will be provided an opportunity to develop and improve their managerial competencies for effectively leading organizations. The course explores concepts and theories regarding the multiple roles managers play in their organizations- innovator, broker, producer, director, coordinator, monitor, facilitator, and mentor.

The major goal of the course is to assist participants in developing and balancing critical management competencies at the individual, interpersonal, team, and organizational level.

### Financial Skills for Non-Financial Managers

The goal of the Finance for Non-Financial Managers course is to increase the capacity of PMC-Sierra Leaders and Managers to communicate persuasive perspectives on basic finance and accounting issues as a result of their familiarity with finance and accounting terminology, concepts and measurement techniques.

### Building Effective Teams

The objective of this workshop is to provide participants with a set of practical tools that will help them work both with and on teams. Whether they are a team leader or member of a team, participants will gain insights and skills they can apply, that will help enhance the overall effectiveness of the team.

Participants will build awareness and appreciation for the value and importance of effective and fair process. Strong emphasis will be placed on self awareness, building participants understanding of how their actions impact the teams they lead and the teams of which they are a part.

### People Practices

This course concept is an opportunity for PMC-Sierra HR to bring critical people practice information to managers in an engaging and interactive format. It is also a good opportunity for HR team members to develop their own skills as trainers and content area specialists. LSG has worked with PMC-Sierra HR to design, build, and prepare for this course, internal resources continue to modify and deliver over time.

Participants will understand how PMC-Sierra's internal people practice processes work. They will also understand when and how to apply performance management policies and programs such as STIP, PRDP, PIP and 90 day plans.

## Market Simulation

Participants are put into management teams and are required to establish a business that is engaged in the production, sale and distribution of “real” cars. Participants are required to manage all aspects of business operations from finance to marketing. In particular they are tasked with:

- Financial management - Acquiring and sustaining appropriate funding for the business and managing the business’s cash flows.
- Research and development management - Designing and testing “real” prototype cars that meet detailed customer specifications.
- Operations and supply chain management - Purchasing and collecting raw materials from suppliers, managing inventory levels and assembling blocks in order to make prototype cars.
- Customer management - Determining an effective sales strategy and controlling the sales force.
- There are other companies in the same business and hence there will be competition for markets, production and assembly facilities.
- Building a team that delivers strategically, operationally, and financially.

## Strategic Talent Management

The market is too complex, and the response times too immediate, to have all decisions made by the leader. Leaders must now delegate and empower others to make decisions and serve customers, in alignment with business objectives and values. This workshop will help you develop a strategic talent management approach that will bring out the best in your people.

This session will expand on the curriculum presented in Management Series I. In particular it will focus on the following areas of management and leadership:

- Building talent that meets the needs of both PMC-Sierra and your team
- Coaching and mentoring skills
- The growth of high potential employees
- Dealing with employees that aren’t measuring up - progressive discipline

## Enhancing Corporate Communications

Every company has targets, however only great companies succeed at consistently reaching its targets. This is due in large part to the employees of these companies understanding and driving for these goals. Without everyone aiming for the same targets, a company is unlikely to succeed at consistently reaching them. Good internal corporate communications helps focus everyone on these targets. How managers communicate corporate messages to their staff will either enhance or confuse the overall corporate goals and strategies. In this highly experiential workshop, you will study how understanding is created, and practice the skills involved to enhance your internal corporate communications.



The main part of the session will occur in one day, with a follow up 90 minute workshop approximately one week following the session. The purpose of this workshop is to provide a venue for the participants to present their post-session assignment (see below). Each workshop will have groups of 4-6 participants make presentations based on the post-session assignment. To facilitate all of the participants we will propose two or three 90 min. workshop slots that participants can sign up for based on their availability.

### **The Adaptive Leader**

The Adaptive Leader workshop provides clear definition and meaning to the hundreds of daily interactions managers have with those they manage. Based on the latest version of the timeless Situational Leadership model, this workshop provides participants with essential insights into four foundational management styles. Participants will gain a heightened sense of self awareness of their leadership styles. Participants will then learn the essential insights into assessing, interacting and leading the members of their group in ways that respond to the uniqueness of each player.

### **Building Business Cases**

This session would walk the participants through the formulation of a business case – including relevant financial and process analysis. The product of this session would be a formal business case framework that participants would use to prepare business cases for presentation to executives. The session will conclude with a case competition. During the competition groups of participants will be asked to compete with each other in the development and presentation of recommendations for a problem facing the firm.