# FY13 P&LS Instructor-led Training Calendar

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|  |  | **Sept** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **May** |
| **Core Skills** | People Skills | Precision Questioning & Answering (8 hr) -- **REQUIRED** | Emergenetics (OS offering) (3 hr) |  |  |  | Strategic and Operational Planning (1 hr) |  |  |  |
| **Business Acumen** | Instructor-led Sessions | MS Quality & Business Excellence Forum (Redmond) |  | Business Fundamentals (2 hr) – **REQUIRED** |  | Choose **at least** **one** of the Business Model trainings BELOW to satisfy **REQUIREMENT**STB Business Model 1: Cloud Services(1 hr) | MOD Business Model (1.5 hr)STB Business Model 2: Developer (1 hr) | WWLD Business Model (1.5 hr) | WinPhone Business Model (1.5 hr)STB Business Model 3: WinEmbedded Business (1 hr) | MBS Business Overview 1.5 hr |
| **Operational Agility**  | Instructor-led Sessions |  |  |  | Operationalizing Business Strategy (1.5 hr) – **REQUIRED** | Choose **at least** **one** trainings BELOW to satisfy **REQUIREMENT**Applying Operational Agility: STB Scenario (1 hr) |  | Applying Ops Agility: WWLD Scenario (1 hr) |  |  |
| **Field & Sales Acumen** | Instructor-led Sessions |  |  |  | Field & Sales Overview (1.5 hr)  |  | Field Roles, Functions & Operating Mechanisms 1.5 hr |  | Field Compete Dashboard (1 hr) |  |

# FY13 P&LS On-Demand Training

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| **Core Skills** | Project Mgmt (Online) | Introduction to Project Management for MS Operations (1 hr) - [Available](http://learningcentral/training/course.aspx?buildid=20489&action=play)How to Set Yourself Up for Project Mgmt Success (1.5 hr) - [Available](http://learningcentral/training/course.aspx?buildid=20489&action=play)Leadership Challenge for Project Management (1.5 hr) - [Available](http://learningcentral/training/course.aspx?buildid=38021&action=play)Product Launch Playbook: Phase Management (1 hr) – Coming in FY13 |
| Launch Excellence (Online) | Last Mile Excellence (LMX) Overview (.5 hr) - Coming in FY13Planning for Launch Excellence (.5 hr) - Coming in FY13Using Launch Readiness Criteria (LRCs) (1 hr) - [Available](http://sharepoint/sites/OpsLaunchPlaybook/SitePages/Elearning.aspx) | Risk and Issue Management (1 hr) - [Available](http://sharepoint/sites/OpsLaunchPlaybook/SitePages/Elearning.aspx)Identifying & Mapping Experience Risks (.5 hr) - Coming in FY13Successful Post Mortems (TBD; .5 hr) - *Tentative* - Coming in FY13 |
| Distribution Channels (Online) | OEM Distribution Channel (6 hr) - [Available](http://sharepoint/sites/OSLearningVoyager/SitePages/OEM%20Training.aspx)Retail Distribution (2 hr) - [Available](http://sharepoint/sites/OSLearningVoyager/SitePages/Retail%20Training.aspx)Volume Licensing (8 hr) - [Available](http://sharepoint/sites/OSLearningVoyager/SitePages/VL%20Training.aspx)Cloud Services (approx. 4 hr) - Coming in FY13 - **REQUIRED** |
| SMSG (Online) | RoleGuide Trainings Each Quarter (approx. 1 hr per quarter) – <http://roleguide> **REQUIRED** |

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| **Field Acumen** | Online | Field P&L Statement (Online; .5 hr) – [Available](http://learningcentral/training/course.aspx?buildid=20772&action=play)Subsidiary Scorecard Overview (.5 hr) – [Available](http://learningcentral/training/course.aspx?buildid=35865&action=play)Field Practice Fundamentals: Mid-Year Review (.5 hr) - [Available](http://learningcentral/training/course.aspx?buildid=20774&action=play)Field Practice Fundamentals: Partner Business Performance (1 hr) - [Available](http://learningcentral/training/course.aspx?buildid=35863&action=play) |

## P&LS FY13 Training Implementation

### Required Training

There are approximately 20-24 hours of required training during FY13, including SMSG FastStart requirements and Precision Questioning and Answering training.

**Business Models** for each Microsoft business area will be presented in 90-minute sessions. Individuals working in a particular business area are required to take the business model training associated with that business. For example, if an individual works in the Server & Tools business team, they are required to take the STB Business Model training. Individuals will be invited to all Business Model trainings, and have to option to attend more than one.

**Cloud Services** training is required as soon as it is available for anyone working on projects related to the Cloud Services business. Cloud Services training will be required for all other individuals in P&LS to complete by end of H1 FY14.

##### Testing Out of Training Requirements

Individuals who are already proficient in Business Acumen and Field Acumen have the option of testing out of the required training in those areas. To test out of the required training, talk with your manager. Your manager will need to explicitly gives a “pass” on the subject that you are testing out of based on your knowledge of the topic.

##### Employee Career Development Plans

Managers should work with their direct reports to determine if any non-required training should be added to an employee’s Career Development Plan for FY13. If an individual or a manager has observed that the individual needs to refresh the skills or improve skills in a particular core skills area, the training should be added to the employee’s Career Development Plan.

##### On-Demand Training

On-demand training (also known as eLearning) can be taken at anytime after the training is available. Some on-demand training is available now, and other training on the curriculum plan is being developed during FY13. Individuals should watch for release announcements for additional eLearning that is being developed to support the Training Plan throughout the year. Also, all training will be listed and available through [OS Learning Voyager](http://sharepoint/sites/OSLearningVoyager/SitePages/Home.aspx).

### P&LS Regional Training

All training made available in Redmond will be available to P&LS teams in Fargo, Dublin, Singapore and Japan.

* In-person sessions will be held in Redmond at a region-friendly time (rotating between EOC and APJ)
* Sessions will be recorded and videos edited for blended learning (to include video of speaker, PPT slides, table of contents, editing, etc.)
* Regional Facilitator (Yoshimi Hamase for APJ, Gareth McDonald for EOC) will schedule local in-person sessions. Regional teams watch original presentation, with integrated stopping points for discussion and exercises. Questions collected.

## Business Objective and Training Plan Details

For summary of the business objective, how training helps meet that objective,, curriculum development requirements, training budget requirements, and details in support of this calendar, see the [FY13 P&LS Training Plan Details](http://sharepoint/sites/OSLearningVoyager/Training%20Planning%20Documents/FY13%20PLS%20Training%20Plan%20Details.docx) document.

## Planning & Launch Services FY13 Curriculum

### Track 1: Core Skills

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| **People/Business Skills** |
| **Required?** | **Title** | **Delivery**  | **Description** |
| Y | Precision Questioning & Answering | Instructor-led | Precision Questioning and Answering (PQ+A) is designed to help you increase the efficiency of meetings and make better decisions. Using these skills will help increase your personal confidence by: * Enabling you to do a better job preparing for and conducting decision-related discussions.
* Improving your ability to help decision makers and you make better decisions.
* Helping you influence decision makers more effectively.
* Helping you get to the heart of the problem more quickly.
* Improving requirements gathering.

Upon successful completion of this course, you will be able to: * Use PQ+A skills and tools to check critical thinking and make better decisions.
* Use PQ+A skills and tools to anticipate issues and questions when planning for meetings or discussions.
* Demonstrate the ability to ask precise questions using the seven PQ categories as a reference.
* Demonstrate the ability to present information crisply and concisely using precise answers.
* Differentiate between discussions where PQ+A is and is not the appropriate interaction style to use.
* Apply alternative techniques when people do not provide precise questions and answers
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| N | Strategic and Operations Planning | Instructor-led | This session introduces how to partner with stakeholders to uncover business strategy, how to translate strategy into executable initiatives and the underlying projects, and the planning role in project execution.* Fundamentals of Visioning
* Techniques to Get Ideas Out of Teams
* Identification and Prioritization of Strategic Programs / Projects
* Keeping Strategic Programs Moving Forward
* Techniques for plan governance and execution
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| **Project Management** |
| **Required?** | **Title** | **Delivery**  | **Description** |
| N | [Introduction to Project Management at MS Operations](http://learningcentral/training/course.aspx?buildid=20489&action=play) | Online | This online course is for program managers and project managers within Microsoft Operations who are seeking a baseline understanding of project management methodology, process, and tools for project success. Grounded in Project Management Institute (PMI) methodology, this course is both a stand-alone course for learners needing only project management fundamentals and the first course in a series of readiness offerings designed for learners seeking to become highly skilled project managers. |
| N | [How to Set Yourself Up for Project Management Success](http://learningcentral/training/course.aspx?buildid=29292&action=play) | Online | This 1.5-hour online interactive course is focused toward an MS Operations audience and provides tools to help you establish a solid foundation for project management success. You will explore how to construct a project from end to end, focusing primarily on key activities and inputs (such as the communication plan, issues log, risk plan, and change control process) performed during each of the process groups you discovered in one of the two prerequisite courses, Introduction to Project Management at MS Operations. A prerequisite for this course is to download and read How to Set Yourself Up for Project Management Success. |
| N | [The Leadership Challenge for Project Managers](http://learningcentral/training/course.aspx?buildid=38021&action=play) | Online | Based on the book “The Leadership Challenge”, this presentation applies leadership principles to project management. The presenters cover how you can:* Build credibility as a project leader
* Model the way: How to be the model for your values
* Inspire a shared vision
* Challenge the Status Quo: How to find opportunities to innovate
* Enable Others to Act and Foster Collaboration
* Encourage the Heart: Recognizing contributions

Although this training is a recorded live session, you are encouraged to participate in the questions the presenters give to the audience, to pay exclusive attention and take notes.  |
| **Launch Excellence** |
| **Required?** | **Title** | **Delivery** | **Description** |
| N | Using Launch Readiness Criteria | Online | This interactive, self-paced eLearning course covers everything from how LRCs fit into LMX and launch readiness, how we define and have different perspectives on LRCs, as well as how to use LRCs in launch. Stay engaged with this training by watching podcasts, performing learning activities and completing assessments on the broad collection of content. |
| N | Risk & Issue Management | Online | This interactive, self-paced eLearning course covers everything from understanding the difference between risks and issues, how risk management fits into LMX, the process steps for risk and issue management as well as how to run a triage and escalate risks. Stay engaged with this training by watching podcasts, performing learning activities and completing assessments on the broad collection of content. |
| **Distribution Channels** |
| **Required?** | **Title** | **Delivery** | **Description** |
| N | OEM Business Fundamentals* OEM Business Overview
* OEM Partners
* OEM Packaging
* OEM Certificates of Authenticity
* OEM Offerings and Data
 | Online | The OEM Business Fundamentals series provides provides high-level and detail information about launching products and services in the Royalty, ODR, and Mobility/Embedded channels and provides information about the customers in each channel as well as the licensing and distribution models for each channel. |
| N | Retail Business Fundamentals* Retail Business Overview
* Retail Distribution Models
* Retail Partners
* FPP Packaging Types
 | Online | Retail Fundamentals covers the FPP, ESD and POSA business models, includes an overview of the Regional Operation Centers and regional engagement for FPP, who to engagement to launch retail products, retail distribution models and the FPP packaging types. |
| Y | Cloud Services Fundamentals* Microsoft and the Cloud
* Cloud Services Distribution Overview
* Cloud Services Partners
* Launching On-Prem and in Cloud
 | Online | The Cloud Services series of eLearnings presents the needed information to successfully launch Cloud Services for Microsoft. Key topics include the distribution mechanism for Cloud Services, the unique partnerships and stakeholders for Cloud launches, scenarios of launch problems, and Cloud business concepts such as competition and market differentiation are also discussed. |
| N | Volume Licensing Fundamentals* VL Programs Overview
* VL Licensing Overview
* VL Policy Overview
* VL Partners and Systems
* VL Programs Launch
* VL Pricelist
* VL Regional Pricing
* VL Milestones
 | Online | The Volume Licensing Fundamentals series includes a series of presentations made to launch managers that provide the information needed to launch successfully in the Volume Licensing channel.  |
| **SMSG RoleGuide** |
| **Required?** | **Title** | **Delivery** | **Description / Objectives** |
| YOct. 2012 | Privacy 101: Fundamentals for Everyone (MS Operations) | Online | This 100-level course provides you with the privacy foundation you need in your role to help ensure privacy compliance within your organization and Microsoft. This course covers key important topics, such as what privacy is about, and why it is important to Microsoft, typical privacy-related situations and how to resolve them, and identifying the privacy resources available to you. |
| YNov. 2012 | Analytics & Insights | Online | This 30-minute online course will provide you with an overview of Analytics, how MS Operations is using Analytics to “Win with Speed,” and how you can get the data you need, when you need it, by accessing and analyzing your own data through self-serve business intelligence. |
| YNov. 2012 | Q2 Readiness Edge Update | Online | This course is designed to provide timely and relevant updates as they happen throughout the year. |
| YFeb. 2013 | *Global Diversity and Inclusion at Microsoft* | Online |

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| As a global company, it is imperative that we fully understand the business case for diversity and our role in striving to be globally inclusive in every aspect of the business. This training is about each of us, as individuals, and the community we choose to build for Microsoft, our customers and partners. |

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| YFeb. 2013 | FY13 H2 Readiness Edge Update | Online |

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This course is designed to provide timely and relevant updates as they happen throughout the year. |

### Track 2: Microsoft Business Acumen

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| **Required?** | **Title** | **Delivery** | **Description / Objectives** |
| Y | Business Fundamentals | Instructor-led | Individuals with strong business acumen understand how business strategies come together to drive desired business outcomes and are able to quickly assess external factors on key levers that impact the effectiveness of the strategies. Developing business acumen requires an understanding of a few fundamental building blocks including a basic understanding of market models, business finance and business plan development. Course Objective:The Business Fundamentals course is the first in the Business Acumen series and will provide basic tools and taxonomy you can use to help drive business outcome oriented discussions with your BG partners that lead to improved product, program and services launches.  As the foundational course in the Business Acumen track, the skills learned will be put into practice in the Microsoft BG specific courses later in this track. Course Topics Include: * Building a basic business vocabulary
* Building familiarity with the elements of a P&L using one of Microsoft’s core businesses
* Market model development and analysis
* Basics of Business Plan development
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| Y(Choose at least 1 Business Model training) | Server & Tools Business Model | Instructor-led | In this deep dive into the the business model of Microsoft Server & Tools, you’ll discover what drives this business forward,who the customers are, how STB generates revenue and profit, and what expenses are incurred. Find out what the STB future strategy is, who the major competitors are, and how product and service launch impacts the success of the MOD and MBS businesses.  |
| Y(Choose at least 1 Business Model training) | WWLD Business Model | Instructor-led | In this deep dive into the the business model of Microsoft Server & Tools, you’ll discover what drives this business forward,who the customers are, how STB generates revenue and profit, and what expenses are incurred. Find out what the over-arching STB strategy is for the future, who the major competitors are, and how product and service launch can impact the success of the Server & Tools business.  |
| Y | MOD Business Model | Instructor-led | In this deep dive into the the business model of the Microsoft Office Division, you’ll discover what drives this business,who the customers are, how MOD generates revenue and profit, and what expenses are incurred. Find out what the MOD future strategies are, who the major competitors are, and how product and service launch impacts the success of the MOD and MBS businesses.  |
| Y | MBS Business Model | Instructor-led | In this deep dive into the the business model of Microsoft Business Solutions, you’ll discover what drives this business,who the customers are, how MBS generates revenue and profit, and what expenses are incurred. Find out what the MBS future strategies are, who the major competitors are, and how product and service launch impacts the success of the MBS businesses.  |
| Y | Windows Phone Business Model | Instructor-led | In this deep dive into the the business model of Windows Phone, you’ll discover what drives this business,who the customers are, how WindowsPhone generates revenue and profit, and what expenses are incurred. Find out what the WindowsPhone future strategies are, who the major competitors are, and how product and service launch impacts the success of the WindowsPhone businesses.  |

### Track 3: Operational Agility

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| **Required?** | **Title** | **Delivery** | **Description / Objectives** |
| Y | Ready to Transact: Operationalizing Business Strategy | Instructor-led | Course Objective:To provide foundational knowledge in product and service operations, and discuss how we ensure Microsoft is ready to transact when the product launches.Course Topics May Include: * Why does Microsoft need Operations and how do we contribute to the bottom line?
* As a product, capability or service is launched, what needs to happen to operationalize and get to market?
* Key areas to ensure Ready to Transact:
	+ Software available
	+ Product and Pricing Data ready
	+ Ready to fulfill orders (online and supply chain)
	+ Ordering and licensing
	+ Channel incentives and payouts
	+ OEMs ready to preinstall/manufacture
* Techniques for identifying business strategy and changes that will impact operations
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| Y | Applying Operational Agility: STB  Business | Instructor-led | Course Objective:Each of these sessions will allow participants to practice applying the tools and techniques learned in the first Operational Agility training to business scenarios.Course Topics May Include:* New business market strategy
* New business capability
* New business model
* New customer payment options
* Regulatory requirement changes
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| Y | Applying Operational Agility: WWLD  Business | Instructor-led | Course Objective:Each of these sessions will allow participants to practice applying the tools and techniques learned in the first Operational Agility training to business scenarios.Course Topics May Include:* New business market strategy
* New business capability
* New business model
* New customer payment options
* Regulatory requirement changes
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### Track 4: Microsoft Field & Sales Acumen

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| **Required?** | **Title** | **Delivery** | **Description / Objectives** |
| Y | Microsoft Field Overview | Instructor-led | Overview of the Microsoft Field and Sales teams; organizations and how they operate. |
| Y | Field Roles, Functions, and Operating Mechanisms  | Instructor-led | More details about each of the functions in the Microsoft Field and an overview of the Field Operating Mechanisms. |
| Y | Field Compete Dashboard | Instructor-led | Description/Objectives still to come. |
| N | [Field Practice Fundamentals:  Subsidiary Scorecard](http://learningcentral/training/course.aspx?buildid=35865&action=play)  | Online | Gain an understanding of the Subsidiary Scorecard, a key tool used to manage business performance, with this course designed for Operations Account Managers (OAMs). The course begins with the purpose of the Subsidiary Scorecard and advances to explain how the measures are used for business performance management. It concludes with real life examples of shared initiatives run by operations that have aligned to the subsidiary scorecard. |
| N | [Field Practice Fundamentals:  SMSG Profit and Loss](http://learningcentral/training/course.aspx?buildid=20772&action=play)  | Online | This online course and handout provide fundamental information to familiarize non-financial Microsoft Operations people worldwide, with Profit and Loss Statements to improve their understanding of what impacts the bottom line. |
| N | [Field Practice Fundamentals: Mid-Year Review](http://learningcentral/training/course.aspx?buildid=20774&action=play) | Online | This online course and handout provide fundamental information to familiarize non-financial Microsoft Operations people, primarily Operations Account Managers and Field Readiness Managers, worldwide with insight into the Mid-Year Review: internal reviews of the budgets of Microsoft groups and organizations. Having a clear understanding of the mid-year review process and metrics will better position Microsoft Operations people to make a positive contribution to the business. |
| N | [Field Practice Fundamentals: Partner Business Performance](http://learningcentral/training/course.aspx?buildid=35863&action=play) | Online | This 50-minute online interactive course provides Operations Account Managers (OAMs) with insight into the ways Partner organizations make money and measure their effectiveness. After taking this course, OAMs will have an increased awareness about what drives their Partners' business decisions and be better prepared to earn and maintain trusted advisor status with Partners. |