



**GENERAL SERVICES ADMINISTRATION
FEDERAL ACQUISITION SERVICE
AUTHORIZED FEDERAL SUPPLY SCHEDULE FSS PRICE LIST**

Online access to contract ordering information, terms and conditions, pricing, and the option to create an electronic delivery order are available through GSA Advantage!®. The website for GSA Advantage!® is: <https://www.GSAAdvantage.gov>.

**MULTIPLE AWARD SCHEDULE
LARGE CATEGORY F INFORMATION TECHNOLOGY
LARGE CATEGORY H PROFESSIONAL SERVICES**

**CONTRACT NUMBER:
GS-35F-257BA**

**PERIOD COVERED BY CONTRACT:
March 10, 2024 through March 9, 2029**

UMBC Training Centers LLC
6996 Columbia Gateway Drive
Suite 100
Columbia, MD 21046
(P) 443-692-6600
(F) 443-692-6602
www.umbctraining.com

Contractor's Administration Source:
Lindsay Gaughan
(P) 443-460-3131
lgaughan@umbctraining.com

Modification # **PS-0047**, dated **8/6/2024**

Business Size: **Other than Small**

For more information on ordering go to the following website: <https://www.gsa.gov/schedules>.

CUSTOMER INFORMATION UMBC TRAINING CENTERS LLC

- 1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).

SIN 611420: Information Technology Training
SIN 611430: Professional and Management Development Training
SIN 54151S: Information Technology Professional Services
OLM: Order Level Materials

- 1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract.

Refer to Awarded Pricelist

- 1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided.

Refer to Awarded Pricelist

2. Maximum order.

SIN 611420: \$250,000
SIN 611430: \$1,000,000
SIN 54151S: \$500,000
SIN OLM: \$250,000

3. Minimum order.

\$100.00

4. Geographic coverage (delivery area).

48 Contiguous States including Washington, DC, Alaska, Hawaii, and Puerto Rico

5. Point(s) of production (city, county, and State or foreign country).

Columbia, MD

6. Discount from list prices or statement of net price.

Refer to Awarded Pricelist

7. Quantity discounts.

1% discount on single orders between \$100,000 - \$250,000
2.5% discount on single orders greater than \$250,000

8. Prompt payment terms.

0%, Net 30 Days. Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.

9. Foreign items (list items by country of origin).

NOT APPLICABLE

- 10a. Time of delivery.

Determined at the Task Order Level

- 10b. Expedited Delivery.
Determined at the Task Order Level
- 10c. Overnight and 2-day delivery.
Determined at the Task Order Level
- 10d. Urgent Requirements.
Determined at the Task Order Level
11. F.O.B. point.
Destination
- 12a. Ordering address.
**UMBC Training Centers LLC
6996 Columbia Gateway Drive
Suite 100
Columbia, MD 21046
P: 443-692-6600
F: 443-692-6602**
- 12b. **Ordering procedures:** See Federal Acquisition Regulation (FAR) 8.405-3.
13. Payment address.
**UMBC Training Centers LLC
Attn: Accounts Receivable
6996 Columbia Gateway Drive
Suite 100
Columbia, MD 21046
P: 443-692-6600
F: 443-692-6602**
14. Warranty provision.
NOT APPLICABLE
15. Export packing charges, if applicable.
NOT APPLICABLE
16. Terms and conditions of rental, maintenance, and repair (if applicable).
NOT APPLICABLE
17. Terms and conditions of installation (if applicable).
NOT APPLICABLE
- 18a. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable).
NOT APPLICABLE
- 18b. Terms and conditions for any other services (if applicable).
NOT APPLICABLE

19. List of service and distribution points (if applicable).

**UMBC Training Centers LLC
6996 Columbia Gateway Drive
Suite 100
Columbia, MD 21046
P: 443-692-6600
F: 443-692-6602**

20. List of participating dealers (if applicable).

NOT APPLICABLE

21. Preventive maintenance (if applicable).

NOT APPLICABLE

22a. Special attributes such as environmental attributes (e.g., recycled content, energy efficiency, and/or reduced pollutants).

NOT APPLICABLE

22b. If applicable, indicate that Section 508 compliance information is available on Electronic and Information Technology (EIT) supplies and services and show where full details can be found (e.g. contractor's website or other location.) The EIT standards can be found at:

www.Section508.gov/.

NOT APPLICABLE

23. Unique Entity Identifier (UEI) number:

DGNZJNCR9UE5

24. Notification regarding registration in Central Contractor Registration (CCR) database.

CAGE Code 399N3, active in SAM



About UMBC Training Centers

UMBC Training Centers extends the academic excellence of UMBC to working professionals and organizations through the delivery of high quality professional, scientific and technical training. Core programs include:

- Information Technology
- Cybersecurity
- Engineering and Systems Engineering
- Program and Project Management
- Innovation and Organizational Effectiveness
- Leadership Development

Training can be delivered at one of Training Centers' facilities, onsite or online. In addition to delivering training, as a Prometric and VUE testing center, Training Centers can deliver professional certification examinations for those students pursuing credentials such as the Project Management Professional (PMP) or Certified Ethical Hacker (CEH) certifications.

Programs can be customized to meet the specific needs of an organization.

About UMBC

The University of Maryland, Baltimore County (UMBC) is an Honors University in Maryland and is a member of the University System of Maryland. UMBC has been ranked the #1 "Up and Coming" National University by U.S. News and World Report for four years for its academic innovation and student services. UMBC serves over 13,000 students and conducts over \$80M annually in research and training grants.

UMBC Training Centers LLC
Awarded Pricelist - SIN 54151S

Labor Category Title	Minimum Years of Experience	Minimum Educational/ Degree Requirements	Functional Responsibilities	Net Awarded Hourly Rate
Subject Matter Expert 1	4 years	Masters Degree	Services include, but are not limited to, document design support, counsel to individuals and/or teams on areas of expertise, instructional delivery, curriculum assessment, curriculum development, client interviews, process reviews and other organizational matters.	\$163.21
Subject Matter Expert 2	8 years	Masters Degree	Provides expert consultative support to a functional technical area of the project. Develops solutions to complex problems. Manages and configures commercial off-the-shelf applications; installs and configures systems. Works closely with the information technologists to identify the best technological solution to technical issues. Develops policy, conducts independent analysis or evaluation, and provides reports. Aligns information technology with business requirements, and integrates, as appropriate.	\$195.47
Subject Matter Expert 3	12 years	Masters Degree	Provides high level expert consultative support to a functional technical area of the project. Develops solutions to complex problems and is in charge of SME 1 and 2. Manages and configures commercial off-the-shelf applications; installs and configures systems. May supervise the activities of other subject matter experts or technical personnel. Provides expert, independent services and leadership in specialized technical areas; leverages expertise and specialization in functional areas or IT solutions. Aligns information technology with business requirements, and integrates, as appropriate.	\$244.33
IT Instructor	5 years	Bachelor's Degree	The IT Instructor is responsible for the full life cycle of course development and delivery of training classes, both instructor lead and remote/web-based training. Additional responsibilities include, but are not limited to: Course Planning; Course Design; Course Material Development; Lab/Exercise Development (if applicable); Course Material and Lab Testing; Course Delivery	\$163.21
Project Executive	12 years	Bachelor's Degree	Program Executives participate in establishing and defining program plan requirements. Program Executives coordinate interdepartmental development of program plans and interface with vendors and customers. Program Executives monitor and report performance against plans to ensure that contractual, cost and schedule objectives are met. Liaison between project team and government on all binding contractual matters. Provides executive level oversight and leadership to fully access all required corporate resources. Participates in key planning meetings, performance review sessions, and status briefings to ensure that project direction is in alignment with the contracting agency's strategic business goals and objectives.	\$195.47
Project Manager	7 years	Bachelor's Degree	The Project Manager is responsible for overall project performance. Project Managers leads strategic planning, budgeting, and staffing efforts in response to task requirements. Formulates, communicates, and enforces quality work standards. Monitors progress and resolves any identified issues impacting successful product/service delivery. Ensures compliance with all administrative and contractual requirements. Serves as point-of-contact with government contract management staff for reporting project status and negotiating change orders. Assigns staff responsibilities and supervises all staff efforts.	\$163.21
Principal Instructional Designer	8 years	Bachelor's Degree	The Principal Instructional Designer is responsible for supervising and/or performing documentation design, development, and preparation throughout the production cycle that can include: technical writing/editing, editorial consultation, copy design/editing, proofreading, or overall documentation review. Works with all levels of management, technical personnel, authors, and subject matter experts to define documentation content, guidelines, specifications, and development schedules. Prepares required documentation in an appropriate format. Supports configuration management and quality assurance standards. Reviews and analyzes the data and user requirements to ensure that documentation is clear, concise, and valid. Confirms the adequacy of material submitted for publication or final product quality. Ensures that documents follow the appropriate style guide and may develop project-specific style guide supplements. Can manage or supervise production cycle activities through document delivery and maintenance.	\$163.21
Senior Instructional Designer	5 years	Bachelor's Degree	The Senior Instructional Designer is responsible for documentation design, development, and preparation throughout the production cycle that can include: technical writing/editing, editorial consultation, copy design/editing, proofreading, or overall documentation review. Prepares required documentation in an appropriate format. Adheres to required configuration management or quality assurance standards. Analyzes the data and user requirements to ensure that documentation is clear, concise, and valid. Ensures that documents follow the appropriate style guide. May be responsible for any activity in the production cycle through document delivery and maintenance. Coordinates or supervises resources during the production cycle.	\$130.96

UMBC Training Centers LLC
 Awarded Pricelist - SIN 541515

Labor Category Title	Minimum Years of Experience	Minimum Educational/ Degree Requirements	Functional Responsibilities	Net Awarded Hourly Rate
Junior Instructional Designer	2 years	Bachelor's Degree	Junior Instructional Designers are responsible for documentation development and preparation throughout the production cycle that can include: technical writing/editing, editorial consultation, copy design/editing, proofreading, or overall documentation review. Checks documents for spelling, grammar, organization, consistency, and content. Ensures that documents follow the appropriate style guide.	\$97.73
Training Coordinator	2 years	Bachelor's Degree	The Training Coordinator provides all the coordination for both internal and external training needs. From working with project and training management, to scheduling dates, to getting all course materials and tracking training attendance. The training coordinator will work through the details keeping each training initiative on track, on schedule and on time.	\$97.73
Graphic Designer	2 years	Bachelor's Degree	The Graphic Designer designs and develops graphic illustrations from sketches and other types of artwork using Commercial Off The Shelf computer tools. Creates graphic displays in both black and white and color, as well as in Internet compatible formats. Provides scanning, sizing, and enhancement support. Assists in integrating graphics with text in desktop publishing media.	\$97.73
Administrative Assistant	1 year	Bachelor's Degree	The Administrative Assistant supports the production of project deliverables and performs clerical and administrative functions required to complete work related to the project. Duties include general clerical, receptionist and project-based work. Projects a professional company image through in-person and phone interaction.	\$52.78

Education Substitutions

A Masters Degree may be substituted with two years of additional experience and a Bachelors Degree.

Service Contract Labor Standards: The Service Contract Labor Standards (SCLS), formerly known as the Service Contract Act (SCA), is applicable to this contract as it applies to the entire Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS/SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CFR 541.300), this contract still maintains the provisions and protections for SCLS/SCA eligible labor categories. If and / or when the contractor adds SCLS/ SCA labor categories to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCLS/SCA matrix identifying the GSA labor category titles, the occupational code, SCLS/SCA labor category titles and the applicable WD number. Failure to do so may result in cancellation of the contract.

UMBC Training Centers LLC
Awarded Training Courses Pricelist

Note: All courses include course materials in their pricing.

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Certified Ethical Hacker (CEH)	<p>This class will immerse the students into an interactive environment where they will be shown how to scan, test, hack and secure their own systems. The lab intensive environment gives each student in-depth knowledge and practical experience with the current essential security systems. Students will begin by understanding how perimeter defenses work and then be lead into scanning and attacking their own networks, no real network is harmed. Students then learn how intruders escalate privileges and what steps can be taken to secure a system. Students will also learn about Intrusion Detection, Policy Creation, Social Engineering, DDoS Attacks, Buffer Overflows and Virus Creation. When a student leaves this intensive 5 day class they will have hands on understanding and experience in Ethical Hacking.</p> <p>This course will significantly benefit security officers, auditors, security professionals, site administrators, and anyone who is concerned about the integrity of the network infrastructure. This course prepares the student for EC-Council Certified Ethical Hacker exam 312-50. Certification Exam This course prepares the student for the CEH examination.</p>	5 days	Both	8	25	Price Per Student	\$3,084.77
611420	Certified Information Systems Security Professional (CISSP) Preparation	<p>Certified Information Systems Security Professional (CISSP) Certification was designed to recognize mastery of an international standard for information security and understanding of a Common Body of Knowledge (CBK). The certification is managed by the International Information Systems Security Certification Consortium (ISC)², to recognize individuals who have distinguished themselves as experienced, knowledgeable, and proficient information security practitioners. Certification can enhance a professional's career and provide added credibility. CISSP is an approved certification for certain job classifications identified within DoD Directive 8570.</p> <p>This test preparation course covers the ten CISSP domains relevant to the corresponding professional certification exam</p>	5 days	Both	8	25	Price Per Student	\$3,257.56
611420	CompTIA A+ Certified IT Technician	<p>If you are getting ready for a career as an entry-level information technology (IT) professional or personal computer (PC) service technician, the CompTIA A+ Certification course is the first step in your preparation. The course will build on your existing user-level knowledge and experience with personal computer software and hardware to present fundamental skills and concepts that you will use on the job. In this course, you will acquire the essential skills and information you will need to install, upgrade, repair, configure, troubleshoot, optimize, and perform preventative maintenance of basic personal computer hardware and operating systems. A+ Certification Prep is the first course in the Certificate in Computer & Network Technology program.</p>	8 days	Both	8	25	Price Per Student	\$2,464.11
611420	CompTIA Network +	<p>The CompTIA Network+ (2009 Objectives) course builds on your existing user-level knowledge and experience with personal computer operating systems and networks to present fundamental skills and concepts that you will use on the job in any type of networking career. If you are pursuing a CompTIA technical certification path, the CompTIA A+ certification is an excellent first step to take before preparing for the CompTIA Network+ certification. This course prepares the student for the CompTIA Network+ examination.</p>	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	CompTIA Security+	<p>CompTIA Security+ is the primary course you will need to take if your job responsibilities include securing network services, network devices, and network traffic. It is also the main course you will take to prepare for the CompTIA Security+ Certification examination. In this course, you will build on your knowledge and professional experience with computer hardware, operating systems, and networks as you acquire the specific skills required to implement basic security services on any type of computer network.</p> <p>The Security+ Certification offering is designed for the individual interested in obtaining CompTIA's vendor-neutral, industry-standard, entry-level IT Security credential, in order to pursue or advance a career as a computer security professional, or enhance any IT career role that has security implications. The Security+ course of study is also appropriate as a Prerequisites to the CISSP or other advanced course of study.</p> <p>This certification is approved by the Department of Defense to meet IAT Level II and IAM Level I requirements as defined in DoD 8570.01-M</p>	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	Computer Hacking Forensic Investigator (CHFI)	<p>Computer hacking forensic investigation is the process of detecting hacking attacks and properly extracting evidence to report the crime and conduct audits to prevent future attacks. Computer forensics enables the systematic and careful identification of evidence in computer related crime and abuse cases. This may range from tracing the tracks of a hacker through a client's systems, to tracing the originator of defamatory emails, to recovering signs of fraud.</p> <p>The CHFI course will provide participants the necessary skills to identify an intruder's footprints and to properly gather the necessary evidence to prosecute in the court of law. It is no longer a matter of "will your organization be comprised (hacked)?" but, rather, "when?" Today's battles between corporations, governments, and countries are no longer fought only in the typical arenas of boardrooms or battlefields using physical force. Now the battlefield starts in the technical realm, which ties into most every facet of modern day life.</p> <p>If you or your organization requires the knowledge or skills to identify, track, and prosecute the cyber-criminal, then this is the course for you. Many of today's top tools of the forensic trade will be taught during this course, including software, hardware and specialized techniques.</p>	5 days	Both	8	25	Price Per Student	\$3,084.77
611420	Intro to C Programming	<p>This course introduces the student to computer programming using the C99 standard of the C programming language. The core C language features covered in this course include variables, control structures, functions, arrays, strings, pointers, structures, and file I/O. Programming techniques covered by this course include modularity, top-down design, documentation, debugging, and testing. Both basic and advanced techniques will be shown.</p>	5 days	Both	8	25	Price Per Student	\$2,023.30

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Network and Packet Analysis	This course teaches the student the fundamental concepts, methodologies, and tools necessary to analyze network traffic for the purposes of intrusion and threat detection, network defense, and low profile offensive operations. The hands-on course begins with discussing the role of network packet analysis in computer network operations (CNO). After a detailed discussion of the TCP/IP protocol suite and ethernet network operations, the student practices using the command line tools tcpdump and tshark to capture and analyze self-generated network traffic. Students then are asked to examine actual packet captures which illustrate various exploits, network reconnaissance techniques, and more advanced network attacks. The course concludes with an extensive real world exercise in which the student must utilize all of the concepts and tools learned in class to analyze and fully characterize the various network threats and breaches.	4 days	Both	8	25	Price Per Student	\$2,199.63
611420	Python Programming	This course is an introduction to computer science through problem solving and computer programming. Programming techniques covered by this course include modularity, abstraction, top-down design, specifications, documentation, debugging, and testing. Selected topics in computer science are introduced through programming projects in the python language running under a UNIX operating system. The core material for this course includes functions, strings, loops, and files. Students learn how to develop, test, and debug Python programs. Example programs are used extensively to illustrate object-oriented programming. Students complete numerous hands-on exercises to reinforce programming concepts.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	CyberSec First Responder	This course covers network defense and incident response methods, tactics, and procedures are taught in alignment with industry frameworks such as NIST 800-61 r.2, US-CERT's NCISP, and Presidential Policy Directive 41 on Cyber Incident Coordination Policy. The course introduces tools, tactics, and procedures to manage cybersecurity risks, identify various types of common threats, evaluate the organization's security, collect, and analyze cybersecurity intelligence and remediate and report incidents as they occur.	5 days	Both	8	25	Price Per Student	\$2,821.16
611420	CompTIA Cloud+	This course provides the knowledge and skills needed to analyze, select, monitor, and protect cloud resources in a vendor-neutral format; this includes vulnerability management, network reconnaissance and monitoring, connecting networks to clouds, cloud migration, secure policies and procedures, host and network security, identity management systems, and incident response. This course maps to the CompTIA Cloud+ certification exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,199.63
611420	CompTIA Cybersecurity Analyst (CySA+)	The CompTIA Cybersecurity Analyst course provides the knowledge and skills needed to analyze, monitor, and protect cybersecurity resources in a vendor-neutral format; this includes vulnerability management, network reconnaissance and monitoring, secure policies and procedures, host and network security, identity management systems, and incident response. This course maps to the CompTIA CySA+ certification exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,199.63
611420	CompTIA PenTest+	CompTIA PenTest+ provides the most up-to-date penetration testing, vulnerability assessment and management skills necessary to determine the resiliency of the network against attacks. Successful candidates will have the intermediate skills required to customize assessment frameworks to effectively collaborate on and report findings. They will also have the best practices to communicate recommended strategies to improve the overall state of IT security. This course maps to the CompTIA PenTest+ exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,199.63
611420	Certified Chief Information Security Officer (CCISO)	Bringing together all the components required for a C-Level positions, the CCISO course combines audit management, governance, IS controls, human capital management, strategic program development, and the financial expertise vital to leading a highly successful IS program. This course maps to the CCISO exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$3,084.77
611420	Certified Network Defender	Certified Network Defender (CND) is a vendor-neutral, hands-on, instructor-led comprehensive network security certification training program. It is a skills-based, lab intensive program based on a job-task analysis and cybersecurity education framework presented by the National Initiative of Cybersecurity Education (NICE). Students will learn the protect, detect and respond approach to network security. The course contains hands-on labs, based on major network security tools and techniques which will provide network administrators real world expertise on current network security technologies and operations. This course maps to the CND exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,199.63
611420	Certified Secure Software Lifecycle Professional (CSSLP)	The Official CSSLP certification recognizes leading application security skills. It shows employers and peers you have the advanced technical skills and knowledge necessary for authentication, authorization, and auditing throughout the SDLC using best practices, policies and procedures established by the cybersecurity experts at (ISC)². This course is designed for software professionals that have the expertise to incorporate security practices – authentication, authorization, and auditing – into each phase of the software development lifecycle (SDLC), from software design and implementation to testing and deployment. This course maps to the CSSLP exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$3,257.56
611420	Certification Authorization Professional (CAP)	The Official Certification Authorization Professional (CAP) shows employers you have the advanced technical skills and knowledge to authorize and maintain information systems within the Risk Management Framework (RMF) using best practices, policies and procedures established by the cybersecurity experts at (ISC)². This course prepares students for the CAP exam, which evaluates expertise across seven domains. This course maps to the CAP exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$3,257.56
611420	Information Systems Security Architecture Professional (ISSAP)	The Official CISSP-ISSAP course is designed for the chief security architect or analyst. Drawing from the comprehensive Informational Systems Security Architecture Professional (ISSAP) Common Body of Knowledge (CBK®), the course provides a deep understanding of the broad spectrum of topics included in the CBK and addresses new threats, technologies, regulations, standards and practices.	5 days	Both	8	25	Price Per Student	\$3,522.05
611420	Information Systems Security Engineering Professional (ISSEP)	The Official (ISC)² CISSP-ISSEP course is designed for CISSPs who specialized in the practical application of systems engineering principles and processes to develop secure systems. Drawing from the comprehensive Information Systems Security Engineering Professional (ISSEP) Common Body of Knowledge (CBK®), the course provides a deep understanding of the broad spectrum of topics included in the CBK and addresses new threats, technologies, regulations, standards, and practices.	5 days	Both	8	25	Price Per Student	\$3,522.05
611420	Information Systems Security Management Professional (ISSMP)	The Official CISSP-ISSMP training provides a comprehensive review of managerial concepts such as project management, risk management, creating and delivering security awareness programs, and managing a business continuity planning program. This training course will help students review and refresh their knowledge and identify areas they need to study for the ISSMP exam.	5 days	Both	8	25	Price Per Student	\$3,522.05
611420	System Security Certified Practitioner (SSCP)	The Official SSCP training is ideal for IT administrators, managers, directors, and network security professionals responsible for the hands-on operational security of their organization's critical assets. It shows advanced technical skills and knowledge to implement, monitor and administer IT infrastructure using security best practices, policies, and procedures. This course maps to the SSCP exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,904.92

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Certified Information Security Manager (CISM)	ISACA's Certified Information Security Manager (CISM) certification indicates expertise in information security governance, program development and management, incident management and risk management. The management focused CISM certification promotes international security practices and recognizes the individual who manages, designs, oversees and assesses an enterprise's information security. This course maps to the CISM exam and includes one exam voucher.	5 days	Both	8	25	Price Per Student	\$2,111.47
611420	Certified Information Systems Auditor (CISA)	ISACA's Certified Information Systems Auditor (CISA) designation is the global standard for professionals who have a career in information systems auditing, control, and security. CISA holders demonstrate to employers that they have the knowledge, technical skills, and proficiency to meet the dynamic challenges facing modern organizations. This course is designed specifically for experienced information security professionals who are preparing to take the CISA exam. One exam voucher is included with this course.	5 days	Both	8	25	Price Per Student	\$2,111.47
611420	AWS Cloud Practitioner Essentials	The fundamental-level full day course is intended for individuals who seek an overall understanding of the AWS Cloud, independent of specific technical roles. It provides a detailed overview of cloud concepts, AWS services, security, architecture, pricing, and support. It includes lab exercises reinforcing some of the core concepts of the lecture.	1 day	Both	8	25	Price Per Student	\$595.09
611420	Architecting on AWS	This course covers the fundamentals of building IT infrastructure on AWS. The course is designed to teach solutions architects how to optimize the use of the AWS Cloud by understanding AWS services and how these services fit into cloud-based solutions. This course emphasizes AWS cloud best practices and recommended design patterns to help students think through the process of architecting optimal IT solutions on AWS. Case studies throughout the course showcase how some AWS customers have designed their infrastructures and the strategies and services they implemented.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	Advanced Architecting on AWS	Building on concepts introduced in Architecting on AWS, this course covers how to build complex solutions which incorporate data services, governance, and security on AWS. This course introduces specialized AWS services, including AWS Direct Connect and AWS Storage Gateway to support Hybrid architecture. It also covers designing best practices for building scalable, elastic, secure, and highly available applications on AWS.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	Systems Operations on AWS	This course is designed to teach those in a Systems Administrator or Developer Operations (DevOps) role how to create automatable and repeatable deployments of networks and systems on the AWS platform. The course covers the specific AWS features and tools related to configuration and deployment, as well as common techniques used throughout the industry for configuring and deploying systems.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	Developing on AWS	This course helps developers understand how to use the AWS SDK to develop secure and scalable cloud applications. The course provides in-depth knowledge about how to interact with AWS using code and covers key concepts, best practices, and troubleshooting tips.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	DevOps Engineering on AWS	This course demonstrates how to use the most common DevOps patterns to develop, deploy, and maintain applications on AWS. The course covers the core principles of the DevOps methodology and examines several use cases applicable to startup, small and medium-sized business, and enterprise development scenarios.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	Building Data Lakes on AWS	In this course, you will learn to build batch data analytics solutions using Amazon EMR, an enterprise-grade Apache Spark and Apache Hadoop managed service. You will learn how Amazon EMR integrates with open-source projects such as Apache Hive, Hue, and HBase, and with AWS services such as AWS Glue and AWS Lake Formation. The course addresses data collection, ingestion, cataloging, storage, and processing components in the context of Spark and Hadoop. You will learn to use EMR Notebooks to support both analytics and machine learning workloads. You will also learn to apply security, performance, and cost management best practices to the operation of Amazon EMR.	1 day	Both	8	25	Price Per Student	\$595.09
611420	Building Data Analytics Solutions Using Amazon Redshift	In this course, you will build a data analytics solution using Amazon Redshift, a cloud data warehouse service. The course focuses on the data collection, ingestion, cataloging, storage, and processing components of the analytics pipeline. You will learn to integrate Amazon Redshift with a data lake to support both analytics and machine learning workloads. You will also learn to apply security, performance, and cost management best practices to the operation of Amazon Redshift.	1 day	Both	8	25	Price Per Student	\$595.09
611420	Building Batch Data Analytics Solutions on AWS	In this course, you will learn about the process of planning and designing both relational and nonrelational databases. You will learn the design considerations for hosting databases on Amazon Elastic Compute Cloud (Amazon EC2). You will learn about our relational database services including Amazon Relational Database Service (Amazon RDS), Amazon Aurora, and Amazon Redshift. You will also learn about our nonrelational database services including Amazon DocumentDB, Amazon DynamoDB, Amazon ElastiCache, Amazon Neptune, and Amazon QLDB. By the end of this course, you will be familiar with the planning and design requirements of all 8 of these AWS databases services, their pros and cons, and how to know which AWS databases service is right for your workloads.	1 day	Both	8	25	Price Per Student	\$595.09
611420	Planning and Designing Databases on AWS	In this course, you will learn about the process of planning and designing both relational and nonrelational databases. You will learn the design considerations for hosting databases on Amazon Elastic Compute Cloud (Amazon EC2). You will learn about our relational database services including Amazon Relational Database Service (Amazon RDS), Amazon Aurora, and Amazon Redshift. You will also learn about our nonrelational database services including Amazon DocumentDB, Amazon DynamoDB, Amazon ElastiCache, Amazon Neptune, and Amazon QLDB. By the end of this course, you will be familiar with the planning and design requirements of all 8 of these AWS databases services, their pros and cons, and how to know which AWS databases service is right for your workloads.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	The Machine Learning Pipeline on AWS	In this course, students will learn how to frame business problems as Machine Learning (ML) problems and use Amazon SageMaker to train, evaluate, tune, and deploy ML models. Hands-on learning is a key component of this course, so students choose a project to work on, and then apply the knowledge and skills learned to their chosen project in each phase of the pipeline. Projects include fraud detection, recommendation engines, or flight delays.	4 days	Both	8	25	Price Per Student	\$2,380.35
611420	Advanced Networking on AWS	In this course, you will learn approaches to address common networking challenges that encompass networking configurations, routing, bandwidth, latency, and cost. You'll explore decisions that impact AWS network operational excellence. Participants will learn how to configure and deploy an Amazon Virtual Private Cloud (Amazon VPC) with multiple subnets across two Availability Zones. The course also covers best practices and common use scenarios for a variety of basic network architectures built with Amazon VPC. You will learn about various connectivity options, including how to choose the best way to create a secure network. AWS services that you will investigate include VPC Peering, AWS DirectConnect, AWS Transit Gateway, AWS PrivateLink, and AWS Site-to-Site VPN.	1 day	Both	8	25	Price Per Student	\$595.09

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Security Engineering on AWS	This course demonstrates how to efficiently use AWS security services to stay secure in the AWS Cloud. The course focuses on the security practices that AWS recommends for enhancing the security of your data and systems in the cloud. The course highlights the security features of AWS key services including compute, storage, networking, and database services. You will also learn how to leverage AWS services and tools for automation, continuous monitoring and logging, and responding to security incidents.	3 days	Both	8	25	Price Per Student	\$1,785.27
611420	Project Management Professional	This course provides students with the education, the materials, and the support necessary to prepare for the challenging PMP® exam. Completion of this course also qualifies as the formal education requirement needed to sit for the PMP® certification exam.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	PMI Risk Management Professional (PMI-RMP)	This course focuses on refining the application of Agile practices within the participants' environments. A live case study learning approach enables participants' learning to become real through its application to their current projects. An integrated combination of content and hands-on application ensures an engaging and highly interactive course.	4 days	Both	8	25	Price Per Student	\$1,670.66
611420	PMI Agile Certified Practitioner (PMI-ACP)	In this course, students will gain the skills necessary to pass the PMI-ACP® credential exam. Through practice exams, lectures, discussion, games, and hands-on activities, students will learn essential agile terminology, tools, and principles according to the PMI-ACP® Examination Content Outline.	3 days	both	8	25	Price Per Student	\$1,406.18
611420	Disciplined Agile Scrum Master (DASM)	This training will familiarize students with the foundational Agile and Lean practices that Disciplined Agile supports, practice using the tool kit to solve problems, and learn how to build high-performance teams.	2 days	both	8	25	Price Per Student	\$1,141.69
611420	5G Mobile Cellular Networks	This course provides a comprehensive overview of the 5G system.	4 days	Both	8	25	Price Per Student	\$1,935.14
611420	Cellular/Mobile Wireless 1	This course provides an overview of mobile wireless standards and technologies.	2 days	both	8	25	Price Per Student	\$1,141.69
611420	Cellular/Mobile Wireless 2	This course provides in-depth coverage of 2G, 2.5G, and 3G mobile cellular standards and related technologies.	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	Cellular/Mobile Wireless 3	This course is the third in a series about mobile cellular networking and standards.	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	Certified Fiber Optic Technician (CFOT)	By attending Basic Fiber Optic Installation, a hands-on installation training program, you learn how to install fiber optic cables, connectors, splices and achieve the three goals of installation. These three goals: minimum power loss, maximum reliability, and minimum cost, require knowledge of the specific procedures and compliance with the unique rules of fiber optic communication products. You learn this knowledge and these rules from the lectures and hands on activities of this comprehensive and well-developed program.	5 days	Both	8	25	Price Per Student	\$2,904.92
611420	CL110: Red Hat OpenStack Administration I: Core Operations for Domain Operators Classroom Training	Through hands-on labs, students will explore manually installing each service of Red Hat Enterprise Linux OpenStack® Platform, and will also look at the future plans of the OpenStack development community. This course can also help you prepare for the Red Hat Certified System Administrator in Red Hat OpenStack exam (EX210). Red Hat OpenStack Administration I (CL110) is designed for system administrators who are intending to implement a cloud computing environment using Red Enterprise Linux OpenStack Platform (RHEL-OSP). Students will learn how to install a proof-of-concept, configure, use, and maintain RHEL-OSP. This course covers the core services: identity (Keystone), block storage (Cinder), image (Glance), networking (Neutron), compute and controller (Nova), and dashboard (Horizon).	4 days	Both	8	25	Price Per Student	\$3,526.45
611420	CL210: Red Hat OpenStack Administration II: Day 2 Operations for Cloud Operators Classroom Training	This course teaches system administrators how to implement a cloud-computing environment using Red Hat® OpenStack® Platform, including installation, configuration, and maintenance. This course can also help your prepare for the Red Hat Certified System Administrator in Red Hat OpenStack exam (EX210). This course is based on Red Hat OpenStack Platform 8. Red Hat OpenStack Administration II (CL210) will also begin the transition from administering OpenStack using Horizon to using the unified command-line interface. Exam competencies covered in the course include: configure Red Hat OpenStack Platform using OpenStack Director, manage users, projects, flavors, roles, images, networking, and block storage, automation (scale-out and scale-back), and build a customized image.	4 days	Both	8	25	Price Per Student	\$3,773.30
611420	Data Analysis with Excel	The objective of this course is to fully explore the uses of Microsoft Excel as a data analysis tool. Most business professionals are familiar with the core functionality of Excel. This course explores some of the additional capabilities and advanced features of Excel for analyzing, manipulating and visualizing data.	3 days	Both	8	25	Price Per Student	\$1,406.18
611420	Data Visualization with Tableau	Data Visualization is the graphical representation of large datasets using graphs and charts such as bar charts, line graphs, scatterplots, etc. Learn how to elegantly present datasets that allow your audience to quickly digest, understand, and derive insights or see trends from the data. This course teaches students how to work with Tableau to create effective visualizations of datasets and to build Dashboards within Tableau.	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	DO180: Red Hat Open Shift I: Containers & Kubernetes	Red Hat OpenShift I: Containers & Kubernetes (DO180) helps you build core knowledge in managing containers through hands-on experience with containers, Kubernetes, and the Red Hat® OpenShift® Container Platform. These skills are needed for multiple roles, including developers, administrators, and site reliability engineers.	3 days	Both	8	25	Price Per Student	\$2,829.97
611420	DO280: Red Hat OpenShift Administration II: Operating a Production Kubernetes Cluster	Red Hat OpenShift Administration II: Operating a Production Kubernetes Cluster (DO280) teaches you how to configure, troubleshoot, and manage Red Hat® OpenShift® Container Platform. This hands-on, lab-based course shows you how to verify the successful installation of a cluster, manage it on a day-to-day basis, and troubleshoot the deployment of containerized applications.	3 days	Both	8	25	Price Per Student	\$2,829.97
611420	Global Communications I	In this course, students will explore the fundamental concepts and technologies relating to Circuit-Switched (CS) telephone networks, Packet-Switched (PS) data networks, optical networks, and wireless communication with mobile cellular and satellites. The course will cover the evolution from traditional circuit-switched telecom networks through packet-switched digital computer networks. This course covers of standards, protocols, and methods for digital communications that relate to the topics listed above. Exercises are included throughout the course to reinforce the learning objectives.	3 days	Both	8	25	Price Per Student	\$1,406.18
611420	Global Communications II	This course builds off the knowledge gained by the student in the pre-requisite course: Global Communications I. The course begins with a review of the communications concepts, technologies, standards and applications learned in Global Communications I. It then proceeds to dive deeper into these technologies to achieve a better understanding of important communication protocols and standards and their applications. Finally, large scale global communications technologies are explored, such as Multi-Protocol Label Switching (MPLS), Carrier Ethernet, converged IP communications, VoIP/SIP, fiber optic wavelength-division multiplexing protocols, and other advanced/emerging broadband communication technologies.	2 days	Both	8	25	Price Per Student	\$1,141.69

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	HTML5	Responsive Web Development is more than just HTML. The core technologies are: HTML5, CSS3 and JavaScript. HTML is used for semantic markup, CSS3 defines presentation, and JavaScript implements behavior. This five day class gives students the opportunity to explore these crucial technologies. It starts with HTML5, continues with CSS3 and concludes with JavaScript fundamentals. Additionally, we explore Representational State Transfer (REST) topics that are important to website architects. The class includes numerous hands-on labs allowing students to use all of these technologies together to build web sites.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	Intermediate IPv6 Migration	The advanced IPv6 class designed for students that already possess introduction skills and have a good foundation knowledge of IPv6. This course covers all you need to know about IPv6 migration and deployment strategies. You will gain an understanding of how deploy IPv6 using both stateless and stateful auto-configuration techniques. Configure Advanced OSPF, EIGRPv6, IS-IS and MP-BGP routing protocols. Configure a live MPLS 6PE network while tunneling IPv6 over an IPv4 network. Discuss different IPv6 security vulnerabilities and current security issues	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	Introduction to Data Analytics	This course is a survey of processes and tools commonly used in applications that rely heavily on data analysis. The course will describe data pipelines deployed by data engineers and data scientists to ingest data for use in an application and to manipulate that data for use by analysts. Hands-on activities will include a combination of instructor demos and several instructor-guided labs to promote understanding of select topics.	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	IPv6 Foundations	Internet Protocol Version 6 (IPv6) is the most recent iteration of the Internet Protocol (IP) which provides the fundamentals for identification and location of computers on networks as well as the routing of traffic across the internet. The foundations course will cover the significance, governance, and timeline of adoption as it pertains to this protocol. The course discusses the basics of the IPv6 address structure as it relates to both host and network addressing. Additional focus will be given to the IPv6 header and how this header differs from its IPv4 equivalent, as well as why this header variation has been implemented by the standardizing body. The new information will be used to contextualize and elaborate upon the additional protocols required for IPv6 to function properly. The course will also introduce concepts relevant to IPv6 implementation and security to lay the foundations for these topics in subsequent courses.	1 day	Both	8	25	Price Per Student	\$595.09
611420	IPv6 Security and Practices	The IPv6 Security and Practices class will provide a foundational knowledge of the underlying security risks, threats and best practices for an IPv6 enabled network. This course will review the security fundamentals required to plan for, design, integrate and even audit IPv6 integration in their current infrastructure. The student will be exposed to various security capabilities as well as interoperability mechanisms that will enable the student to ensure a smooth introduction of IPv6 into their environment.	3 days	Both	8	25	Price Per Student	\$1,406.18
611420	Migrating to IPv6	The migration of an IPv4 environment to an IPv6 environment requires a thorough understanding of the differences between the two protocols, as well as mechanisms for backwards compatibility with networks that have yet to complete the transition to an IPv6 implementation. As such this course will review the differences and similarities between IPv4 and IPv6 addressing, structure, header information, as well as host and router roles within the protocols. The course will cover host, router and server roles in the new IPv6 environment, as well as mechanisms for distribution of IPv6 addresses, both stateless and stateful. Additionally, dual stacked environments will be addressed to facilitate IPv6 migration seamlessly. Furthermore, the course will present and elaborate upon IPv6 migration essentials such as the role of security in IPv6 environments, routing, routing protocols and their IPv6 implementations. It will also present IPv6 in mobile environments and techniques for managing IPv6 environments post migration	2 days	Both	8	25	Price Per Student	\$1,141.69
611420	RH124: Red Hat System Administration I	The first of two courses covering the core system administration tasks needed to manage Red Hat Enterprise Linux servers. Red Hat System Administration I (RH124) equips you with Linux® administration "survival skills" by focusing on foundational Linux concepts and core tasks. You will learn how to apply command-line concepts and enterprise-level tools, starting you on your journey toward becoming a full-time Linux system administrator.	4 days	Both	8	25	Price Per Student	\$3,526.45
611420	RH134: Red Hat System Administration II	Red Hat System Administration II (RH134) serves as the second part of the RHCSA training track for IT professionals who have taken Red Hat System Administration I (RH124). The course goes deeper into core Linux system administration skills in storage configuration and management, installation and deployment of Red Hat® Enterprise Linux®, management of security features such as SELinux, control of recurring system tasks, management of the boot process and troubleshooting, basic system tuning, and command-line automation and productivity.	5 days	Both	8	25	Price Per Student	\$4,408.06
611420	RH199: RHCSA Rapid Track Course	On completion of course materials, students should be prepared to take the Red Hat Certified System Administrator (RHCSA) exam. This course builds on a student's existing understanding of command-line based Linux system administration. Students should be able to execute common commands using the shell, work with common command options, and access man pages for help. Students lacking this knowledge are strongly encouraged to take Red Hat System Administration I (RH124) and II (RH134) instead.	5 days	Both	8	25	Price Per Student	\$4,628.46
611420	RH294: Red Hat Enterprise Linux Automation with Ansible	Red Hat Linux Automation with Ansible (RH294) teaches the skills needed to manage large numbers of systems and applications efficiently and consistently. You will learn the techniques needed to use Ansible® to automate provisioning, configuration, application deployment, and orchestration.	4 days	Both	8	25	Price Per Student	\$3,773.30
611420	TCP/IP Networking	Students will learn the essential knowledge and skills required to configure, support and troubleshoot TCP/IP based networks. TCP/IP is the protocol suite that has become the de facto internetworking protocol used by multiple vendors worldwide. Lectures and hands-on labs are utilized in this course to strengthen and measure a student's competency of the course objectives.	4 days	Both	8	25	Price Per Student	\$1,670.66
611420	Understanding Network Fundamentals	In this training course, you will configure a workstation to connect to a network, use a network sniffer to analyze network traffic, examine switch and router configurations, implement basic IPv4 addressing and subnetting, and explore network security solutions. You will gain an understanding of basic network functions, standards, and protocols.	3 days	Both	8	25	Price Per Student	\$1,406.18
611420	Voice Over IP Foundations	In this course, students will learn the fundamental concepts of modern voice communications transmitted over the Internet Protocol (IP). Students will review concepts and terminology related to traditional networking, as well as, and the role they play in VoIP communications. Learners will be exposed to a variety of theories and concepts in addition to how they are applied in the real world.	1 day	Both	8	25	Price Per Student	\$595.09
611420	Certified Wireless Network Administrator (CWNA)	This Enterprise Wireless LAN Administration course, whether in an academic format or a 5-day fast-track format, provides the networking professional a complete foundation of knowledge for entering into or advancing in the wireless networking industry. From basic RF theory to 802.11 frame exchange processes, this course delivers hands-on training that will benefit the novice as well as the experienced network professional.	5 days	Both	8	25	Price Per Student	\$2,199.63

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Certified Wireless Security Professional (CWSP)	This Wireless LAN Security course consists of hands on learning using the latest enterprise wireless LAN security and auditing equipment. This course addresses in detail the most up-to-date WLAN intrusion and DoS tools and techniques, functionality of the 802.11i amendment to the 802.11 standard, the inner-workings of each EAP type used with wireless LANs today, and every class and type of WLAN security solution available on the market, from wireless intrusion prevention systems to wireless network management systems. Students who complete the course will acquire the necessary skills for implementing and managing wireless security in the enterprise by creating layer2 and layer3 hardware and software solutions with tools from the industry leading manufacturers.	5 days	Both	8	25	Price Per Student	\$2,199.63
611420	CompTIA Advanced Security Practitioner (CASP)	Students will examine advanced security concepts, principles, and implementations that pertain to enterprise-level security.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	CompTIA Linux + Certification Prep	This course will prepare the student for the CompTIA Linux+ certification exams. The new 2011 exam format, CompTIA Linux+ Powered by LPI, consists of two exams: LX0-101 and LX0-102. These are the same as the Linux Professional Institute (LPI) exams 101 and 102. The exams cover: system architecture; Linux installation and package management; GNU and Unix commands; devices, Linux filesystems, and the Filesystem Hierarchy Standard. Professionals who pass the exam can work at the Linux command line, perform maintenance tasks, assist users, and install and configure workstations.	8 days	Both	8	25	Price Per Student	\$2,904.92
611420	Intermediate C Programming	This course continues the students study of the C programming language using the C99 standard. The core C language features covered in this course include functions, arrays, strings, pointers, dynamic memory allocation, library functions, structures, and file I/O. Programming techniques covered by this course include modularity, top-down design, documentation, debugging, and testing.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	Java Programming	This course is designed for Java programmers and web application designers who have interest in learning how to build or maintain enterprise applications based on the Java EE architecture using Eclipse tools. This training course teaches students how to develop Java EE 5 applications using Eclipse for the JBoss Application Server v5.x. This course covers some of the newest technologies of the Java EE 5 platform, including JSF 1.2, EJB 3.0, and JPA. A brief intro to JAX-WS web services is also covered.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	JavaScript Programming	This training is a jump-start to creating and working with JavaScript. This course covers the material you need to know to become proficient using JavaScript with your Web pages. You will learn JavaScript critical elements, including language syntax, script design, and deployment. This course will provide you with a strong foundation in JavaScript and enable you to build JavaScript-enabled Web pages correctly and with confidence.	5 days	Both	8	25	Price Per Student	\$2,023.30
611420	Introduction to Malware Analysis	Introduction to Malware Analysis was developed to provide students with a comprehensive hands-on exposure to the processes, tools and procedures used to identify common types of malware and to quickly determine their capabilities and threat level. This course teaches students concepts and methods involved in finding, analyzing and characterizing malware to determine how severe of a threat it may pose within a system or network. The course includes significant amounts of hands-on practical application of skills learned. Students are introduced to topics and concepts through lectures then given a series of lab exercises to reinforce that learning and build skill. Students must exercise the malware analysis methodology and conduct open source research of characteristics identified in order to successfully complete the goals of the course.	3 days	Both	8	25	Price Per Student	\$1,406.18
611420	Penetration Testing Methodology	Penetration Testing Methodology was developed to provide students with a comprehensive hands-on exposure to the processes, tools and procedures used by penetration testers. This course teaches students concepts and methods involved in targeting, infiltrating and expanding access within networks. The course allows students to understand the attacker mindset and learn how to simulate a real-world attacker's thoughts and actions, all for the purpose of helping to improve the security posture of the organizations they support. Penetration Testing Methodology includes significant amounts of hands-on practical application of skills learned. Students are introduced to topics and concepts through lectures then given a series of lab exercises to reinforce that learning and build skill. Students must exercise the penetration testing methodology, process and analyze collected data, and develop the necessary tradecraft and stealth in order to successfully complete the goals of the course.	5 days	Both	8	25	Price Per Student	\$2,904.92
611420	R Programming	R is a powerful open source software system for statistical computing. It has become immensely popular due to its intuitive programming language, built-in support for statistical procedures, and ability to produce beautiful graphics. R is extensible through a package system, and numerous contributions from its user community are freely available. R is available on Windows, Macintosh, and Linux platforms. For more information, visit the R Project website. This course provides an introduction to statistical computing using the R programming language. This course is intended for analysts and statisticians who wish to utilize R to conduct statistical and graphical analysis of data.	5 days	Both	8	25	Price Per Student	\$2,375.95
611420	Red Hat Learning Subscription: Basic	Business needs change. New technologies emerge. How do you keep pace? Try Red Hat Learning Subscription, which offers all of our Red Hat Online Learning courses and more in a single package! This program allows you to take any of these courses at your own pace, saving you time, energy, and money. Red Hat Online Learning is our next-generation, self-paced online learning that addresses the real needs of the modern technology professional. These courses feature the same high quality course content found in our traditional classrooms, supplemented with groundbreaking, cloud-based labs. Many of our online learning courses also include dozens of recorded webinars by senior instructors.	1 year	Both	1	1	Price Per Student	\$5,289.67
611420	Red Hat Learning Subscription: Standard	Red Hat® Learning Subscription Standard is the newest level of the Red Hat Learning Subscription product by Red Hat Training. Positioned as an upgrade from the Basic Tier, the Standard level delivers access to all Red Hat online training courses in a single, annual subscription. It also includes expert seminars, instructor office hours and access to certification exams. Customers will receive unlimited access to our online learning content, up to 400 hours of hands-on lab time, and more than 300 recorded instructor videos—all for one low price.	1 year	Both	1	1	Price Per Student	\$6,612.09

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611420	Red Hat Learning Subscription: Premium	<p>Red Hat® Learning Subscription Premium provides a customizable learning experience with self-paced and live training options. Users can tailor their learning with recorded video classes, e-books, online content, and live virtual classes. A subscription provides access to content across the entire Red Hat product portfolio, content that is continuously updated by Red Hat experts. Live, instructor-led classes create an engaging, immersive learning experience. These interactive sessions compliment the on-demand, self-paced learning materials available with a Red Hat Learning Subscription for highly effective, flexible training for everyone from beginners to experienced professionals.</p> <p>This subscription provides an array of additional features to complement the learning experience. Cloud-based labs give the opportunity for hands-on practice in actual Red Hat environments. Expert extras are short, on-demand videos where Red Hat practitioners demonstrate innovative technologies in practical scenarios. Skills paths and pre-assessments are available for course selection guidance. Red Hat Learning Subscription Premium also includes certification exams. Red Hat's exams are industry-recognized and performance-based. These exams validate that holders have the skills needed to undertake even the most ambitious technology projects. Reporting capabilities to track progress toward training and certification goals.</p>	1 year	Both	1	1	Price Per Student	\$7,934.51
611430	Center for Leadership & Innovation Quarter Day-Session	<p>The Center for Leadership & Innovation's flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Our nimble approach and tailored solutions will drive game-changing results.</p> <p>This 2-hour offering covers your choice of Commercial-Off-the-Shelf (COTS) topic within our vast catalog of LEADERSHIP & INNOVATION'S PRACTICE AREA'S TOPICAL OR WORKSHOP OFFERINGS sections found in Appendix A.</p>	2 Hours	Both	10	30	Per course	\$2,921.66
611430	Center for Leadership & Innovation Half-Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a half-day (4-hour) workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	4 Hours	Both	10	30	Per course	\$4,173.80
611430	Center for Leadership & Innovation Three-Quarter-Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a three-quarter-day (6-hour) workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	6 Hours	Both	10	30	Per course	\$5,634.64
611430	Center for Leadership & Innovation One Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a one-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	1 Day	Both	10	30	Per course	\$6,678.09
611430	Center for Leadership & Innovation One-and-a-Half Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a one-and-a-half-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	1.5 Days	Both	10	30	Per course	\$9,599.75
611430	Center for Leadership & Innovation Quarter Day Two Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a two-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	2 Days	Both	10	30	Per course	\$12,521.41
611430	Center for Leadership & Innovation Two-and-a-Half Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a two-and-a-half-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	2.5 Days	Both	10	30	Per course	\$15,025.69
611430	Center for Leadership & Innovation Three-Day Session	<p>Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results.</p> <p>This offering is a three-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.</p>	3 Days	Both	10	30	Per course	\$16,695.21

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611430	Center for Leadership & Innovation Four-Day Session	Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results. This offering is a four-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.	4 Days	Both	10	30	Per course	\$20,636.78
611430	Center for Leadership & Innovation Five-Day Session	Our flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Whether you already know what your organization needs or you'd like one of our experts to perform a complimentary consultation, our nimble approach and tailored solutions will drive game-changing results. This offering is a five-day workshop covering your choice of topic from our vast list of Commercial-Off-the-Shelf (COTS) offerings in the categories of: Fundamental Competencies, Leading Change, Leading People, Driving Results, Business Acumen, and Building Coalitions. A full list of course topics can be found in Appendix A.	5 Days	Both	10	30	Per course	\$23,584.89
611430	Project Management Foundations	Project Management Foundations is designed for participants interested in entering the field of project management or for current project managers who desire to supplement their experience with formalized education and training. This course covers the subjects that a project manager must know in order to plan, schedule, and control a project. The primary objective of this course is to help project managers develop the skills and knowledge needed to be able to successfully meet their project objectives on time and on budget. The course engages participants in activities related to traditional and agile project management methodologies, as well as project leadership skills.	2 days	Both	8	25	per course	\$10,528.97
611430	SHRM Certified Professional (SHRM-CP)/Senior Professional (SHRM-SCP)	We now live and work in a global economy, in which geographic borders are virtually non-existent, and innovation, agility and strategy are critical success factors. The HR profession operates at the core of this global economy, ensuring the alignment of organizational strategy with a high-performing workforce. The SHRM credentials, SHRM Certified Professional (SHRM-CP®) and SHRM Senior Certified Professional (SHRM-SCP®), address these roles.	5 days	Both	10	20	Per student	\$1,343.50
611430	Diversity, Equity, and Inclusion Quarter Day-Session	The Center for Leadership & Innovation's flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Our nimble approach and tailored solutions will drive game-changing results. This 2-hour offering covers your choice of Commercial-Off-the-Shelf (COTS) topic within our DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA'S TOPICAL OFFERINGS section found in Appendix A.	2 Hours	Both	10	30	Per course	\$2,948.11
611430	Diversity, Equity, and Inclusion Half-Day Session	The Center for Leadership & Innovation's flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Our nimble approach and tailored solutions will drive game-changing results. This 4-hour offering covers your choice of Commercial-Off-the-Shelf (COTS) topic within our DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA'S TOPICAL OFFERINGS section found in Appendix A.	4 Hours	Both	10	30	Per course	\$4,173.80
611430	Diversity, Equity, and Inclusion Webinar/Keynote Presentation	The Center for Leadership & Innovation's flexible approach, unparalleled passion for high-impact development, and dynamic team of consultants empower individuals and teams to ignite growth across organizations. Our nimble approach and tailored solutions will drive game-changing results. This webinar/keynote presentation includes your choice of Commercial-Off-the-Shelf (COTS) topic within our DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA'S KEYNOTE OFFERINGS section found in Appendix A.	2 Hours	Both	10	3000	Per course	\$15,025.69
611430	Succession Planning Fundamentals	Succession planning is a strategic process involving building the organization's internal bench strength through identifying employees for possible future roles in key positions within the organization. By engaging in the succession planning process, the organization is developing and maintaining strong leadership by identifying competencies required for the future work environment. The process requires more than developing an organizational chart, as effective succession planning in an organization is an ongoing, dynamic process, and not a static, one-time objective. In addition to empowering employees to achieve their professional goals, it also supports organizational goals. Succession planning is essential in attracting and retaining talent.	3 days	Both	10	20	Per course	\$16,695.21
611430	Project Management for IT Professionals	Based on the project-orientation of most organizational initiatives, the ability to successfully manage projects has therefore emerged as one of the most critical capabilities that an organization must possess to remain successful. Despite the importance of solid project management skills, most project managers are forced to learn on the job, which is typically a very risky, costly and inefficient way to learn. Project Management Foundation is designed for students interested in entering the field of project management or for current project managers who desire to supplement their experience with formalized education and training. This course covers the subjects that a project manager must know in order to plan, schedule, and control a project. The primary objective of this course is to help project managers to develop the skills and knowledge needed to be able to successfully meet their project objectives on time and on budget.	3 days	Both	10	20	Per course	\$15,161.71

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611430	Certified Scrum Master	<p>Scrum is the agile development process that allows teams to deliver usable software periodically throughout the life of a project, absorbing change and new requirements as a project proceeds.</p> <p>Traditional software project management methods fix requirements in an effort to control time and cost; what we've learned after decades of building software is that requirements often need to change based on market conditions or the reality of the emerging system. Scrum allows organizations to shift requirements in a manner that does not disrupt the team. Scrum teams make progress in a series of sprints, or fixed time-boxes of usually one to four weeks. Moreover, delivering products using Scrum relies heavily on the collaboration between the team and the product owner to create the right product for the customer in a lean fashion. A Scrum product owner manages and stages the product backlog, which is a prioritized list of features for the product, so that the team is always working on the most valuable items first. The ScrumMaster helps synchronize the business needs with the delivery team's capabilities and provides visibility into this progression at all times. Beginning with the history of agile development and moving through the disciplines promoted by Scrum, participants will gain a comprehensive understanding of the Scrum methodology.</p> <p>This course is facilitated by a Certified Scrum Trainer from the Scrum Alliance, which fulfills the educational requirement for Scrum Master Certification and prepares those who attend to pass the Scrum Master exam.</p>	2 days	Both	10	20	Per student	\$838.11
611430	User Stories	<p>Since agile projects are surrounded by uncertainty, requirements and priorities within project are subject to a high degree of change. Agile project teams utilize a unique and effective method to identify, capture and manage project requirements. User stories provide the team the tool to effectively adapt and deliver relatively quick incremental product value to product owners.</p> <p>This course is designed to provide participants with the ability to work effectively with user stories. Students will participate in hands-on activities and facilitated discussion focused on key elements of user stories within the scrum framework of project management. Efforts during this course are specifically focused on the most effective creation, management and usage of user stories, including methods to improve scrum team estimating, planning and delivery of "done" features and products.</p>	2 days	Both	10	20	Per course	\$10,528.97
611430	Agile Fundamentals	<p>Scrum. Kanban. Retrospectives. Lean. What's this Agile stuff all about? This Agile Fundamentals course focuses on agile as a mindset and not just a methodology or framework. Agile is applicable to organizations and businesses beyond those doing software development. The key is understanding and applying the fundamentals of "being Agile" so teams experience sustained results and success "doing Agile".</p> <p>This course is designed to provide participants with key insights into value-driven development, adaptive planning techniques and maximizing collaboration with customers and within teams and organizations. Using hands-on activities, students will experience the value of continuous feedback, learning and adaptation for products, processes, teams and organizations, and continuous improvement. Transitioning from a traditional plan-driven approach to a change-driven approach requires team members to live into the mindset of agile to drive the necessary behavioral change.</p>	3 days	Both	10	20	Per course	\$15,161.71
611430	Implementing SAFe®	<p>During this four-day course, attendees learn how to lead a Lean-Agile transformation by leveraging the practices and principles of the Scaled Agile Framework® (SAFe®) and the seven core competencies of the Lean Enterprise. Attendees gain insights and practice how to coach programs, launch Agile Release Trains, build a Continuous Delivery Pipeline with DevOps culture, and empower a Lean Portfolio.</p>	4 days	Both	10	20	Per student	\$1,474.06
611430	Leading SAFe®	<p>During this two-day course, attendees gain the knowledge necessary to lead a Lean-Agile enterprise by leveraging the Scaled Agile Framework® (SAFe®) and its underlying principles derived from Lean, systems thinking, Agile development, product development flow, and DevOps.</p> <p>Participants in the class gain insights into mastering Business Agility in order to thrive in the competitive market. They discuss how to establish team and technical agility and organize and reorganize around the flow of value. They also learn and practice the skills for supporting and executing PI Planning events and coordinating multiple Agile Release Trains (ARTs). Participants in the class explore the importance of adopting a customer-centric mindset and design thinking approach to agile product delivery. Learners also develop an understanding for implementing a Lean Portfolio Management function in their enterprise. Attending the class prepares individuals to take the exam and become a certified SAFe® Agilist (SA).</p>	2 days	Both	10	20	Per student	\$842.32
611430	SAFe® DevOps	<p>To compete in a disruptive global market, every organization needs to deliver valuable technology solutions at the speed of business. This requires a shared DevOps mindset among all the people needed to define, build, test, deploy, and release software-driven systems—not just the engineers operating a CI/CD pipeline.</p> <p>The two-day, interactive course helps people across technical, non-technical, and leadership roles work together to optimize their value stream from end to end. Attendees will learn what DevOps is, why it is important to every role, and design a continuous delivery pipeline that is tailored to their business. Attendees work in cross-functional teams to map their current state value stream from concept to cash, identify major bottlenecks to flow, and build an actionable implementation plan that will accelerate the benefits of DevOps in their organization.</p>	2 days	Both	10	20	Per student	\$842.32
611430	SAFe® for Government	<p>Transitioning to Lean-Agile practices for building technology-based capabilities is especially challenging in the government context.</p> <p>But issues of legacy governance, contracting, and organizational barriers can be overcome with the right information and strategies. During this two-day course, attendees will learn the principles and practices of the Scaled Agile Framework® (SAFe®), how to execute and release value through Agile Release Trains, and what it means to lead a Lean-Agile transformation of a program inside a government agency.</p> <p>Attendees gain an understanding of the Lean-Agile mindset and why it's an essential foundation for transformation. They'll also get practical advice on building high performing, multi-vendor Agile teams and programs, managing technology investments in Lean flow, acquiring solutions with Agile contracting, launching the program, and planning and delivering value using SAFe. Attendees also learn how specific leadership behaviors can drive successful organizational change in government.</p>	2 days	Both	10	20	Per student	\$842.32

SIN	Course Title	Course Description	Course Length	Contractor or Customer Facility or Both	Minimum Participants	Maximum Participants	Unit of Order	GSA Price w/ IFF
611430	SAFe® for Teams	Build the skills needed to become a high-performing team member of an Agile Release Train (ART)—and learn how to collaborate effectively with other teams—by becoming a SAFe® 5 Practitioner. During this two-day course, gain an in-depth understanding of the ART, how it delivers value, and what you can do to effectively perform your role using Scrum, Kanban, and XP. Learn how to write stories and break down features, plan and execute iterations, and plan Program Increments. Finally, learn about the continuous delivery pipeline and DevOps culture, how to effectively integrate with other teams in the program, and what it takes to continuously improve the train.	2 days	Both	10	20	Per student	\$842.32
611430	SAFe® Scrum Master	In this two-day course, attendees gain an understanding of the role of a Scrum Master in a SAFe enterprise. Unlike traditional Scrum Master training that focuses on the fundamentals of team-level Scrum, the SAFe Scrum Master course explores the role of the Scrum Master in the context of the entire enterprise, and prepares attendees to successfully plan and execute the Program Increment (PI), the primary enabler of alignment throughout all levels of a SAFe organization. This includes learning the key components of Agile at scale development, how Scrum is facilitated throughout the enterprise, and how to execute Iteration Planning. Attendees discover how to build high performing Agile teams by becoming a servant leader and coach, and how to coach those teams to deliver the maximum business value at scale. SAFe 5 Scrum Master (SSM) certification signifies that people are prepared to perform the role of Scrum Master in a SAFe environment, increasing their value to teams and organizations that are implementing SAFe.	2 days	Both	10	20	Per student	\$842.32



*Center for
Leadership
& Innovation*

2024 Offerings Catalog



Contact:
443-692-6600
info@umbctraining.com

CONTENTS

TOPICAL OFFERINGS

Achieving Commitment.....	3
Aspiring Leaders.....	4
Applying Your Imagination: Creative Problem Solving.....	5
Attitude for Innovation.....	6
Being a Highly Effective Leader.....	7
Being an Effective Team Member.....	8
Being a Cohesive Team.....	9
Being a Learning Organization.....	10
Building Effective Workplace Relationships.....	11
Building Trust.....	12
Business Writing for Executives.....	13
Business Acumen.....	14
Business Etiquette.....	14
Change Management.....	15
Clear Writing Through Critical Thinking.....	16
Coaching and Feedback.....	17
Communicating for Success.....	18
Creating, Overcommunicating, and Reinforcing Clarity.....	19
Creating Powerful Writing.....	20
Critical Thinking and Problem Solving.....	21
Cultivating Collaboration.....	22
Customer Service.....	23
Delegating and Coaching.....	24
Design Thinking.....	25
Developing an Entrepreneurial Mindset.....	26
Developing High Potential Teams.....	27
Developing the Skillful Supervisor.....	28
DiSC.....	29
Embracing Accountability.....	30
Emotional Intelligence for Employees.....	31
Emotional Intelligence for Leaders.....	32
Empathetic Listening.....	33
Engaging, Encouraging, and Challenging: innovating Across the Organization.....	34
Facilitative Leadership.....	35
Flexing Your Leadership Style 101 and 202.....	36
Focusing on Results.....	37
High Impact Leadership.....	38
Innovation Ecosystem.....	39
Innovation Models: Fail Fast or Succeed.....	40
Judgment and Decision Making.....	41
Leader is Coach.....	42

Leaders Growing Leaders.....	43
Leadership and Communication.....	44
Leadership Fundamentals.....	45
Leadership Lessons.....	46
Leading and Managing High-Performing Project Teams.....	47
Leadership, Management and Communication Skills for ISSOs.....	48
Leading from the Front, Middle, and Behind.....	49
Leading Organizations and Programs.....	50
Leading Others.....	51
Leading Virtual Teams.....	52
Leading with the “Right” Mind.....	53
Lean Leadership.....	54
Leveraging Intrapreneurs in Your Organization.....	55
Making Successful Briefings and Presentations.....	56
Management Skills for New Supervisors.....	57
Managing Ambiguity.....	58
Managing Generational Differences for Organization Success.....	59
Managing Multiple Projects and Priorities.....	60
Mastering Conflict.....	61
Motivating and Influencing Others to Act.....	62
Myers-Briggs Type Indicator.....	63
Navigating Critical Conversations in the Workplace.....	64
Negotiation Principles.....	65
One Leadership, One Voice: Building a Cohesive Leadership Team.....	66
Performance Management.....	67
Problem Finding: A Project Management Perspective.....	68
Professional Writing Skills.....	69
Providing Effective Feedback.....	70
Psychological Body Armor: Developing Personal and Professional Resilience.....	71
Resilient Leadership: Building an Organizational Culture of Resilience.....	72
Setting Yourself Apart: Being a Contributing Employee.....	73
Situational Leadership and the Leadership Continuum.....	74
Strategic Thinking.....	75
Team Leadership.....	76
The Evolving Supervisor.....	77
User Experience.....	78
Writing for Results.....	79

WORKSHOP OFFERINGS **81**

3 Proven Secrets for Reducing Stinking Thinking.....	82
Accessing the Power of Mindfulness.....	82
Achieving Commitment.....	82
Amplifying the Power of Mindfulness.....	83
Applying Critical Thinking to Improve Decision-Making.....	83
Aspiring Leaders.....	83
Balancing Innovation Tensions.....	84

Being an Innovation Catalyst.....	84
Building a High-Performing Team.....	84
Building Trust.....	84
Building Trust within Virtual Teams.....	85
Building Your Strategy Toolkit.....	85
Communicating as a Leader.....	85
Communicating Intentionally with Virtual Teams.....	85
Conversations Worth Having.....	86
Creating a Culture of Accountability for Supervisors.....	86
Creating Powerful Corporate Writing.....	86
Cultivating an Innovation Ecosystem.....	86
Cultivating Collaboration.....	87
Cultivating Collaboration within an Innovation Ecosystem.....	87
Delegating and Coaching.....	87
Demonstrating Political Savvy.....	87
Demystifying Team Culture and Tactics that Drive Desirable Cultures.....	88
Designing Team Meetings and Gatherings for Virtual Teams.....	88
Developing an Agile Mindset.....	88
Developing an Innovative Mindset.....	88
Developing an Entrepreneurial Mindset.....	89
Developing the Skillful Supervisor.....	89
Don't Get Stuck: Preparing Your Team or Organization for Post-COVID Reentry/Reopening.....	89
Driving Employee Engagement.....	90
Driving Virtual Team Innovation, Creative Thinking, and Problem-Solving.....	90
Driving Productivity, Silencing Distractions, and Establishing Boundaries with Virtual Teams.....	90
Embracing Accountability.....	91
Emotional Intelligence for Employees.....	91
Emotional Intelligence for Leaders.....	91
Empathic Listening.....	91
Employing Effective Leadership Styles.....	92
Establishing Shared Purpose and Identity on Your Team.....	92
Exploring Creativity versus Innovation.....	92
Exploring Leadership.....	92
Facilitating and Participating in an Ideation Session.....	93
Facilitating Hybrid Meetings and Trainings.....	93
Failing to Succeed.....	93
Flexing Your Leadership Style.....	93
Harnessing Creative Abrasion.....	94
Harnessing the Power of Team Connection and Alignment.....	94
High Impact Leadership.....	94
Influencing Without Authority.....	94
Innovating in a Hybrid Environment.....	95
Innovation Models: Failing Fast to Succeed.....	95
Leader is Coach.....	95
Leaders Growing Leaders.....	95
Leadership and Communication.....	96

VI | CONTENTS

Leading Change.....	96
Leading from the Front, Middle & Behind.....	96
Leading Multiple Generations in the Workplace.....	96
Leading Through Strengths.....	97
Leading Virtual Teams.....	97
Leveraging Collective Genius.....	97
Managing Conflict as a Facilitator.....	97
Managing Conflict.....	98
Mastering Conflict.....	98
Mastering Meetings.....	98
Managing Multiple Priorities.....	98
Motivating Others to Act.....	99
Navigating the Challenges of a Changing Organization.....	99
Optimizing Performance Through Coaching, Feedback, and More.....	99
Out of the Office, NOT out of Touch! Project Team Engagement in the Virtual Era.....	100
Planning and Conducting Performance Conversations.....	100
Psychological Body Armor™.....	100
Strategic Thinking.....	101
Succeeding on Virtual Teams.....	101
Sustaining Meaningful Change.....	101
The Effective Supervisor: Applying Leadership Styles.....	102
The Empowering Supervisor: Implementing a Culture of Accountability.....	102
The Encouraging Supervisor: Inviting Commitment.....	102
The Energized Supervisor: Maximizing Personal Effectiveness.....	103
The Engaging Supervisor: Maximizing Employee Contributions and Effectiveness.....	103
The Resilient Supervisor: Managing Setbacks and Changing Priorities.....	103
Thriving with Resilience and Collective Wisdom.....	104
Understanding the Roles and Expectations of the Supervisor as a Leader.....	104
Unlocking Innovation Through Diversity.....	104
Using a Generative Lens.....	104

COHORT-BASED OFFERINGS

105

Credit Articulation.....	106
Live Online Workshop Series.....	107
Emerging Leaders Program.....	108
Entrepreneurial Leadership Program.....	109
Leadership Development Program.....	110
Mid-Level Leadership Program.....	111
One Leadership, One Voice Program.....	112
Senior Leadership Program.....	113
Supervisor Development Program.....	114

EXECUTIVE, PROFESSIONAL, AND TEAM COACHING PRACTICE AREA	115
Individual Coaching (Executive Professional).....	116
Team Coaching.....	117
FACILITATION SERVICES PRACTICE AREA	119
Unlocking & Elevating Shared Identity.....	120
Celebrating Strength And Shared Vision.....	121
Whole System Strategic Planning.....	122
PROJECT MANAGEMENT PRACTICE AREA	123
GENERAL OFFERINGS	124
Agile Fundamentals.....	124
Agile Project Management.....	126
Agile Scrum Methods.....	127
Applying Agile Practices.....	128
Capturing Systems Requirements.....	129
Project Management For IT Professionals.....	130
Project Management Foundations.....	131
Project Management Fundamentals.....	132
Project Risk Management.....	134
Scrum Master.....	135
User Stories.....	136
PMI® Agile Certified Practitioner (ACP)®.....	137
PROJECT MANAGEMENT INSTITUTE (PMI)® OFFERINGS	137
PMI® Certified Associate In Project Management (CAPM)® Exam Preparation.....	138
PMI® Professional in Business Analysis (PMI-PBA)®.....	139
PMI® Project Management Professional (PMP)® Exam Preparation.....	140
PMI® Risk Management Professional (PMI-RMP)® Exam Preparation.....	142
Agile Product Management.....	143
SCALED AGILE FRAMEWORK (SAFE) OFFERINGS	143
Agile Software Engineering.....	144
Implementing SAFe®.....	145
Leading SAFe®.....	146
SAFe® Lean Portfolio Management.....	147
SAFe® Advanced Scrum Master.....	148
SAFe® DevOps.....	149
SAFe® for Architects.....	150
SAFe® for Government.....	151
SAFe® for Teams.....	153
SAFe® Product Owner/Product Manager.....	154
SAFe® Release Train Engineer.....	155
SAFe® Scrum Master.....	156
Certified ScrumMaster (CSM®).....	157

SCRUM ALLIANCE OFFERINGS 157

Certified Scrum Product Owner (CSPO®) 158

DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA 159

TOPICAL OFFERINGS 160

Being an Inclusive Leader 161

Cultivating a Culture of Belonging in the Workplace 161

Developing Unconscious Bias Awareness 162

Engaging in Dialogue Around Diversity, Inclusion, Equity, and Race 163

Employing Equity in the Workplace 164

Handling Microaggression and Structural Racism in the Workplace 165

Practicing Allyship in the Workplace 166

Taking Action: Bystander Intervention Training (BIT) for Managers 167

Taking Action: Bystander Intervention Training (BIT) for Non-Managers 168

KEYNOTE OFFERINGS 169

Exploring Class Bias Through Your Zip Code Story 170

Understanding Unconscious Bias 170

Understanding What Racism Is and Is Not 170

Unleashing the Power of Belonging 170

HUMAN CAPITAL MANAGEMENT PRACTICE AREA 171

EEO in the Federal Government 172

Finance Fundamentals in the Federal Government 173

Mid-Career Retirement Planning for Federal Employees 174

Managing Personal Finances 175

Pre-Retirement Planning for Federal Employees 176

SHRM Certified Professional (SHRM-CP) / Senior Professional (SHRM-SCP) 178

SHRM Essentials Of Human Resources 180

Succession Planning Fundamentals 182

UMBC Training Centers



Leadership & Innovation Practice Area



LEADERSHIP & INNOVATION PRACTICE AREA

TOPICAL OFFERINGS

The following topics can each be delivered as anything from a high-level 2-hour workshop to a deep dive multi-day course depending upon the depth of learning sought after, live online or in-person, as well as individually or combined as part of a series or larger program. They each represent Commercial-Off-the-Shelf (COTS) offerings customizable upon request.

ACHIEVING COMMITMENT

OVERVIEW

Without conflict, it is difficult for team members to commit to decisions, creating an environment where ambiguity prevails. Lack of direction and commitment can make employees, particularly star employees, disgruntled. The lack of clarity or buy-in prevents team members from making decisions they will stick to. A cohesive team's members understand that they must be able to make timely decisions and commit, even when the outcome is uncertain and not everyone initially agrees. It is the desire for consensus and the need for certainty that prevents many teams from achieving commitment and moving forward.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand the importance of making timely decisions and committing, even when the outcome is uncertain and not everyone initially agrees
- Cultivate team comfort with coming to decisions quickly to avoid getting bogged down by consensus
- Achieve commitment & move forward with a decision

ASPIRING LEADERS

OVERVIEW

Aspiring Leaders is a course for emerging leaders and those interested in exploring their leadership potential. In many organizations, people are thrust into positions of leadership or are given specific titles; however, they are often placed without the training that can equip them effectively to lead from their strengths. The result is poorly defined vision, lower confidence, lower morale, and lackluster results. This course focuses on defining leadership and moves the participant from awareness of self to effective leadership of others. Exploration of Emotional Intelligence (EQ) tools and leadership assessments help participants find their personal leadership success strategies and develop greater relational awareness. Using the skills learned in this course empowers emerging leaders to identify how they can best generate the results necessary to move their organizations forward.

OUTCOMES

Upon completion of this course, students will be able to:

- Create their personal definition of leadership
- Explore personal preferences and growth strategies
- Identify personal leadership preferences and style
- Develop an effective personal and organizational vision
- Explore strategies for building effective interpersonal, professional relationships
- Support team members through building effective relationships
- Identify effective methods of transmitting information for organizational results

APPLYING YOUR IMAGINATION: CREATIVE PROBLEM SOLVING

OVERVIEW

With the rapid pace of today's business environment, taking advantage of opportunities requires constantly hunting for new and innovative solutions to the challenges facing an organization. This course provides precisely the skills needed for innovating in a fast-paced world. Participants learn the creative problem solving process, which helps them recognize opportunities for improving performance, choose correctly from a wide variety of resources for solving problems efficiently, anticipate problems in project planning, and promote the continuous involvement of others. The concepts taught in this course through discussions, exercises, and breakout group sessions are immediately applicable in both a personal and professional setting (application development, publishing, getting your kids to do their chores, etc.) and are essential for the current work environment where creativity and quick thinking are more important than ever.

OUTCOMES

Upon completion of this course, students will be able to:

- Define the creative problem solving process and understand the role of each step in the process
- Develop recognition of the key components of the creative problem solving process
- Identify the tools that foster divergent and convergent thinking
- Use creative problem solving techniques for developing innovative approaches to a complex problem
- Develop a proactive orientation to creative problem solving
- Foster an environment of creative and innovative thinking
- Articulate their vision, find the connections in disparate information, and discover their passion
- Understand the difference between creativity and innovation
- Use skills and techniques that inspire creative thinking
- Identify problems and objectives within the creative problem solving process
- Define the problem and write well-defined objectives
- Identify causes of problems by conducting a thorough and rigorous analysis
- Use evaluative techniques for solution alternatives
- Deal with complexity and isolate the root cause
- Quantify the impact (cost)
- Define a solution and assess feasibility
- Assess adverse consequences and decrease their effects

ATTITUDE FOR INNOVATION

OVERVIEW

For an organization to harness its capacity for innovation, it is crucial to instill an attitude in its team members that promotes an innovative environment. Once this attitude is in place, the next step is to promote constructive communication among those committed innovative thinking. Innovation is no longer two technology geniuses in their basement developing the next Facebook, Google, or Microsoft; it stems from the effective interaction of diverse minds and the interrelation of diverse opportunities. By allowing and encouraging dialogue not only between top tier executives, but also with all individuals' thoughts, experiences, and opinions, an organization drives the generation of quality solutions and ideas. Participants learn what the innovative attitude is, how to adopt and adapt it to particular working environments, and effective methods for facilitating the intra-organizational conversations necessary for innovative growth.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify attitudes that foster innovation
- Learn to adopt an innovative attitude
- Recognize methods for introducing innovative attitudes to their own environment as well as across the organization
- Foster conversation across different levels of the organization
- Understand the importance of developing “diverse” work teams
- Create an open and transparent work environment

BEING A HIGHLY EFFECTIVE LEADER

OVERVIEW

Successful leaders adopt their strategies habitually, living each day according to their principles both personally and professionally. Stephen Covey's *Seven Habits of Highly Effective People* is a #1 National Bestseller offering readers a holistic, integrated, and principle-centered approach for solving personal and professional problems. In his book, Covey lays out a systematic process for living with principles that provide the security necessary for adapting to change and benefiting from the opportunities that it can offer. The course focuses on empowering people through this process to attain and sustain positive results both personally and professionally, supporting the basic habits of highly effective people, and encouraging self-development around personal and interpersonal effectiveness. This course provides participants with the tools presented by Covey along with fundamentals of effective leadership necessary for applying them.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the seven habits Covey outlines
- Align their decisions with their own life principles while taking responsibility for their choices and the resulting consequences
- Develop a principle-centered mission statement
- Clarify their most critical character values and goals in life
- Balance their personal and professional key roles and manage their effectiveness across all roles
- Search for long-term resolution to problems by looking for mutually beneficial solutions or agreements
- Build stronger relationships through listening empathically for feeling and meaning
- Leverage individual differences for creating synergy through mutual trust and communication
- Renew and balance their life's physical, mental, emotional, and spiritual dimensions

BEING AN EFFECTIVE TEAM MEMBER

OVERVIEW

Effective teams require more than just technical competence; they require strong team members who truly perform well. Individuals who are team-oriented, reliable, communicate well, and show respect to one another are valuable members of teams seeking success. Individuals become effective team members by showing commitment to both teammate and team goals and by jointly solving problems. Individuals who become effective team members ultimately encourage and enhance a team's synergy, causing it to become more than the sum of its parts. In this course, participants identify old, non-productive habits and replace them with the proven habits of effective team members. The course gives participants the skills for making a profound and immediate impact on daily productivity. Participants learn these skills through a variety of individual and team exercises, including role-play exercises and the use of several experiential learning instruments. In addition, participants create a personal action plan for transferring learned concepts to their respective roles. Ultimately, participants benefit both personally and professionally with the methods taught in this course.

OUTCOMES

Upon completion of this course, students will be able to:

- Differentiate the characteristics between a work group and an effective team
- Identify the characteristics of being a proactive, supportive team member
- Implement techniques for adopting a positive mindset about working on a team
- Value the contributions of team members toward achieving team goals
- Identify different personality and behavioral traits among team members
- Apply techniques for communicating effectively with team members with different personalities
- Leverage the diversity of team members for maximizing their individual contributions toward achieving team goals
- Implement a Personal Work Management System for increasing team member effectiveness

BEING A COHESIVE TEAM

OVERVIEW

Becoming a cohesive team requires discipline and determination, especially by the team's leader. The leader must ensure the team achieves behavioral unification by leveraging a high level of rigor. Building a cohesive team requires an intentional decision by teammates who must willingly accept the work and sacrifices necessary to achieve the team's collective outcomes.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the five stages making up Lencioni's Pyramid
- Understand the development of a cohesive team through the stages of Lencioni's Pyramid
- Build trust, openness, and respect among team members
- Understand the five different conflict modes
- Achieve full personal and team commitment through engaging in healthy conflict
- Embrace accountability within the team and organization
- Focus on achieving results with the full support of the team and organization

BEING A LEARNING ORGANIZATION

OVERVIEW

It is no longer enough to simply be a quality organization. In the ever-changing world of organizational management, studies show that there is now a need for a more multifarious approach to improvement than developing the processes already in place. This course teaches participants to view their organization through a systems lens to build a learning organization. A learning organization entails a place where team members are encouraged to surpass the established norms and expand their learning and abilities through rising above the status quo. Participants develop personal mastery through the power of choice and the mental models of inquiry and advocacy. In this course, they learn techniques for building a shared vision and developing team learning, solving issues of organizational complacency and underwhelming effort.

OUTCOMES

Upon completion of this course, students will be able to:

- View their organization through a systems lens
- Develop personal mastery and the power of choice
- Develop mental models of inquiry and advocacy
- Build a shared vision
- Develop team learning
- Build a learning organization
- Solve issues of organizational complacency

BUILDING EFFECTIVE WORKPLACE RELATIONSHIPS

OVERVIEW

Developing strong internal and external workplace relationships in today's society is a hallmark of effective leadership. The five elements of relationship building are vital for understanding what makes a strong workplace relationship. In this course, participants explore the following: Respect – is there healthy respect in a relationship? Shared Experiences – have there been ample opportunities for sharing experiences whether good or bad, hard or easy? Trust – has trust developed through these shared experiences and other trust-building avenues? Reciprocity – is a relationship a two-way street? Finally, Mutual Enjoyment – do you look forward to spending time with an individual whether the circumstances bringing you together are difficult or not? Through this course, participants recognize and cultivate the five elements of relationship building in their workplace lives.

OUTCOMES

Upon completion of this course, students will be able to:

- Recognize and practice respect
- Become open to discussing experiences, especially those that are shared
- Adopt methods for creating shared experiences
- Develop trust in their internal and external workplace relationships
- Ensure mutual benefit and equal transparency in their relationships
- Learn to listen actively and empathetically
- Show reciprocity by ensuring that relationships are two-way streets
- Share enjoyment with others to increase awareness
- Improve interpersonal relations within an organization as well as externally

BUILDING TRUST

OVERVIEW

The absence of trust occurs when team members are reluctant to be vulnerable with one another and are unwilling to admit their mistakes, weaknesses or needs for help. Without a certain comfort level among team members, a foundation of trust is impossible. The fear of being vulnerable with team members prevents the building of trust within the team. A cohesive team's members are comfortable asking for help, admitting mistakes and limitations and taking risks by offering feedback.

OUTCOMES

Upon completion of this course, students will be able to:

- Create an environment where team members openly and readily disclose their opinions
- Employ and encourage vulnerability amongst team members
- Become comfortable asking for help, admitting mistakes and limitations, and taking risks by offering feedback

BUSINESS WRITING FOR EXECUTIVES

OVERVIEW

Business Writing for Executives course is a course for executives that emphasizes executive-level written communications. In today's environment, with many forms of media and messages competing for staff attention, it is imperative to write clearly, succinctly, and with a clear call to action. The course focuses on the basics of powerful writing, including how to structure sentences for power, how to create a powerful topic sentence, and how to revise quickly utilizing the considerable muscle of the computer's review capabilities. It demonstrates how to develop a reader-centered message and discusses document design to facilitate readability and grab the reader's attention. The course demonstrates the importance of active vs. passive sentence construction, and shows how to identify and analyze the audience for a communication. In-class demonstrations include a range of online resources that participants can touch and use immediately in their work environments. Business Writing for Executives is highly interactive, engaging the students in exercises and discussions that provide an entertaining and information-packed approach to the subject matter. The course devotes about 50 percent of the class time to encouraging students to practice and discuss the writing skills they are learning. This course introduces users to literacy in the digital age and emphasizes the development and use of a succinct message, clear topic, strong call to action, and writing that is error-free, as well as consistent in tone. The course enables participants to understand the power of effective written communication to become a force multiplier of their own knowledge and direction. They also emerge confident in the use of tools available to streamline written communications, as well as the paramount importance of using proper grammar, punctuation, and tone in order to be perceived as a credible messenger.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and analyze the audience
- Develop a reader-centered message
- Apply principles of grammar, punctuation, and style
- Write in the active voice using powerful verbs
- Write succinctly for readers in the digital age
- Create powerful topic statements
- Apply principles of document design
- Understand how to use images to increase retention
- Revise using powerful online word processing capabilities
- Construct clear calls to action

BUSINESS ACUMEN

OVERVIEW

If you are interested in progressing in any organization, you will need to understand what an organization's competitive advantage is. Having business acumen means understanding how your business operates and is defined as the efficiency of a business person to understand, interpret, analyze, and deal with a business situation in a professional and profitable manner. Through this course, participants will be able to improve their judgment and decisiveness skills, see the big picture, and increase their financial literacy to improve their business sense.

OUTCOMES

Upon completion of this course, students will be able to:

- Define and explain business acumen
- Understand how to see the big picture
- Develop a risk management strategy
- Understand how to practice financial literacy
- Develop critical thinking
- Practice management acumen
- Find key financial levers

BUSINESS ETIQUETTE

OVERVIEW

This course examines the basics of business etiquette, most importantly to be considerate of others, proper dress/appearance, the workplace versus social situations, business meetings, proper introductions, conversation skills/small talk, cultural differences affecting business opportunities, dealing with interruptions, and proper business email and telephone etiquette. This course will help participants look and sound their best no matter what the situation.

OUTCOMES

Upon completion of this course, students will be able to:

- Define etiquette and provide an example of how etiquette can be of value to a company or organization
- Understand the guidelines on how to make effective introductions
- Identify the 3 C's of a good impression
- Identify and practice at least one way to remember names
- Enumerate the four levels of conversation and provide an example for each
- Understand the meaning of colors in dressing for success

CHANGE MANAGEMENT

OVERVIEW

Change is inevitable. In fact, in today's ever-changing business environment, it has become one of the few constants. Unfortunately, many organizations are resistant to change, preferring to perpetuate the status quo. Research findings indicate that anywhere from fifty to eighty percent of change initiatives fail to meet their stated objectives because most organizations fail to properly implement change, which is easy to avoid with the correct methods. Recent research indicates that we must pay appropriate attention to the human side of the change equation in order to ensure success. When we fail to address the psychology of change and its impact on employees, we jeopardize the success of the change initiative. Leaders, as agents of change, should always be questioning the status quo and driving the organization toward improvement through identifying and effecting change in flawed practices. Robert E. Quinn's Deep Change provides insight into how a leader can distort existing patterns of action and take risks. The concept of deep change, explains Quinn, "differs from incremental change in that it requires new ways of thinking and behaving." This course addresses methods for ensuring successful organizational change. Participants receive the tools, techniques, and skill development for implementing change, along with an understanding of methods for working with key stakeholders in ways that build support and ensure positive outcomes during change initiatives. Participants learn about generating and maintaining the momentum necessary for managing successful change.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand their role as an agent of change within an organization
- Build an environment where risk and change are promoted
- Create new frameworks that challenge the status quo
- Create a climate of innovation
- Understand the psychology of change
- Apply fundamental change management principles to change initiatives
- Develop constructive strategies for implementing change based upon current best practices
- "Sell" the need for change, gaining employee buy-in and engagement in the change process
- Effectively address employee negativity and resistance
- Clear the path for change by gathering appropriate resources and removing obstacles that hinder or prevent change
- Build and maintain good working relationships with key organizational players
- Gain the organizational commitment essential for a successful change initiative
- Create necessary support activities including recognition and rewards, a communications strategy, and training opportunities
- Celebrate successes, diagnose residual resistance, and reinforce the change

CLEAR WRITING THROUGH CRITICAL THINKING

OVERVIEW

In this course, we discuss recent changes in generally accepted writing practices and look briefly at emerging trends. Time is devoted to a review of higher-level punctuation, grammar, and style concerns such as agreement, tense, and tone. Stylistic issues such as formatting and offsetting are addressed and a review is done of computer-aided writing and proofing tools including Spelling and Grammar Review as well as Readability Statistics. The course focuses on the organization of the presentation/paper/argument. It emphasizes using components of outlining, both logical and mechanical, in creating a document that is compliant to the requirements which may be dictated by another guidance document or general business practice. Organizing documents begins with a preliminary thesis, or organizing theme. What is the issue, and what is the document's position on the issue? When the author has researched outside sources, the research needs to be synthesized logically into topics that address the thesis. The synthesis process involves slotting the sources into topics related to the theme. During the course, participants explore the process of creating an introduction, or an executive summary, based on the targeted audience, to summarize the document content. They demonstrate several templates for presenting the thesis or theme, the topics, and the arguments opposed to the author's position, which the document rebuts. The participants practice creating an automated outline to ensure that all required elements of the document have a placeholder to begin, and discuss the use of a cross-reference matrix. They acknowledge that business documents are often created primarily to persuade, and discuss persuasion techniques in the context of audience research that helps the author(s) prepare a reader- or audience-centered document. Finally, this course's presentation material is balanced with exercises designed for participants to gain hands-on experience with the concepts.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and analyze the audience
- Develop a reader-centered message
- Apply latest principles of grammar, punctuation, and style
- Write in the active voice using powerful verbs
- Revise using computer-aided proofing tools
- Develop and refine a powerful thesis or theme
- Create an automated outline and cross-reference
- Synthesize source documents into theme topics
- Organize logical and rigorous arguments
- Apply principles of document design for multiple audiences
- Understand how using images increases retention
- Competency Mapping: Writing Techniques

COACHING AND FEEDBACK

OVERVIEW

The Coaching and Feedback course exposes participants on the DiSC Behavioral Model for two reasons—exploring what they bring to coaching relationship that is helpful and promotes successful outcomes as well as the tendencies, motivation, and fears of the four style preferences. The Coaching and Feedback course also provides specific characteristics of an effective coach. It provides a behavior-based feedback model, the SBI, which focuses on behavior and the impact of the problem behavior. The course includes a variety of exercises including small group, large group, and individual tasks. Interactive games reinforce key concepts and principles that were learned throughout the course.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify personal behavioral preferences
- Describe how differing behavioral preferences can positively or negatively affect relationships
- Assess the best approach for enhancing interpersonal relationships between various behavioral preferences
- Identify the critical elements of communication and common barriers between people of differing behavioral preferences
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their team and organization
- Identify the basics of the “science” of human motivation including the theories of formative motivation researchers such as Mayo, Maslow, Hertzberg, and McClelland
- Inspire higher levels of commitment from others and earn their trust
- Identify the characteristics of being an effective coach
- Support others by providing specific, behavior-based feedback
- Create and maintain high morale by providing feedback that either re-enforces a desired behavior or corrects an undesirable behavior

COMMUNICATING FOR SUCCESS

OVERVIEW

With the great amount of diversity present in the workplace today and the rapid pace of organizational change, effective communication skills are critical for success and essential for members of a team. Concisely packaging and delivering a targeted message tailored to a specific audience is an especially valuable skill, sought after by employers and employees alike. Strong communication skills come naturally for some, while remaining a lifelong struggle for others. Fortunately, most individuals fall somewhere in the middle of the spectrum and can become effective communicators through practicing development in their daily relationships with colleagues, friends, and family. Through a combination of discussion, exercises, role-playing scenarios, and self-evaluation, this course employs strategies for participant development of effective communication skills. The course caters to different learning and communication styles, enabling participants to examine their own communication styles, practice interpersonal skills in a controlled environment, and ultimately change behavior resulting in communication that is more successful.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the components of a message
- Constructively build rapport with others
- Identify the features of different communication styles
- Interact with other communication styles
- Use body talk and probing questions for enhancing communication
- Use listening skills effectively
- Say the right things in difficult situations
- Determine the appropriate setting for communication transactions

CREATING, OVERCOMMUNICATING, AND REINFORCING CLARITY

OVERVIEW

Leaders must give employees the clarity they need by agreeing on the answers to six simple but critical questions, and thereby eliminating even small discrepancies in their thinking. If leaders can rally around clear answers to these fundamental questions--without using jargon -- they will drastically increase the likelihood of creating a healthy organization and achieving the competitive advantage of organizational health. Leaders must answer: Why do we exist? How do we behave? What do we do? How will we succeed? What is most important, right now? And Who must do what? Leaders clearly communicate the six aspects of clarity to all employees and regularly remind the people in their departments about those aspects of clarity. They leave meetings with clear and specific agreements about what to communicate to their employees, and they cascade those messages quickly after meetings. Employees can accurately articulate the organization's reason for existence, values, strategic anchors, and goals. For an organization to remain healthy over time, its leaders must establish a few critical, non-bureaucratic systems to reinforce clarity in every process—hiring, managing performance, rewards and recognition, employee dismissal—that involves people.

OUTCOMES

Upon completion of this course, students will be able to:

- Leave meetings with clear and specific agreements about what to communicate to others
- Cascade clear and specific communications to others quickly after meetings
- Establish a few critical, non-bureaucratic systems to reinforce clarity in every process—hiring, managing performance, rewards and recognition, employee dismissal—that involves people

CREATING POWERFUL WRITING

OVERVIEW

Powerful writing is communication that places value on a crisp, compact style designed to generate a clear and focused response. This can be a real departure for the successful college student, where academic writing has its own set of very different rules, and even from the military, where the critical nature of the mission demands yet another style. With many forms of media and messages competing for attention, it is imperative to write clearly, succinctly, and with a clear call to action. The course focuses on the basics of powerful writing, including how to structure sentences for power, create a powerful topic sentence, and revise quickly using the considerable muscle of the computer's review capabilities. Participants practice converting data into a narrative, as the data tells a story which the participants learn to articulate with a clear beginning, middle, and ending, keeping in mind the audience's initial level of understanding and predisposition to the topic. The course demonstrates how to develop a reader-centered message and discuss document design to facilitate readability and grab the reader's attention. It also demonstrates the importance of active versus passive sentence construction and shows how to identify and analyze the audience for a communication. Every document and every message has an audience, thus preparing a document for a specific audience is a necessary skill; therefore, powerful writing requires proficiency with a range of formatting rules for the creation of documents such as white papers, memorandums, e-mails, trip descriptions, meeting invitations and notes, after-action reports, purchase requests, incident reports, resumes, and self-assessments for annual performance evaluations, as well as for the development and delivery of briefings that may be informational, persuasive, or require a decision by audiences of different backgrounds and interests. Participants also learn techniques for creating the proper tone and readability level, as well as using computer-enhanced capabilities for generating accurate and swift revisions to final documents. Experiential demonstrations include a range of online resources that participants can touch and use immediately in their work environments. This course is highly interactive, engaging the participants in exercises and discussions that provide an entertaining and information-packed approach to the subject matter. The course devotes time to encouraging participants to practice and discuss the writing skills they are learning. It introduces them to literacy in the digital age and emphasizes the development and use of a succinct message, clear topic, strong call to action, and writing that is error-free, as well as consistent in tone. The course enables participants to understand the power of effective written communication to become a force multiplier of their own knowledge and direction. Participants emerge confident in the use of tools available to streamline written communications, as well as the paramount importance of using proper grammar, punctuation, and tone to be perceived as a credible messenger and powerful writer.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and analyze the audience
- Develop a reader-centered message
- Apply principles of grammar, punctuation, and style
- Identify causes of grammatical errors and methods for eliminating them
- Spot errors that can damage credibility
- Understand sentence structure, word usage, punctuation, and other common issues in business writing
- Write in the active voice using powerful verbs
- Create powerful and professional written documents
- Write succinctly for readers in the digital age
- Create powerful topic statements
- Apply principles of document design
- Understand how to use images to increase retention
- Revise using computer-aided proofing tools
- Construct clear calls to action
- Competency Mapping: Writing Techniques

CRITICAL THINKING AND PROBLEM SOLVING

OVERVIEW

Thinking critically and well is crucial for personal and organizational success. In fact, critical thinking is at the root of all good decisions we make. Unfortunately, however, thinking effectively is hard work and rarely developed as a habit. The mind, left on its own, tends to ignore logic, refuses to look at the facts, generates ludicrous ideas, and becomes overwhelmed with emotion just when critical thinking is most needed. It is often easier to simply revert to passive problem solving, applying methods that have worked in the past without analyzing a situation. In order to cultivate critical thinking skills in participants, this course utilizes: discussion using the Socratic method, demonstrations, role-play scenarios, self-evaluation, learning instruments, videos, short reading and writing assignments, as well as individual, team, and class activities. Participants learn to ask the right questions, discover and mitigate personal bias, challenge assumptions and see others' viewpoints with clarity, as well as identify and eliminate psychological and personal barriers that negatively affect thinking potential.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify problems and opportunities
- Formulate problems and objectives clearly and precisely
- Draw upon a full repertoire of thinking skills, tools, and techniques for doing the right thinking at the right time
- Identify the skills necessary for critical thinking and provide a critical perspective to their thought process
- Develop an awareness of their own thinking processes and the impact of those processes on their behavior and on others
- Explain the difference between convergent and divergent thinking and the growing need for more effective divergent thinking
- Skillfully use questioning techniques for gathering and assessing relevant information
- Challenge assumptions: recognize and assess the existence of assumptions and point of view in themselves and others
- Generate and evaluate alternatives
- Evaluate conclusions and solutions against meaningful criteria, requirements, and constraints
- Assess and mitigate the risks of planned actions
- Work effectively with others for figuring out solutions to complex problems

CULTIVATING COLLABORATION

OVERVIEW

Work environments with plenty of collaboration are conducive to the generation of novel ideas, beneficial for innovation and organizational improvement. Because not all individuals feel comfortable readily sharing opinions and ideas, leaders must cultivate an environment where sharing is safe and encouraged as part of the individual's daily performance. Fostering a culture of consistent collaboration is one of the first steps that must be taken for an organization to share innovative goals, and teammate involvement is essential for productivity and strong company culture. An individual, team, and organization can create a free flow of ideas and spark the fuel of inspiration by learning skills for providing and accepting constructive feedback. This course provides participants with collaborative strategies, including: how to manage group discussions, how to create a comfortable collaborative environment, and how to reconcile different communication styles in a collaborative setting.

OUTCOMES

Upon completion of this course, students will be able to:

- Foster an innovative environment of communication and collaboration
- Encourage the free flow of ideas by their team and organization
- Inspire collaboration by others
- Give and accept constructive feedback
- Identify the Rules of Engagement in a collaborative environment
- Facilitate collaborative discussion
- Apply different communication styles for facilitating collaboration

CUSTOMER SERVICE

OVERVIEW

Each and every one of us serves customers, whether we realize it or not. Maybe you're on the front lines of a company, serving the people who buy your products. Perhaps you're an accountant, serving the employees by producing their paychecks and keeping the company running. Or maybe you're a company manager, serving your staff and your customers. This course will look at all types of customers and how we can serve them better and improve ourselves in the process. Participants will be provided a strong skillset including in-person and over the phone techniques, techniques to deal with difficult customers, and how to generate return business.

OUTCOMES

Upon completion of this course, students will be able to:

- State what customer service means in relation to all your customers, both internal and external
- Recognize how your attitude affects customer service
- Identify your customers' needs
- Use outstanding customer service to generate return business
- Build good will through in-person customer service
- Provide outstanding customer service over the phone
- Strategies to handle and manage difficult customers

DELEGATING AND COACHING

OVERVIEW

Part of a leader's role is delegating, coaching, motivating, and empowering others towards success. Delegating and coaching is no longer limited to an individual's direct reports. Within a learning organization, the barriers restricting who learns from and coaches whom become obsolete. Delegating and coaching does not occur hierarchically, but rather depends on who takes initiative to teach others when the opportunity arises. The continuum of development ranges from helping poor performers improve to leveraging the strengths of high potential employees by continuously challenging and 'stretching' their current skills. A learning organization that promotes the mutual development of success at all levels contributes to individual and organizational productivity. Through lecture, discussion, role-play exercises, and the use of learning instruments, this course introduces methods for improving the effectiveness of participants' delegation, coaching, motivation, and empowerment of others, regardless of managerial level.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and emulate the characteristics of effective coaches
- Address the unique needs of new employees by using techniques that start them off on a successful career
- Apply the techniques of situational leadership for effectively directing, guiding, inspiring, and empowering others
- Identify others' strengths and developmental needs
- Provide on-going coaching and counseling for helping others improve
- Delegate skillfully by evaluating tasks with employee skills and developmental needs
- Use basic principles of motivation for inspiring excellence in others
- Establish high standards of performance
- Create a high-performance environment
- Use coaching techniques that help employees maintain their self-esteem while focusing on skill enhancement and improving job performance
- Provide appropriate recognition and discipline for supporting an effective and efficient unit

DESIGN THINKING

OVERVIEW

Design Thinking addresses the fundamental principles of design thinking and solving for difficult entrepreneurship and business challenges facing companies. An entrepreneurial company will serve as the source of a challenge for graduate student teams who will take on the role of advisors. Drawing on research and theory in design thinking, entrepreneurship, critical thinking, creativity, ethnography, and systems theory, this course enables the student to develop skills in how to think about difficult challenges that are characterized by volatility, uncertainty, complexity, and ambiguity and for which there are no options that satisfy the needs of all stakeholders and constituencies. Most of the course focus will be on finding and framing the challenge in creative ways using techniques such as ethnographic observation, prototyping, storytelling, journey mapping, value chain analysis, and divergent/convergent idea generation before considering a range of solutions in the form of options and gathering feedback to enable the assessment of those options.

OUTCOMES

Upon completion of this course, students will be able to:

- Use design thinking tools
- Apply design thinking project management aids
- Improve innovation performance
- Embed design thinking to increase visibility to new opportunities
- Develop consistent streams of value creation
- Challenge the status quo
- Understand the symbiotic relationship between economic viability and design
- Recognize the move from competitive to comparative advantage
- Employ ethnographic techniques to observe, diverge and converge on insights, develop stories, and experiment
- Recognize design thinking influencers
- Use entrepreneurial thinking to design experiments and physically model potential solutions
- Apply experiences to design
- Evaluate how design thinking meets the corporation
- Uncover designing for tomorrow – today
- Apply critical thinking principles as the fundamental intellectual standard for thinking about thinking
- Use design thinking and creative problem-solving skills to identify and frame difficult business challenges with more discipline before considering alternative solutions
- Use systems thinking to generate options, analyze problems and solutions, and consider the impact of decisions on the company or organization
- Enhance your written and oral communication skills while working with the management team of your client

DEVELOPING AN ENTREPRENEURIAL MINDSET

OVERVIEW

This course introduces the fundamentals of developing and unlocking the entrepreneurial mindset as an entrepreneur, intrapreneur, or socialpreneur. The course takes a spirited approach to the creation of a framework for identifying methods that establish and leverage an entrepreneurial mindset. The design of this course is for individuals seeking greater understanding of the entrepreneurial mindset. It introduces concepts not only relevant to future managers, marketers, and investors, but also individual contributors in all occupations. The strong sense of initiative implicit in entrepreneurial thinking is incredibly useful even outside of working as an entrepreneur, and the skills gained in this course translate usefully into any profession. Through a selection of case studies, texts, articles, blogs, projects, and presentations, this course provides participants with the tools necessary for applying entrepreneurial thinking in their work and life.

OUTCOMES

Upon completion of this course, students will be able to:

- Encourage the building of an entrepreneurial mindset
- Frame the challenges they face
- Disrupt the rules of the game
- Apply entrepreneurial competencies
- Develop discovery-driven planning
- Manage with uncertain outcomes
- Define and develop the instincts of an entrepreneurial, intrapreneurial, and socialpreneurial mindset
- Leverage a non-neurological perspective by using their whole mind for: articulating their vision, finding the connections in disparate information, valuing emotional intelligence, and discovering their passion
- Recognize the key components of the entrepreneurial enterprise: innovation, talent, failure, planning, etc.
- Identify the leadership requirements and personal responsibility of the entrepreneur

DEVELOPING HIGH POTENTIAL TEAMS

OVERVIEW

In the current business culture, nearly all individuals work in team settings. Given this fact, leaders must not only have excellent people skills, but must be able to gauge others' social ability and group direct reports accordingly. The aptitude of creating effective teams is invaluable for leaders at every level of management, having a direct effect on productivity and job satisfaction. At its core, team building is about empowering employees to operate more freely, think and respond creatively, and support one another within a collaborative environment. This team-building course provides methods for establishing a high performance, high commitment team culture. Team building skills enable an organization to establish effective and collaborative working relationships, embrace the organizational structure, and accept both responsibility and the appropriate accountability for the organization's success.

OUTCOMES

Upon completion of this course, students will be able to:

- Support others through the stages of team development
- Create and maintain a team environment conducive to high performance
- Build openness, trust, and respect among team members
- Value the contributions of each team member
- Adjust their individual behavior for working effectively with different personality types within the team
- Surface and resolve team conflict constructively using team problem-solving and decision-making skills
- Break down communication barriers within the team, improve interpersonal processes, and foster interaction among team members
- Acknowledge and celebrate team accomplishments

DEVELOPING THE SKILLFUL SUPERVISOR

OVERVIEW

Skillful supervision is fundamental for creating and sustaining a healthy and vibrant organizational culture. Organizations cannot afford to haphazardly toss new supervisors into their roles and expect them to learn on the fly; it is simply not a sink or swim situation. The learning curve is incredibly steep with no introduction to a supervising position – and the consequences of poor management are too significant to ignore. This practical and results-oriented skill-building course provides both new and experienced supervisors with proven tools and techniques immediately applicable in their own workplace. As a supervisor, developing and maintaining relationships is pivotal in achieving organizational success. Establishing and maintaining positive relationships within the workplace enables effective cooperation and promotes higher productivity among associates. Preparation is critical for building and maintaining positive relationships, allowing for behavioral flexibility in handling different situations and people. Participants practice techniques for opening the lines of communication between individuals and gaining commitment from colleagues, subordinates, and superiors. In this course, participants learn techniques for changing the way they manage relationships, yielding better organizational results and improved personal effectiveness.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify different personality types and describe how differing types can affect relationships and supervisory success
- Assess the best approach for enhancing interpersonal relationships between various personality types
- Identify the critical elements of communication and break down the common barriers between people of differing personality styles
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their team and organization
- Describe and embrace the role of supervisor and accept personal responsibility
- Effectively delegate and coach for high performance
- Manage personal and team time effectively
- Apply planning techniques for improving team performance

DiSC

OVERVIEW

DiSC, a model of human behavior, helps individuals understand how our normal emotional responses adapt to the demands of people, situation, and societal expectations. When people broaden their understanding of their behavioral styles and preferences, they gain new and valuable insights and awareness of self, others, and the situations (S.O.S.) they encounter. Harnessed with new S.O.S. insights, people are better equipped to more purposefully and intentionally respond and adapt to specific people and situations in order to work more effectively with individuals and teams. DiSC was developed by Dr. William Marston, PhD., and seeks to identify the degree to which we each utilize four “primary emotions” and associated behavior responses. Today, we know these “primary emotions” as Dominance, Influence, Steadiness, and Conscientiousness. The DiSC concepts created by Marston and later researched and updated by Dr. John Geier, PhD., have helped over 45 million people in 24 languages over the last 30+ years. DiSC provides a unique invitation to individuals to evolve into better integrated people who were more independent and able to realize true happiness in their work and personal lives.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify your individual DiSC style and personal behavioral preferences
- Deepen your understanding of your natural behavioral tendencies
- Explore ways to harness your behavioral strengths and learn how to manage your tendencies so they do not become weaknesses
- Describe how differing behavioral preferences can positively or negatively affect relationships
- Identify ways to leverage your DiSC style in communications, leadership and team environments
- Assess the best approach for enhancing interpersonal relationships between various behavioral preferences
- Identify the critical elements of communication and common barriers between people of differing behavioral preferences

EMBRACING ACCOUNTABILITY

OVERVIEW

When teams do not commit to a clear plan of action, even the most focused and driven individuals hesitate to call their peers on actions and behaviors that may seem counterproductive to the overall good of the team. The need to avoid interpersonal discomfort prevents team members from holding one another accountable. A cohesive team's members willingly remind one another when they are not living up to the performance standards of the team.

OUTCOMES

Upon completion of this course, students will be able to:

- Become comfortable holding others accountable for their commitments
- Remind others willfully if they are not living up to the performance standards of the team
- Be accountable for their own failures in front of the team and commit to correcting them

EMOTIONAL INTELLIGENCE FOR EMPLOYEES

OVERVIEW

Emotional intelligence (EQ) is “a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way (mhs.com).” The Emotional Quotient Inventory (EQ-i 2.0) assesses the application of these emotional and social skills, reflecting on an individual’s overall well-being and capacity for success in life. While EQ is not the sole predictor of human performance and development potential, it is proven by research as a key indicator in these areas. EQ is also not a static factor—on the contrary; an individual can change and develop their EQ over time in targeted areas. This course uses the EQ-i 2.0, which assesses the interaction between a participant and the environment in which they operate. Using the recognized leading EQ-i 2.0 model, the course examines the 16 components of EQ and uses the assessment’s results in helping participants identify strengths and weaknesses within their EQ. The course provides participants with methods for establishing targeted development programs and focuses on increasing participant performance, interaction with others, and leadership potential based upon the components of EQ. The EQ-i 2.0 identifies developmental potentials and provides participants with targeted strategies, making it a highly effective tool for employee development. This course is interactive and includes direct instruction, group discussion, and the EQ-i 2.0 assessment.

OUTCOMES

Upon completion of this course, students will be able to:

- Gain foundational understanding of EQ
- Understand the 16 components of the EQ-i 2.0 model
- Examine the value of intrapersonal and interpersonal aspects of EQ
- Develop a full understanding of individual responsibility for regulation and use of own EQ
- Apply EQ components in the workplace
- Identify strengths and weaknesses with their EQ
- Establish a targeted development program for increasing their performance using EQ

EMOTIONAL INTELLIGENCE FOR LEADERS

OVERVIEW

Emotional intelligence (EQ) is “a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way (mhs.com).” While EQ is not the sole predictor of human performance and development potential, it is proven by research as a key indicator in these areas. EQ is also not a static factor—on the contrary; an individual can change and develop their EQ over time in targeted areas. An individual in a leadership role can increase their effectiveness by understanding the importance of leveraging EQ within their organization and teams. This course uses the Emotional Quotient Inventory (EQ-i 2.0), which assesses the application of emotional and social skills by participants, reflecting on their overall well-being and capacity for success in life. Rather than focusing solely on assessing and evaluating participants’ EQ and establishing targeted development programs, this course focuses on increasing participants’ overall performance in interaction with members on their team as well as increasing their leadership potential through leveraging the components of EQ. Using the recognized leading EQ-i 2.0 model, participants examine the 16 components of EQ and methods for leveraging EQ from a leadership perspective. If executed for a team and its leader, the course identifies development potential and provides participants with targeted strategies, making it a highly effective team and organizational development tool. This course is interactive and includes direct instruction, group discussion, and an assessment.

OUTCOMES

Upon completion of this course, students will be able to:

- Discuss communication techniques for influencing and inspiring others
- Apply techniques for improving self-awareness
- Understand others’ emotional states
- Learn and apply techniques for self-regulation
- Understand the importance of emotional management as a leader
- Leverage components of EQ for increasing team performance
- Leverage components of EQ for handling interpersonal conflict effectively

EMPATHETIC LISTENING

OVERVIEW

Empathetic listening is the ability to hear both the idea conveyed by another's words and the emotional tones being expressed and taking each equally into account. Recognizing when a teammate is upset, discouraged, or excited allows a leader to communicate more effectively, responding appropriately to the other's state. Responding well to the emotions of others is an essential trait of a leader and fosters trust and emotional honesty within a group. Empathetic listening is also a valuable tool for promoting innovation within an organization, as teammates will feel freer to express ideas when they feel socially encouraged and emotionally affirmed. Participants in this course learn strategies for engaging in empathetic listening with their teams, becoming better at team building and self-awareness in the process.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand and apply the skills for empathetic listening
- Identify the four levels of listening
- Foster a work environment of trust, empathy, and openness
- Identify the principles for empathetic listening
- Recognize the presence or lack of empathetic listening in oneself

ENGAGING, ENCOURAGING, AND CHALLENGING: INNOVATING ACROSS THE ORGANIZATION

OVERVIEW

For successfully harnessing and promoting an innovation mindset across all levels of an organization, a switch in the organization's culture is necessary for accommodating a free flow of new ideas. An organization's change agents can facilitate the diffusion of this innovation mindset by consistently engaging with others, encouraging their sharing of new ideas and thinking, and challenging them by fostering an environment of friction. Foundationally, an organization's embracing of a permission to learn philosophy is essential. With this in place and the fear of failure absent, an organization and its change agents engage and encourage the open pursuit and testing of new ideas and thinking by others within an environment accepting of failure as a tool for learning. By then also fostering an environment of friction, the healthy challenging of new ideas and thinking exposes additional perspectives, connections, and gaps for driving even richer innovative outcomes. In this course, participants learn how building an organization's foundation on a permission to learn philosophy is essential for altering its culture across all levels towards an innovation mindset. They then explore techniques for cultivating habitually engaging with others, encouraging their sharing of new ideas and thinking, and challenging them in a healthy manner. By applying these techniques consistently, participants can drive innovation throughout an organization and tap into its creative prospects across all levels.

OUTCOMES

Upon completion of this course, students will be able to:

- Embrace an innovation mindset and a permission to learn philosophy
- Act as a change agent for facilitating a culture shift toward thinking differently
- Identify tools for actively engaging others
- Create an environment encouraging the sharing of new ideas and thinking by others
- Foster an environment of friction
- Bring out the best thinking by challenging others in a healthy manner
- Tap into creative prospects across all levels of an organization

FACILITATIVE LEADERSHIP

OVERVIEW

Individuals in leadership roles know the importance of collaboration during meetings. Groups must solve problems, innovate, make decisions and action plans, and ultimately achieve consensus to be effective. They also know that many groups find these meetings frustrating, costly, and often a waste of time. Facilitation adds another dimension to the new face of leadership. This course is about giving executives, managers, supervisors, and other leaders the skills and techniques for fully engaging a group and meeting their objectives efficiently. Participants learn systematic approaches and best practices for problem-solving, decision-making, generating and evaluating ideas, achieving consensus, managing dysfunction and difficult teammates, and receiving commitment to the goals of the organization from direct charges. The course uses discussion, role-play exercises, videos, learning instruments, and individual and team activities that allow for experimentation and practice. This course aims at making groups more productive through equipping leaders for achieving results quicker and for less cost.

OUTCOMES

Upon completion of this course, students will be able to:

- Use different methods for problem-solving, decision-making, innovative thinking, and achieving consensus
- Select the right technique for the right situation
- Leverage the knowledge, experience, and creativity of their people for making sound decisions and implementing effective action
- Increase group participation
- Encourage a diversity of perspectives
- Manage difficult participants
- Recognize dysfunction and tangents while maintaining focus
- Incorporate visual techniques for keeping the group focused
- Build an effective team outside of the working sessions
- Gain commitment for action
- Acknowledge and celebrate team accomplishments
- Plan, prepare for, and facilitate large group sessions
- Engage their staff in ways that move the organization toward a culture of participation

FLEXING YOUR LEADERSHIP STYLE 101 AND 202

OVERVIEW

Flexing Your Leadership Style is a course designed to help participants recognize and develop their unique leadership styles. In this course, participants complete a self-assessment to identify their preferred leadership style and explore the strengths and potential disadvantages of each style. Through a variety of exercises and reflection activities, participants deepen their understanding of self and how they show up to others both inside and outside of the work environment. This course enables participants to practice techniques that help them select and apply the most effective leadership styles to build and sustain a high trust work environment, build employee commitment, manage change, and influence people to maximize productivity and performance. Participants explore the dynamic relationship between exercising power and influence throughout this course. It also enhances participants' leadership effectiveness by defining and expanding upon the qualities and commitments of effective leadership. There is a commonality between the Flexing Your Leadership Style 101 and Flexing Your Leadership Style 202 courses in both content and design. The differences between them reflect not in the content, but in the facilitation of the course. The expectation is that the participants in 202 are first or second level supervisors or managers; therefore, the conversations regarding application of leadership styles to various situations reflect real world, personal experiences, and decisions within the organization. Participants in 101 are individual contributors and team and project leads. The anticipated discussions with this group are more on observed leadership styles applications and personal experiences being on the receiving end of applications of different leadership styles.

OUTCOMES

Upon completion of this course, students will be able to:

- Increase self-awareness through an analysis of their preferred leadership style and describe the strengths and potential disadvantages of that style
- Examine how effective leadership styles impact performance and results; select and apply the most appropriate leadership style to best meet the needs required within a given situation
- Apply proven techniques to increase communication effectiveness and break down barriers with others with different styles
- Describe the leader's role in creating and maintaining a work climate that maximizes employee contribution and effectiveness
- Identify and track critical success factors to assess personal and organizational effectiveness
- Review various leadership style theories and analyze their application in today's environment
- Develop a Personal Action Plan that integrates the key workshop learning's with needs/challenges at work
- Develop a Personal Action Plan that empowers participants to leave their comfort zone and take managed risks to improve their personal effectiveness

FOCUSING ON RESULTS

OVERVIEW

Team members naturally tend to put their own needs (ego, career development, recognition, etc.) ahead of the collective goals of the team when individuals are not held accountable. If a team has lost sight of the need for achievement, the business ultimately suffers. The pursuit of individual goals and personal status erodes the focus on collective success. A cohesive team's members trust one another, engage in conflict around ideas, gain commitment to decisions, and hold one another accountable. They set aside their individual needs and agendas and focus on achieving collective results. They do not give in to the temptations to place their departments, career aspirations, or ego-driven status ahead of the collective results that define team success.

OUTCOMES

Upon completion of this course, students will be able to:

- Encourage the setting aside of personal agendas amongst the team
- Maintain a team's focus on collective success
- Sacrifice their own interests for the good of the team

HIGH IMPACT LEADERSHIP

OVERVIEW

Leaders endeavor to see into the future and create a strategy for an organization. In addition, they can communicate that vision in a way that excites and inspires. What remains to be done, however, is the work of making that strategy a reality; changing the output of strategic thinking into achievements. This course focuses on issues critical to the effective management of functional and cross-functional teams. In this course, participants learn a framework for their planning efforts; this includes the essential elements of project planning methods and techniques that can be applied to any situation, large or small, where problems need to be solved and goals achieved on time and within budget. The course also enhances the participants' capacity to build consensus decision-making skills within their teams. Through an in-depth and highly interactive exercise, participants learn how to achieve synergistic problem solving with their team by maximizing their use of available resources, knowledge, and task skills.

OUTCOMES

Upon completion of this course, students will be able to:

- Translate strategy into actionable goals
- Create plans to implement those goals
- Manage a plan to achieve the intended results
- Flex a preferred communication style to gain buy-in and support
- Form a team where members will work together to achieve the goals
- Form a team where members hold each other accountable for making progress
- Facilitate consensus building
- Identify obstacles, assess risks, and plan appropriate counter measures
- Accurately identify and manage adoption risk
- Accurately identify and manage co-innovation risk

INNOVATION ECOSYSTEM

OVERVIEW

Speaking of innovation as taking place within an “ecosystem” suggests the complexity of organically diffusing elements of innovation across an organization. All healthy and growing ecosystems consist of adaptive capabilities and diverse elements working as a whole, much like a healthy organization. To fully harness the idea of innovation, an organization must entirely embrace the innovative mindset. In an innovative ecosystem, every element is constantly pushing against its boundaries and seeking growth into new areas. When something new is introduced to an innovative ecosystem, the whole organization shifts in reaction. These “invasive species” may be positive or negative, but the ecosystem always adapts, surrounds, learns, and evolves. This course teaches the ways in which an organization functions as an ecosystem, and methods for properly adapting to the change that comes with innovation. Participants learn to foster an innovative ecosystem within their own organizations using teambuilding, communicative, and decision-making strategies.

OUTCOMES

Upon completion of this course, students will be able to:

- View the organization through a systems lens
- Develop an innovative mindset
- Create new innovative environments
- Cultivate effective teams in innovative environments
- Adapt in changing environments
- Recognize the benefits and drawbacks of adaptation
- Diffuse innovation beyond one’s own team and into an entire organization

INNOVATION MODELS: FAIL FAST OR SUCCEED

OVERVIEW

Many would identify failure as an undesirable outcome of an initiative. However, an innovative organization expects failure much more frequently than success. Innovative failure is only negative when nothing is learned in the process. Although failure is clearly not the objective in any strategic plan, it can provide learning that will help shape future plans and expectations. This course examines models of innovation to prepare individuals in leadership positions, particularly McGrath and MacMillan's entrepreneurial leadership and Hammond, Keeney, and Raiffa's model for effective decision-making. One key concept of this course is that models never stand alone but must be combined with other models and manipulated according to the situation. Participants become familiar with the positive and negative aspects of each model with an emphasis on how positive aspects can be adapted. The "fail fast or succeed" mantra can be applied to strategic plans as well as the adaptation of these innovation models, helping participants become comfortable with constructive failure as part of the innovation process.

OUTCOMES

Upon completion of this course, students will be able to:

- Adopt the technical concept of iteration
- Foster an environment of innovation
- Understand the core axiom within innovation design of "fail fast"
- Utilize the strengths of the models presented to become comfortable with failure that leads to improvement
- Learn to adapt what is learned through "failing fast" to make an initiative a success

JUDGMENT AND DECISION MAKING

OVERVIEW

An organization's success depends largely upon its leaders' capacity for making strong and informed judgments. However, many leaders often rely on previously established patterns and habits (the precedent) when making a decision without considering all available information. It is hard work to consistently apply conscientious judgment and decision-making skills, but this is the hallmark of a successful leader. There are several components relevant to judgment and decision-making that most are unaware of. System 1 (fast, automatic, and implicit) and System 2 (effortful, logical, explicit) thinking guide judgment and decision making. This course explores the components affecting judgment and decision making, such as heuristics and biases, bounded awareness, and framing. Participants become more cognizant of their own patterns of thought as well as the correct times for utilizing System 2 thinking instead of subconsciously resorting to System 1 thinking. The course provides participants with skills for enhanced consistency and effectiveness in making judgments and decisions.

OUTCOMES

Upon completion of this course, students will be able to:

- Describe the elements of the critical decision-making process and distinguish effective from ineffective examples
- Identify System 1 and System 2 thinking
- Discern times for applying System 2 thinking
- Clarify the purpose of the decision, evaluate alternatives, and assess risks
- Identify the value of intuition and pattern recognition in making informed, effective decisions
- Identify decision making traps and employ techniques for avoiding these traps
- Make sense of ambiguous situations by visualizing the ideal future state
- Enhance creativity by creating a climate that nurtures creativity and limiting the common organizational obstacles to creativity
- Acknowledge and address personal and organizational indecisiveness
- Evaluate the impact of past experiences in making the right or best decision
- Evaluate the decision by applying a potential problem analysis
- Identify potential problems with the chosen alternative and take appropriate preventive or contingent actions

LEADER IS COACH

OVERVIEW

We believe that all leaders “show-up” more effectively, have greater influence with those around them, and have a more significant cascading leadership impact if they harness, promote, and diffuse a coaching mindset always. Leader AS Coach could suggest being a coach is simply one of the “hats” a leader wears; whereas, we typically use the language Leader IS Coach to convey a more permanent and dedicated mindset and approach to leading others. Bottom line, we believe you cannot lead effectively without coaching and you cannot coach effectively without leading.

OUTCOMES

Upon completion of this course, students will be able to:

- Promote employees to be coaches of others, including direct reports, focused on employee creating a development and learning culture
- Facilitate career development conversation focused on a person’s motivations, interests, and opportunities
- Focus conversations to promote employee engagement in their career and within the company
- Provide strategies for individuals to guide others through complex problem-solving situations, with a focus on promoting collaborative and open conversations to overcome barriers
- Provide structured feedback to support an individual’s development and performance by influencing and supporting employees to own and manage their performance and actions

LEADERS GROWING LEADERS

OVERVIEW

Leaders Growing Leaders is a course designed to advance the leadership development capabilities of mid-level or advanced level leaders. It addresses how personal change and development are critical components as a leader develops future leaders. The course introduces two key capabilities, Emotional Intelligence (EQ) and Crucial Conversations, and places the participants in the challenging role of fully understanding themselves and their direct reports. The final major topic addresses a core discipline of leadership—Creative Tension. This discipline provides active movement forward of all in the organization if the leader understands how to set the stage and then implement this core discipline.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand and apply personal and organizational deep change
- Develop personally as a leader
- Developing others as leaders
- Learn the practice and skill of Crucial Conversations
- Recognize the value and use of Emotional Intelligence
- Learn and apply the competencies of Leadership Mastery

LEADERSHIP AND COMMUNICATION

OVERVIEW

Today's strong leaders act and react positively in virtually any situation and can always balance their concerns for productivity against their concerns for people. For an individual in a leadership role, if they can learn and master the skills of management, then the benefits accrue in the form of productive employees, strong teams, and quality work. The design of the course assists participant understanding and application of management techniques for maximizing their employees' time and abilities. One of the great challenges of leading an organization is communication. This course employs strategies for participant development of effective communication skills. The course caters to different learning and communication styles, enabling participants to examine their own communication styles, practice interpersonal skills in a controlled environment, and ultimately change behavior resulting in communication that is more successful.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand and apply the skills for empathetic listening
- Plan and prepare for a briefing or presentation
- Understand the importance of emotional management as a leader
- Leverage components of EQ for increasing team performance
- Identify various leadership behaviors and styles
- Inspire action as a leader and gain followership
- Differentiate between non-productive (bad) and productive (good) conflict
- Articulate a unit's mission and vision and establish goals
- Manage multiple and conflicting priorities
- Coach employees for enhanced performance
- Motivate employees and build employee commitment
- Create and maintain a team environment conducive to high performance
- Build openness, trust, and respect among team members
- Break down communication barriers within the team, improve interpersonal processes, and foster interaction among team members
- Establish a high performance and high commitment team culture
- Foster organization agility

LEADERSHIP FUNDAMENTALS

OVERVIEW

It is critical for organizations to strategically grow leaders from within. Leadership Fundamentals is intended to provide the skills necessary to prepare employees for the move into formal team positions (and higher). This course provides the big picture of how the participants fit as a leader within an organization currently, and highlights opportunities for growth. It focuses on self-awareness and relating to others, mentorship, generational differences, and dealing with conflict.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the critical distinctions between leadership and management and practice the key traits of effective leaders.
- Increase self-awareness through an analysis of their personality style and preferences; apply proven techniques to increase interpersonal effectiveness and break-down barriers with others with different styles.
- Set direction and enhance team member commitment by attention to vision, mission, values, and goals.
- Identify and track critical success factors to assess organizational effectiveness.
- Build team cohesiveness and work effectively within an environment of conflicting values.
- Apply effective strategies to build and sustain a high trust work environment.
- Build employee commitment by motivating and engaging team members to high performance.
- Apply constructive strategies to manage the challenges and uncertainties posed by change.
- Apply the seven habits of highly effective people to enhance personal and organizational effectiveness.
- Apply proven strategies to minimize disagreements and effectively negotiate conflict situations.
- Manage time, energy and resources more effectively to maximize personal effectiveness in an environment multiple and possibly shifting / conflicting priorities.
- Leave their comfort zone, take managed risks and think outside the box to improve their personal effectiveness.

LEADERSHIP LESSONS

OVERVIEW

In an environment of quick-fix solutions to complex issues and most quandaries in leadership being met only with vague, general advice, there is a real need for training tailored to individuals and organizations. This is a customizable and conversational course, providing participants with access to an experienced and actively practicing business leader as the instructor. This leader can provide insight and best practices for approaching particular needs of an individual or organization from an instructional perspective. Participants discuss specific pain points within their teams, while our instructor responds with vignettes from years of professional experience with a wide variety of leadership scenarios and exercises suited for developing needed skills. The course activities are not set beforehand but are dependent upon what participants bring to the discussion and have a desire to learn. The respective instructor, with vast knowledge of even the most difficult issues in leadership, has the ability to train a wide variety of groups to handle problems across the spectrum.

OUTCOMES

Upon completion of this course, students will be able to:

- Pinpoint leaders' weak points and stressors
- Facilitate communication among an organization's leaders to discover common problems
- Examine methods to remedy problems at the source
- Learn how to implement immediately applicable solutions to issues
- Become equipped to handle future issues that may arise

LEADING AND MANAGING HIGH-PERFORMING PROJECT TEAMS

OVERVIEW

Effective project team leadership is critical to the overall success of a project or initiative. For successfully leading project teams, team leaders cannot afford simply learning on the job as they go; this is not a sink or swim situation. The learning curve is excessively steep for simply learning on an individual's own, and the consequences of poor team leadership to the project outcome too significant for letting it just happen. This practical and results-oriented skill-building course develops the leadership and management skills necessary for improving team leaders' leading of project teams and concluding projects successfully. The course provides both experienced and less experienced team leaders with proven tools and techniques immediately applicable upon their return to the workplace. During this course, participants reflect on their attitude towards management and leadership, as well as discuss the implications of accepting a team leadership role. The course provides participants with opportunities for practicing skills of establishing effective and collaborative working relationships within their project teams, and thus enhancing their project team's collective potential and performance. At its core, leading project teams is about empowering team members. By empowering team members for operating with more freedom, thinking and responding creatively, and supporting one another within a team environment, the successful completion of a project team's goals increases significantly. The skills learned in this course are immediately applicable by participants not only in project team situations but also in all their organizational interactions.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the critical distinctions between leading and managing
- Employ the key traits of both leading and managing for leading effective project teams
- Describe the myths and realities of leadership and management
- Build openness, trust, and respect among team members and value the contributions of each member
- Break down communication barriers within the team and foster interaction among team members
- Establish challenging goals, apply appropriate metrics, monitor results, and deliver effective feedback
- Apply group dynamic techniques for building high performance project teams in various team situations: face-to-face, virtual, and remote teams
- Surface and resolve team conflict constructively using team problem-solving and decision-making skills
- Acknowledge and celebrate team progress and accomplishments
- Set direction and enhance team member commitment by focusing attention to vision, mission, values, and goals
- Create and sustain a climate for encouraging team creativity
- Apply techniques and strategies for prioritizing activities that best leverage limited resources and maximize team effectiveness

LEADERSHIP, MANAGEMENT AND COMMUNICATION SKILLS FOR ISSOS

OVERVIEW

Strong Information Security requires the following from an organization: additional processes and documentation; more attention to detail; coordination of teams and individuals; increased scrutiny for everyone. People and organizations are inherently resistant to all of the aforementioned. The ISSO plays a key role in ensuring that system security is achieved despite this resistance.

This course addresses the critical leadership, management and communication skills that are essential to achieving success in a critical multi-disciplinary role such as the Federal Government ISSO. Numerous individual and group exercises reinforce the concepts and skills presented in class.

ISSO BENEFITS

The other courses in the ISSO program cover the key technical, process and compliance KSAs that are essential to the ISSO work role. However, success and organizational impact in the ISSO role also requires strong leadership, management and communication skills.

PREREQUISITES

While there are no specific course pre-requisites, it is recommended that students take this course last in the ISSO Certification Program.

DURATION

4 Days

COURSE OUTLINE

Lesson 1: Facilitation Skills

Lesson 2: Conducting Effective Meetings

Lesson 3: Core Communication Skills

Lesson 4: Critical Thinking

Lesson 5: Visualization & Presentation of Information

Lesson 6: Project & Resource Management

Lesson 7: Agile Methods

Lesson 8: Working in Multi-disciplinary teams

Lesson 9: Working Across Organizations

Lesson 10: Working with Vendors & Contractors

Lesson 11: Effective Leadership

Lesson 12: Conflict Resolution

Lesson 13: Critical Conversations

LEADING FROM THE FRONT, MIDDLE, AND BEHIND

OVERVIEW

Leading from the Front, Middle, and Behind is a course for first-line and emerging leaders which focuses on the individual's movement from independence (being solely an individual contributor) toward enlightened thinking on interdependence (being a team member or team leader). Participants gain experience with Steven Covey's Maturity Continuum and gain deeper self-awareness through exposure to the DiSC personal behavior assessment tool. As participants learn about their individual preferences and styles, they begin to understand more deeply how they "show-up" within their organizations. By gaining a better understanding of behavioral preferences and interpersonal relationship dynamics, participants learn techniques for combining their efforts with others' for achieving greater success. The Leading from the Front, Middle, and Behind course focuses on concepts pertaining to relational mastery and the development of influence, motivation, team dynamics, and collaboration. The course integrates the DiSC behavioral preferences throughout these elements to expand on their interpersonal dynamics. This provides participants with a better understanding of how they can leverage various techniques to gain greater leadership effectiveness.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify personal behavioral preferences
- Describe how differing behavioral preferences can positively or negatively affect relationships
- Assess the best approach for enhancing interpersonal relationships between various behavioral preferences
- Identify the critical elements of communication and common barriers between people of differing behavioral preferences
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their team and organization
- Identify the basics of the "science" of human motivation including the theories of formative motivation researchers such as Mayo, Maslow, Hertzberg, and McClelland
- Identify what employees want most from their jobs and create a motivating and supportive workplace
- Inspire higher levels of commitment from others and earn their trust
- Address the challenges of diverse teams in both short-term and long-term situations
- Identify the characteristics of being a proactive, supportive team member
- Implement techniques for adopting a positive mind-set about working on a team
- Value the contributions of team members toward achieving team goals
- Build openness, trust, and respect among team members
- Break down communication barriers within the team, improve interpersonal processes, and foster interaction among team members
- Create opportunities for stronger collaboration among team members and across diverse functional areas
- Foster an innovative environment of communication and collaboration
- Encourage the free flow of ideas by their team and organization

LEADING ORGANIZATIONS AND PROGRAMS

OVERVIEW

Leading Organizations and Programs is a course for managers and directors which provides the knowledge and tools necessary to develop processes that support an organization's or program's strategic initiatives. Topics of consideration include the ability to develop appropriate responses to needed organizational change and lead change efforts via a process of envisioning, enabling, and energizing leadership efforts. The ability to develop and lead technology management initiatives is also considered. Participants enhance their ability to use the balanced scorecard as a tool in both designing and measuring critical success factors (CSF). As experienced leaders, participants are challenged to enrich their capabilities for collaboration both within and outside an organization or program. This course provides experienced leaders with a proven framework that can be applied to appraise, improve, and lead successful change efforts that reinforce activities aimed at ensuring the continued viability of organizational and programmatic productivity. A combination of personal reflection and group/team interaction is facilitated toward a goal of producing real-time action plans across a number of key organizational or programmatic needs. Competencies to be targeted include critical and creative thinking, technology management, visioning, boundary spanning, alliance building, and political savvy.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify personal behavioral preferences
- Describe how differing behavioral preferences can affect relationships positively or negatively
- Assess the best approach for enhancing interpersonal relationships between various behavioral preferences
- Identify the critical elements of communication and common barriers between people of differing behavioral preferences
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their team and organization
- Inspire higher levels of commitment from others and earn their trust
- Value the contributions of team members toward achieving team goals
- Create and maintain a team environment conducive to high performance
- Build openness, trust, and respect among team members
- Create the opportunity for stronger collaboration among team members and across diverse functional areas
- Foster an innovative environment of communication and collaboration
- Encourage the free flow of ideas by their team and organization
- Use creative thinking to develop fresh insights to meet organizational challenges
- Develop a transformative mindset toward organizational mission and key objectives

LEADING OTHERS

OVERVIEW

Leading Others is a course for new leaders. This course provides participants with the knowledge and behavioral competencies to embrace their role as a new leader with confidence and effectiveness. Learners gain expert knowledge of the components of high performing teams, and how to nurture them. The course uses John C. Maxwell's Five Levels of Leadership model to provide an understanding of how to grow into a superior leader as well as how to interact with team members based on their own level of development. This idea is supported by the Situational Leadership Model that benefits a leader's effectiveness by knowing how to communicate with each team member based on the team member's willingness and competency to perform in their jobs and assignments. Additionally, the Myers-Briggs Type Indicator (MBTI) Assessment and subsequent training ensures participants are better equipped to communicate and resolve conflict with others regardless of personality type. The Leading Others course is a linchpin in transitioning from a new leader to a more mature and well-informed leader. It addresses critical behavioral and communication situations that when handled effectively, result in stronger trust and better performance across the team.

OUTCOMES

Upon completion of this course, students will be able to:

- Assess their leadership styles, strengths, and weaknesses
- Gain expertise in the components of high performing teams and nurturing them
- Increase their capacity to communicate as a leader
- Identify diversity among team members and promote team strengths
- Increase the ability to leverage diversity among team members
- Identify personality types
- More effectively communicate and resolve conflict with similar and opposite types
- Engage and effectively support team members and team goals through active listening and feedback
- Inspire intrinsic motivation among team members
- Delegate effectively
- Clarify, communicate, and codify team objectives
- Use the right leadership approach for both individuals and teams based on their current level of development
- Identify situations when emotional intelligence is needed
- Implement techniques that will not only avoid problem escalation, but also create positive outcomes

LEADING VIRTUAL TEAMS

OVERVIEW

Leading Virtual Teams is a course for emerging leaders, middle managers, and team leads. Today's organizational landscape has shifted and the global economy has prompted businesses to change how they work. Managing a team via outsourcing is no longer the only virtual consideration. Business leaders must now address the economy and expectation of telework both locally and nationally. This course focuses on utilization of organizational and motivational strategies for leading teams when geographical separation is a part of the work landscape. Participants learn about transitions from traditional corporate teams to modern patterns of virtual leadership. Finally, participants take a journey through some of the effective communication and technological processes that drive virtual teams.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the differences between leadership and management
- Implement basic coaching techniques to inspire and motivate remote teams
- Create simple strategies for leading effective virtual meetings
- Identify effective virtual communication techniques and strategies
- Build openness, trust, and respect among team members
- Implement simple project management techniques for virtual teams
- Foster the growth of necessary skills for effective virtual work
- Create the opportunity for stronger collaboration among team members and across diverse functional areas

LEADING WITH THE “RIGHT” MIND

OVERVIEW

During the last few decades, individuals naturally competent in logical and linear thinking were in high demand and found great success. However, the computational thinking of the Information Age is quickly becoming secondary to the inventive and empathic thinking of the Conceptual Age. As this emerging age affects our economy and society more and more, leaders must adapt to remain relevant and survive this transformation in preferred thinking. Based upon Dan Pink’s book, *A Whole New Mind*, this course identifies the differences between left- and right-brained thinking. Participants explore the six essential aptitudes (Design, Story, Symphony, Empathy, Play, and Meaning) that Pink highlights as critical for personal and professional success in the Conceptual Age. The course provides participants with tools, techniques, and resources necessary for the development of these six high concept and high touch aptitudes. Though these are all fundamental human relational abilities, the course identifies clear methods for improving and mastering each of these skills so that leaders may adapt appropriately to the demands of the Conceptual Age.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the differences between left- and right-brained thinking
- Understand the causes of the waning Information Age and oncoming Conceptual Age
- Describe the importance of high concept and high touch abilities in the Conceptual Age
- Identify and manifest the six essential aptitudes of right-brained thinking (Design, Story, Symphony, Empathy, Play, and Meaning)
- Apply tools and techniques for developing the six aptitudes
- Utilize methods for improving and mastering the six aptitudes

LEAN LEADERSHIP

OVERVIEW

Due to human capital and resource restraints felt by organizations across almost all industries, the concepts of lean have become commonplace in the practices of most organizations. Lean concepts seek the maximization of customer value while simultaneously minimizing waste; however, the implementation of these concepts requires strong leadership for facilitating and driving the lean improvements. Most people underestimate the critical role of sound leadership necessary for establishing conditions that enable the success of lean efforts. Establishing and sustaining lean initiatives requires so called 'lean leadership' by those individuals in leadership roles. This course focuses on helping leaders, within their teams and organizations, think through a systems perspective, cross divisional boundaries with lean initiatives, develop and support a long-term vision for value-producing processes, and create a culture of accountability that encourages the implementation of lean initiatives. The course also provides participants with best practices for facilitating lean initiatives through both regular and direct involvement, setting the example, and creating long-lasting lean success within their teams and organizations.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify lean and lean management concepts
- Understand importance of leadership in the implementation of lean concepts
- Develop and implement lean structures and processes
- Proactively approach cross-divisional lean initiatives
- View their teams and organization from a systems perspective
- Develop a long-term vision for value-producing processes
- Foster an environment of innovation
- Create a culture of accountability
- Facilitate lean initiatives through involvement
- Sustain lean initiatives through their leadership

LEVERAGING INTRAPRENEURS IN YOUR ORGANIZATION

OVERVIEW

Intrapreneurship, a new phenomenon found in successful organizations, borrows from the principles of entrepreneurship and applies them within an individual's own organization. As such, intrapreneurs spearhead new programs, products, services, and innovations for improving on issues they see in the organization and opportunities that remain unrealized. In this way, intrapreneurs use an entrepreneurial spirit for driving innovation and sharpening their organization's competitive edge. They serve organizations as valuable assets, especially for those on the front line of their industry. Cultivating a framework for establishing and leveraging an intrapreneurial mindset is essential for an organization's growth. This course presents the unique capabilities of an intrapreneur (innovation, talent, failure, and planning) for providing a complete picture of how intrapreneurship is applicable. The course challenges participants in becoming an intrapreneur themselves, as well as recognizing and encouraging others within their organization that may have an intrapreneurial drive for improvement.

OUTCOMES

Upon completion of this course, students will be able to:

- Develop others' instincts regarding an intrapreneurial mindset
- Leverage others' whole minds for discovering connections, leveraging disparate information, and finding their passion
- Recognize the key components of the intrapreneur: innovation, talent, failure, and planning
- Identify the leadership requirements and personal responsibilities of the intrapreneur
- Learn to seek out and foster intrapreneurial tendencies in teammates
- Create an environment where change is possible and encouraged

MAKING SUCCESSFUL BRIEFINGS AND PRESENTATIONS

OVERVIEW

In today's competitive business environment, individuals must not only have the skill, but also, the poise and confidence for delivering clear and concise briefings and presentations successfully meeting their intended objectives. In this course, participants learn about the planning for, structuring of, preparation for, and delivery of successful briefings and presentations. They learn practical techniques for communicating and reinforcing their message, focusing on the audience's needs and objectives, avoiding distracting mannerisms, and taking advantage of non-verbal communications that augment their points. The course explores techniques for coping with difficult situations and with difficult people. Participants also learn best practices for incorporating various visual support materials into briefings and presentations. The key to this course is practice, with participants practicing briefings and presentations while supplemented by the use of videotape feedback and critiques from the instructor and other participants.

OUTCOMES

Upon completion of this course, students will be able to:

- Capture and maintain audience interest and attention
- Discern and address the attitudes and needs of the audience
- Respond to difficult questions and objections
- Deliver briefings and presentations that are concise and clear
- Organize ideas and information for achieving the objective
- Capitalize on non-verbal communications for augmenting the point
- Minimize distracting behaviors
- Establish rapport with the audience
- Describe how and when to use humor
- Plan and prepare for a briefing or presentation
- Design and use visuals effectively
- Create and use notes effectively

MANAGEMENT SKILLS FOR NEW SUPERVISORS

OVERVIEW

Today's strong first-time supervisors can act and react positively in virtually any situation and can always balance their concerns for productivity against their concerns for people. For an individual new to a supervisory role, if they can learn and master the skills of management, then the benefits accrue in the form of productive employees, strong teams, and quality work. The design of the course assists participant understanding and application of management techniques for maximizing their employees' time and abilities. Through a series of exercises that identify a first-time supervisor's strengths and preferences, participants develop a personal strategy for optimizing their performance and making the most of their employees' skills. Participants learn strategies for motivating, inspiring, and truly leading others towards success, while constantly improving their own skills and management ability. Through lecture, discussion, role-play exercises, and the use of learning instruments, participants learn methods for getting the best from each of their employees, establishing strategic and well-defined goals for their work units, gaining and maintaining respect from peers, and overcoming difficult employee challenges.

OUTCOMES

Upon completion of this course, students will be able to:

- Articulate what is expected of them as a supervisor
- Identify leadership styles and determine individual leadership strengths and preferences
- Interact with different personalities
- Manage a diverse workforce
- Organize employee teams
- Articulate a unit's mission and vision and establish goals
- Use listening techniques and ask probing questions
- Conduct effective meetings
- Negotiate a conflict situation
- Apply a scientific approach for problem solving and decision making
- Delegate tasks for improving efficiency
- Coach employees for enhanced performance
- Motivate employees and build employee commitment
- Implement a recognition and discipline system
- Handle obstacles hindering effective time management
- Manage multiple and conflicting priorities
- Assess personal effectiveness as a first-time supervisor

MANAGING AMBIGUITY

OVERVIEW

Organizations often develop business plans and strategies for mapping out future expectations and goals. These maps typically take the form of a linear progression, with each step following neatly from the one previous with no interruption. However, as further steps are pursued, there are nearly always several unexpected factors that come into play and alter the expected progression of events. Robert E. Quinn's Deep Change addresses this common problem, asserting, "we should not let our present resources determine the future," but instead "trust in our vision enough to start the journey into the chasm of uncertainty." Quinn continues, "the fact that we have enough trust and belief in ourselves to pursue our vision is what signals to others that the vision is worth investing in." Stepping out into the unknown with the knowledge that unforeseen events are likely to affect expectations is a daunting task but represents the essence of innovation. In this course, participants learn concepts for handling the ambiguity inherent in every business plan. The course focuses on increasing a participant's aptitude for adapting to unexpected circumstances as well as their openness to pursuing untried solutions and innovating within their field.

OUTCOMES

Upon completion of this course, students will be able to:

- Use tools and techniques for developing strategic goals with trust in their vision
- Develop business plans and strategies that align with their organizational goals
- Adapt to change and uncertainty in the work environment
- Foster an environment and culture equipped for change
- Adapt to unexpected circumstances while staying true to their vision

MANAGING GENERATIONAL DIFFERENCES FOR ORGANIZATION SUCCESS

OVERVIEW

In this course, you will learn about the various Equal Employment Opportunity (EEO) laws which affect employment in the Federal Government. You will discuss the various forms of discrimination and the EEO complaint process. Discussions include techniques for identifying and avoiding discrimination, harassment, and retaliation in the workplace.

OUTCOMES

Upon completion of this course, students will be able to:

- Foundational overview of multi-generational characteristics
- Discuss work styles and behavior norms of each generational group and how best to motivate each
- To discuss cross-generational issues and develop strategies to address said issues
- Identify and agree upon best practices (behaviors) that build bridges not barriers
- Discuss and practice skills that create a strong sense of belonging whereby each individual feels respected and supported
- Review a few mentoring models such as reverse mentoring, to leverage the different backgrounds and experiences of each generation by collectively raising the capability of each working group or team

MANAGING MULTIPLE PROJECTS AND PRIORITIES

OVERVIEW

Most, if not all of us, feel the pressures of daily living. Those combinations of our professional and personal life that make us feel as if there are not enough hours in the day. We are well aware of the fact that there are always 24 of them each day and it is we who chooses their use. The feeling of not having enough time stems from a lack of accomplishment and more specifically, from not accomplishing things that are important. This course provides participants with skills for making a significant and immediate impact on daily productivity and time management. Participants identify old, non-productive habits and replace them with the proven habits of top achievers. In this course, participants work through a series of activities and create a process that they can transfer to their professional and personal lives. In doing so, they discover the key to focusing their efforts on the most important items both professionally and personally, which allows their production of goal-satisfying results.

OUTCOMES

Upon completion of this course, students will be able to:

- Evaluate tasks and goals using the lens of criticality and importance
- Recognize priorities and let go of the unimportant
- Effectively schedule and prioritize critical tasks and projects
- Meet project deadlines
- Connect organization's mission and vision to daily work assignments
- List strategies for controlling your job instead of letting it control you
- Combat inefficient behaviors, defeat procrastination, and sustain motivation
- Head off problems and project glitches
- Explain the paradox of time
- Identify techniques for shaving time off major activities
- Identify underlying assumptions that inhibit effective time management
- Boost productivity by eliminating time-wasters
- Work effectively with multiple bosses and team members
- Manage 'shifting' priorities and effectively juggle tasks and projects
- Effectively manage workplace stress and increase personal energy

MASTERING CONFLICT

OVERVIEW

Teams that are lacking on trust are incapable of engaging in unfiltered, passionate debate about key issues, causing situations where team conflict can easily turn into veiled discussions and back channel comments. In a work setting where team members do not openly air their opinions, inferior decisions are the result. The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict. A cohesive team's members agree to the guidelines and behaviors that would allow for healthy conflict. Leaders are comfortable encouraging healthy debate and conflict as it proves to open opportunities for new and creative ideas to flow for problem solving and improving processes.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify workplace conflict and describe its effect on workplace productivity
- Differentiate between non-productive (bad) and productive (good) conflict
- Identify your preferences for handling conflict
- Determine the importance in maintaining a relationship and achieving a desired outcome
- Identify the nature of a specific conflict and apply the most appropriate conflict resolution style
- Resolve conflict before it escalates
- Keep poise and control at all times while communicating effectively during conflict
- Coach employees to resolve their own conflict and maintain emotional self-control
- Disengage from infighting and political matters
- Build and nurture honest and trustful relations
- Identify common mistakes that lead to conflict

MOTIVATING AND INFLUENCING OTHERS TO ACT

OVERVIEW

Leadership is an organization's most critical competitive advantage in today's highly competitive global environment. This practical and results-oriented course explains the many aspects of both leadership and motivation, as well as demonstrates their relation to one another. An individual can learn skills for motivating and influencing others and while some individuals possess a more 'natural' inclination towards motivating and influencing leadership, everyone can improve upon their existing motivation and influence skills through training. Motivated workers are happier, more productive, more satisfied with their job, and put forth extra effort more willingly. If an individual in a leadership role truly understands human motivation and influence, the leveraging of their employees' skills and abilities can drive the achievement of great successes. Engaged employees are passionate about their work, performing beyond the boundaries of their job description and becoming emotionally invested in the success of the organization. Engaged employees stay with their company longer, are more productive, operate more efficiently, and excitedly go to work each day. All of this translates into added business value and starts at the point of customer-employee interaction. This course provides participants with the skills, ideas, and principles necessary for more effectively motivating and influencing others. By exploring research, the course identifies best practices for creating more motivation and influence, as well as inspiring higher commitment and trust levels from others. Participants gain skills and tools necessary for connecting the commitment and performance of others, positively affecting the organization's success.

OUTCOMES

Upon completion of this course, students will be able to:

- Apply skills, ideas, and principles for functioning more effectively as a leader
- Identify the basics of the "science" of human motivation including the theories of formative motivation researchers including: Mayo, Maslow, Herzberg, and McClelland
- Identify what employees want most from their jobs and create a motivating and supportive workplace
- Inspire higher levels of commitment from others and earn their trust
- Recognize and reward good performance in the most appropriate fashion
- Define 'employee commitment' and discuss its impact upon individual, team, and organizational performance
- Discuss the connection between commitment and business performance
- Diagnose workplace situations, then select and apply the appropriate leadership strategy to the situation for developing employee commitment
- Explain the importance of creating a shared vision and mission for your team
- Apply an effective framework for organizing and executing around priorities

MYERS-BRIGGS TYPE INDICATOR

OVERVIEW

Whether in a leadership, managerial, or supporting role in the workplace, developing and maintaining relationships is pivotal for an individual's achievement of organizational success. Establishing and maintaining positive relationships within an organization enables and encourages more effective and efficient working together by its employees. This course examines personality styles through the Myers-Briggs Type Indicator (MBTI®) personality assessment. Participants analyze both the effective and potentially self-destructive behavior patterns of their own personality style while learning similar traits of the other personality styles. Using personality differences as a foundation, participants learn techniques for changing the way they manage relationships and thus, getting better results and improving their personal effectiveness. Participants practice techniques for opening the lines of communication between individuals and gaining commitment from colleagues, subordinates, and superiors.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify different personality types
- Describe how differing types can affect relationships
- Assess the best approach for enhancing interpersonal relationships between various personality types
- Work effectively with different personality styles
- Identify the critical elements of communication and break-down the common barriers between people of differing personality styles
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their organization
- Use style typing for building innovative and collaborative teams

NAVIGATING CRITICAL CONVERSATIONS IN THE WORKPLACE

OVERVIEW

Disagreements and high-stake conversations occur frequently in today's business environment and require effective handling for achieving desired outcomes. When stuck in a sticky situation, an individual must courageously speak up in critical moments for influencing the outcomes. Patterson, Grenny, McMillan, and Switzler's *Crucial Conversations* compiles their 25 years of research on how to handle critical conversations optimally, with both sides feeling satisfied. They discovered that those considered influential by their peers and managers were those capable of managing crucial conversations. After studying the strategies employed by these individuals, the authors describe how leaders can easily adapt this skill-set to prepare for critical situations and face high stake communication in their own work environment regardless of pre-existing conditions of power, position, and authority. Participants learn to engage in critical conversations readily and without fear, but with the social finesse necessary for reaching solutions.

OUTCOMES

Upon completion of this course, students will be able to:

- Approach high stakes conversations without fear
- Successfully engage in high stake conversations
- Develop the skill-set for participating in critical conversations
- Monitor and control emotions during critical conversations
- Apply emotional intelligence during high stake conversations
- Create an environment that encourages others to engage in critical conversations
- Recognize the stakes in critical conversations
- React appropriately throughout critical conversations

NEGOTIATION PRINCIPLES

OVERVIEW

Being in a leadership role often requires an individual's negotiation with a wide range of potential parties, from members of their own team to individuals leading teams in other organizations. Similar to conflict, the capability of using a combination of influence and persuasion along with a variety of negotiation tools effectively greatly enhances a leader's achievement of favorable outcomes. This course explores a variety of tools, such as anchoring and perspective taking, that when used effectively help a leader guide and manage a negotiation conducted between the parties involved.

OUTCOMES

Upon completion of this course, students will be able to:

- Skillfully negotiate conflict and difficult situations
- Identify the five conflict-handling modes or styles
- Find best solutions to high stake problems
- Identify their negotiating strengths
- Create a climate of innovation even during conflict
- Identify the various tools used during negotiation
- Appropriately apply negotiation tools to achieve favorable outcomes
- Guide and manage negotiations conducted between other parties
- Use negotiation skills to mobilize innovative teams

ONE LEADERSHIP, ONE VOICE: BUILDING A COHESIVE LEADERSHIP TEAM

OVERVIEW

In recent years, Patrick Lencioni's *The Advantage*, which contends that an organization's health is a greater competitive advantage than superior strategy and cutting-edge technology, has become immensely popular. Lencioni believes that a healthy organization provides a unique advantage that is not dependent upon its employees' working knowledge or intelligence level. The improvement in organizational health, states Lencioni, "can create a massive competitive advantage and improved bottom line, (and) will also make a real difference in the lives of the people who work there." When management, operations, and culture become one, it can transform a fragmented company into a holistic and healthy organization. This course instructs the leadership of an organization to become (or create) a cohesive team, create clarity, overcommunicate that clarity, and reinforce it consistently. In learning these fundamental steps for developing a healthy organization, participants effect change beyond the immediate and short-lived quick fixes by transforming their organization into a centered body that unites management, operations, and culture.

OUTCOMES

Upon completion of this course, students will be able to:

- Act on the four major disciplines in Lencioni's *The Advantage*
- Identify the components that foster a healthy organization
- Identify the five stages making up Lencioni's Pyramid
- Understand the development of a cohesive leadership team through the stages of Lencioni's Pyramid
- Build trust, openness, and respect among team members
- Understand and manage the five different conflict modes
- Learn to identify and leverage the five different conflict modes
- Encourage healthy conflict by teammates
- Achieve full personal and team commitment through engaging in healthy conflict
- Understand and apply the critical statements: "I agree and commit" and "I disagree and commit"
- Build a culture of accountability within the team and organization
- Focus on achieving results with the full support of the team and organization
- Understand the concept of team synergy
- Create, overcommunicate, and reinforce clarity of communication
- Align individual, team, and organizational vision and goals for improved results across all levels

PERFORMANCE MANAGEMENT

OVERVIEW

The capability of setting goals and objectives among respective direct reports that cohere with an organization's overall strategic initiatives is critical for leaders at every level. Leaders must ensure their team strives to meet these goals and objectives, ultimately contributing to the growth of shareholder value. Therefore, holding direct reports accountable for delivering their responsibilities on the team's strategic goals becomes important not only for satisfying immediate objectives, but for developing a more efficient team. In this course, participants learn methods for applying continuous and positive pressure on team members for cultivating individual and team growth that surpasses organizational expectations. The course also provides participants with performance management skills that enable clear communication of objectives and confident follow-through, fostering continuous improvement in the individual, team, and organization.

OUTCOMES

Upon completion of this course, students will be able to:

- Establish a high performance and high commitment team culture
- Empower others for performing at a higher level
- Develop an innovative working environment
- Foster organization agility
- Create and communicate a shared vision that aligns with the organizations strategic initiatives
- Cultivate a results-driven work environment around an organization's strategic plan
- Manage performance in a changing work environment

PROBLEM FINDING: A PROJECT MANAGEMENT PERSPECTIVE

OVERVIEW

Leaders with problem solving skills are crucial for maintaining an effective organization. The capacity for fixing problems with teamwork and efficiency is a highly valued and useful ability. While organizations tend to hire those with effective problem-solving skills, problem finding abilities are often overlooked and underrepresented. Often, uncovering a problem is the hardest and most important step in rectifying an issue. The process of problem finding entails taking a fresh look at a situation and, through creativity and imaginative thinking, discovering problems that others had no idea existed. Problem finding is an extremely valuable skill set in today's world, and yet most individuals have not received training for viewing their organizations through this unique lens. Participants receive this training in this course, cultivating the ability to identify problems as well as trace them back to initial causes. This course explores problem finding as well as problem solving, with an emphasis on developing in participants the often-lacking skill of problem finding.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand the value of problem finding in an organization
- Recognize skills used for identifying problems in organizations
- Shift their perspective to begin thinking strategically about the organization's problems
- Learn to apply problem finding skills in multiple areas
- Increase use of this untapped skill set

PROFESSIONAL WRITING SKILLS

OVERVIEW

Organizations of today require effective communication skills by individuals regardless of level or role. Just naming a few, individuals must compose a variety of written documents: white papers, staff summary sheets, memorandums, e-mails, trip descriptions, justifications for attending training, meeting invitations and notes, after-action reports, purchase requests, incident reports, resumes, and selfassessments for annual performance evaluations. Individuals must also develop and confidently deliver briefings that may be informational, persuasive, or requiring a decision by audiences of different backgrounds and interests. This course focuses on increasing participants' writing power appropriate to their audience and the message. Participants practice effective writing as a two-step process of drafting and revision, with coaching from a writing expert. The course shows participants methods for developing a variety of documents and the specific elements of each type, including letters and memoranda. In addition, participants learn techniques for creating the proper tone and readability level, as well as utilizing computer-enhanced capabilities for generating accurate and swift revisions to final documents.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify causes of grammatical errors and methods for eliminating them
- Understand sentence structure, word usage, punctuation, and other common issues in business writing
- Apply grammar rules successfully in business writing samples
- Demonstrate knowledge and understanding for improved proofreading
- Demonstrate the skills needed for drafting and revising materials
- Overcome the blocks that get in the way of good writing
- Apply techniques for effectively communicating a message in writing
- Polish letters, memos, emails, and other written documents so they are more powerful and professional
- Spot sneaky mistakes that can destroy credibility

PROVIDING EFFECTIVE FEEDBACK

OVERVIEW

Participants will learn to provide feedback that is designed to help improve performance, while preserving the self-esteem and confidence of the recipient. Through experiential exercises, group discussions, and role plays, participants will learn the importance of creating a safe space in which both the manager and the employee are open to hearing what the other has to say and feedback is seen as a developmental tool rather than a judgment. This highly interactive class will provide the learners with a strong but simple model for creating clear and concise feedback messages. After learning the model, the participants will apply their learning to a live case study.

OUTCOMES

Upon completion of this course, students will be able to:

- Gain confidence in their ability to provide feedback and understand the importance of providing feedback on a regular basis
- Learn how to control the fight or flight response in themselves and understand the importance of lessening that response in the employees to whom they are providing feedback
- Create a safe, non-confrontational space in which to provide feedback to their direct reports and others
- Use the SBI model for effective feedback and practice that model during role plays
- Provide “feedforward” and understand the importance and impact of feedforward in the workplace

PSYCHOLOGICAL BODY ARMOR: DEVELOPING PERSONAL AND PROFESSIONAL RESILIENCE

OVERVIEW

It is generally accepted that in the wake of crises, traumas, even disasters, roughly two out of every three individuals seemingly are incapable of functioning effectively, at least temporarily; however, a unique minority of individuals appear capable of quickly adjusting. This minority possesses some form of “immunity” to things that greatly distress others, or at least it so appears. In some instances, it seems as if this unique minority even grows stronger from the stressful experience. Similar to warriors putting on physical body armor for protection against physical injury, the concept known as “psychological body armor” (PBA) depicts what this resilient minority uses for protection against, and rebounding from, the psychological distress that often accompanies adversity and crisis.

The concept of PBA goes beyond the old notion of reactive stress management and employs the very latest research on human resilience. Its perspective not only helps individuals “bounce back” from adversity and crisis, but also helps them develop a greater degree of protective “immunity” in the face of adversity and crisis. The principles of PBA stem from the integration of research in neuro-imaging, the construction of statistical models, and interviews with elite law enforcement, military personnel (including U.S. Navy SEALs), and members of “The Greatest Generation.” These elite groups were surveyed and interviewed for identifying factors of resilience by uncovering the secrets of managing stress and developing resiliency. This course provides participants with critical tools for managing stress and adversity. It goes beyond the notion of reactive stress management and employs the latest research on human resilience. The course uses social learning research along with other unique research for exploring the factors that convey protective resilience and foster rebound from adversity, with participants identifying these factors and learning methods for personally developing them. The course provides participants with recommendations of methods for helping others effectively adapt to, or rebound from, adversity. Finally, participants learn how PBA and effective resiliency becomes a competitive advantage.

OUTCOMES

Upon completion of this course, students will be able to:

- View crisis and adversity as an opportunity for experiencing personal and growth
- Identify the seven characteristics of highly resilient people
- Apply the four methods that can build PBA
- Utilize the neuroscience of optimistic thinking
- Apply the power of the self-fulfilling prophecy
- Identify the single most important predictor of human resilience
- Describe the three most important biological factors that can enhance resiliency
- Understand how resiliency becomes a competitive advantage

RESILIENT LEADERSHIP: BUILDING AN ORGANIZATIONAL CULTURE OF RESILIENCE

OVERVIEW

If ever there was a time for fostering human resilience, it is now! In September of 2013, the U.S. Institute of Medicine issued its report on resiliency in the workplace, suggesting that resilient organizations are built upon a “culture” of resilience. It further suggests that enhanced leadership training was one of the pillars of an “organizational culture of resilience.” This course instructs participants in methods for creating an organizational culture of resilience. Originally developed for the Chinese government in preparation for the Beijing Olympics, variations of the course have been taught at the FBI National Academy, Harvard University, Johns Hopkins University, Northrop Grumman, Federal Air Marshals, Singapore Hospital System, Singapore Prison System, and other organizations struggling for resources and doing more with less. The course covers the research-derived four pillars of the resilient organization and methods for creating them. In addition, this course provides systematic guidelines on implementing the “resilient communications model.” Finally, it explores techniques for fostering personal resilience, referred to as “psychological body armor (PBA).” An optional third day can be arranged for providing those participants interested in becoming “trained trainers” (Affiliate Faculty) in Resilient Leadership with the intention of building a culture of resilience in their own organizations or providing consulting services for enhancing resilience in other organizations.

OUTCOMES

Upon completion of this course, students will be able to:

- View crisis and adversity as an opportunity for experiencing personal and organizational growth
- Avoid the “seven deadly sins” of crisis leadership
- Understand the two foundational “covenants” of resilient leadership
- Understand techniques for creating the four core pillars of resilient crisis leadership (optimism, decisive action, integrity, open communications) using an evidence-based implementation system (Bandura)
- Implement specific evidence-informed leadership prescriptions (Rx) for creating a “culture of resilience”
- Understand when and why people are most receptive to communications from leaders
- Utilize the Resilient Moment Communications Model with individuals and a group for effectively communicating about crisis and adversity
- Understand the use of leadership for creating a “culture of resilience”
- Evaluate and improve leadership using the “resilient leadership scorecard”
- Use a “case study method” and employ the principles of resilient leadership for evaluating and making recommendations for an organization’s development of a resiliency-enhancing plan
- Apply four techniques for enhancing personal “psychological body armor” as a buffer against burnout and vicarious trauma

SETTING YOURSELF APART: BEING A CONTRIBUTING EMPLOYEE

OVERVIEW

Setting Yourself Apart: Being a Contributing Employee is a course for first-line and emerging leaders focusing on self-development, personal awareness, and being an impactful contributing member of the organization. Participants gain deeper self-awareness in accountability, interpersonal skills, communication, resilience, and flexibility. With guidance from John G. Miller's QBQ! The Question Behind the Question, participants learn to be a powerful positive presence, take ownership of their problems, and start working towards solutions. Activities to enhance personal accountability, successful communication, resilience, and creating a growth mindset focus on deep listening, nonverbal and assertive communication, paralinguistics, and fully understanding a growth mindset as opposed to a fixed mindset. The course introduces participants to Simon Sinek's Golden Circle Model as well as the beginning of Steven Covey's Maturity Continuum that guides an individual's movement from dependence to independence. In this course, participants learn key attributes and behaviors of being a contributing team member while also increasing their personal awareness about their behavior, communication style, mindset, and how they impact their organization. Participants learn techniques for combining their efforts with others' for achieving greater success. This course also provides participants with a transformational learning opportunity for leveraging their leadership efficacy by cultivating self-awareness, successful communication skills, positive team interactions, and a growth mindset.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand communication principles, mindset inner workings, individual growth opportunities, and their contribution as an emerging leader
- Recognize the features of different communication styles and how that affects individual and overall team performance
- Comprehend verbal and nonverbal communication and how to communicate for success through oral, written, and electronic means
- Increase and practice deep listening skills and the ability to interact with leaders of varying communication styles
- Break down communication barriers within the team, improve interpersonal communication processes, and foster interaction among team members
- Recognize personal accountability and how this alone can successfully lead an organization forward
- Increase personal and organizational effectiveness by taking a more proactive role in building personal responsibility within their team and organization
- Know the "science" of human behavior and mindset including the models from Dweck, Sinek, and Cuddy
- Grasp simple neuroscience research on how mindset and mindfulness create more productive, flexible, resilient, and satisfied employees
- Develop an understanding of the fixed vs. growth mindset and how to cultivate a successful mentality
- Build openness, trust, and respect amongst others
- Foster an innovative team environment of communication, learning, and collaboration
- Encourage the free flow of ideas, shared learning, and new personal awareness

SITUATIONAL LEADERSHIP AND THE LEADERSHIP CONTINUUM

OVERVIEW

The phrase “being a leader” is often plagued by the misconception of there being only one type of leader, that an individual is either this type of leader or another. On the contrary, multiple leadership styles exist that a leader can employ and are suited for various settings and teams. Transactional leaders act as passive overseers who work within a system and adhere to its structures, while transformational leaders are constantly scanning the horizon for opportunities and ways to transcend paradigms. Additionally, transformational leaders are characterized by giving specific attention to direct charges, embodying a much more relational leadership. Each of these styles is appropriate at certain times, and a situational leader recognizes the type of leadership circumstances call for and adopts the necessary role. This course incorporates the distinction between transactional leadership and transformational leadership. It uses Kouzes and Posner’s Five Practices of Exemplary Leadership (Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart) for helping participants become more dynamic and adaptive leaders. Participants explore various leadership styles and strategies in this course while self-examining their current approaches to leadership, discovering where gaps exist so they can actualize their full leadership potential.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify various leadership behaviors and styles
- Understand the difference and similarities between the different leadership styles
- Identify the elements and behaviors of the different leadership styles
- Inspire action as a leader and gain followership
- Apply an effective leadership style given the situation
- Use aspects of Kouzes and Posner’s Five Practices of Exemplary Leadership for stretching their leadership abilities
- Understand effectively use the various levels of delegation by a leader or manager
- Enhance their personal leadership development by motivating the cultivation and practice of their leadership styles
- Identify their current leadership reputation
- Develop an action plan for achieving their aspirational reputation

STRATEGIC THINKING

OVERVIEW

Strategic thinking is a process that develops unique opportunities for discovering novel, imaginative strategies through provocative dialogue that encourages the envisioning of potential futures significantly different from the present with the aim of fulfilling the mission of the organization. By considering the expected outcome, preferred outcome, and alternative outcomes in the planning stage, leaders become capable of preparing above and beyond for handling the multiplicity of possible factors. It is necessary that individuals explore numerous aspects of both the organization and the strategies employed in bringing about the preferred outcome to have maximal preparedness for the future. In this course, participants develop and maintain long-term forward thinking. They learn techniques for viewing the organization broadly while positively supporting organizational change. The course provides participants with methods for developing a clear vision for their teams and organizations. Participants gain confidence in decision-making, initiating change and innovation through critical examination of old processes, and driving innovation within their organization.

OUTCOMES

Upon completion of this course, students will be able to:

- Apply tools fostering divergent strategic thinking
- Apply tools fostering convergent project planning
- Understand the critical elements of both strategic thinking and project planning
- Understand the roles and interplay of strategic thinking and project planning in strategic management
- Recommend and apply tools for working through the strategic management process
- Translate strategy into actionable goals
- Create plans for implementation of identified goals
- Form a team where members work together toward achieving identified goals and hold each other accountable for making progress
- Identify obstacles, assess risks, and plan appropriate counter measures
- Manage the plan for achieving the intended results

TEAM LEADERSHIP

OVERVIEW

Effective team leadership is critical to the overall success of any project or initiative. For successfully leading teams, team leaders cannot afford simply learning on the job as they go; this is not a sink or swim situation. The learning curve is excessively steep for simply learning on one's own, and the consequences of poor team leadership to the project outcome too significant for letting it just happen. While everyone has their preferred leadership style, individuals who are successful team leaders are flexible in their approach while working with others by seeking the maximization of their effectiveness. This practical and results-oriented skill-building course provides participants with proven tools and techniques immediately applicable upon returning to the workplace. Participants examine different leadership styles and through self-assessments, analyze both the effective and potentially self-destructive behavior patterns in their "preferred" leadership style. They reflect on their attitude towards leadership, as well as discuss the implications of accepting a team leadership role. The course provides participants with opportunities for practicing skills of establishing effective and collaborative working relationships within their teams, and thus enhancing their team's collective potential and performance. At its core, leading teams is about empowering team members. By empowering team members for operating with more freedom, thinking and responding creatively, and supporting one another within a team environment, the successful completion of team goals increases significantly. Participant immediate application of the skills learned in this course, both in team situations as well as organizational interactions, not only helps solidify their learning, but also ensures their improved individual, team, and organizational performance.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and describe how different leadership styles affect relationships, collaboration, and team success
- Identify their preferred leadership style and adapt a leadership style most appropriate to the situation
- Identify the critical distinctions between leading and managing, and practice the key traits of both for leading effective teams
- Describe and embrace the role of team leader and accept personal responsibility through self-reflection exercises
- Lead team members through the stages of team development and create and maintain a team environment conducive for high performance
- Surface and resolve team conflict constructively using team problem-solving and decision-making skills
- Lead from a core set of personal values and model the behaviors essential for ethical decision-making
- Be more persuasive by analyzing a situation and applying the appropriate influence strategies for it
- Set direction and enhance team member commitment by attention to vision, mission, goals, and organizational values, even in the absence of formal authority
- Apply tools and tactics for creating and nurturing a motivating environment that engages employees and increases employee commitment
- Apply strategies for preparing the team for change, managing the uncertainties posed by change, and helping move team members from "change victim" to "change master"

THE EVOLVING SUPERVISOR

OVERVIEW

As the ability to make continuous improvements in personal and team output becomes more critical, a supervisor with several years of experience must avoid the tendency to become complacent within their role. This practical and results-oriented skill-building course provides experienced supervisors with current proven tools and techniques immediately applicable in their own workplace. As an experienced supervisor, continuing to develop, maintain, and strengthen positive interpersonal relationships is pivotal in achieving collective success. These positive relationships enable effective cooperation and promote higher productivity among colleagues, subordinates, and superiors. Participants practice applying techniques for opening the lines of communication between individuals and gaining commitment from colleagues, subordinates, and superiors. In this course, participants learn techniques for changing the way they manage relationships, yielding better organizational results and improved personal effectiveness.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the roles and expectations of the supervisor as a leader.
- Identify personality styles and use proven techniques to increase interpersonal communications.
- Exercise greater influence and effectiveness by applying the influence strategies most appropriate to the situation.
- Manage time, energy, and resources to maximize personal effectiveness.
- Define the leader's role in creating and maintaining a work climate that maximizes employee contribution and effectiveness.
- Discuss tactics and feel more confident in having hard conversations with employees.
- Establish clear performance expectations with employees by using metrics-based objectives.
- Hold employees accountable for substandard performance and recognizing superior performance.
- Develop a Personal Action Plan that integrates the key workshop learnings with the needs/challenges at work and leave their comfort zone.
- Take managed risks to improve their personal effectiveness.
- Implement a culture of accountability.

USER EXPERIENCE

OVERVIEW

Drawing on research and theory in design thinking, entrepreneurship, critical thinking, creativity, ethnography, and systems theory, this course enables participants to develop skills in how to think about difficult problems that are characterized by volatility, uncertainty, complexity, and ambiguity and for which there are no options that satisfy the needs of all stakeholders and constituencies. Most the course focus will be on finding and framing problems in creative ways using techniques such as ethnographic observation, prototyping, storytelling, journey mapping, value chain analysis, and divergent/convergent idea generation before considering a range of solutions in the form of options and gathering feedback to enable the assessment of those options. Participants will apply these skills to develop user experiences.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand the four key dimensions of user experience design: determine the scope of the experience, understand the intensity of experience, identify the key experience triggers, and deepen customer engagement to evoke meanings
- Practice using design thinking tools: Problem Identification—What Is? Alternative Generation—What If? Choice Making—What Wows? Value Testing—What Works?
- Enhance potential for innovation performance
- Use design thinking to increase visibility to new opportunities
- Develop consistent streams of value creation
- Challenge the status quo
- Employ ethnographic techniques to observe, diverge and converge on insights, develop stories, and experiment with ideas
- Use entrepreneurial thinking to design experiments and model potential solutions
- Apply experiences to design
- Use systems thinking to generate options, analyze problems and solutions, and consider the impact of decisions on the organization

WRITING FOR RESULTS

OVERVIEW

In this course, we discuss recent changes in generally accepted writing practices and look briefly at emerging trends. Time is devoted to a review of higher-level punctuation, grammar, and style concerns such as agreement, tense, and tone. Stylistic issues such as formatting and offsetting are addressed and a review is done of computer-aided writing and proofing tools including Spelling and Grammar Review as well as Readability Statistics. The course focuses on creating a written communication (i.e., an email, report, or presentation) with a clear and measurable call to action, as well as using powerful verbs. Most business communications call for a reader to decide and encourage the reader to stay further engaged. The participants discuss and practice using the six conversion factors and the LIFT Model to provoke enthusiasm for the author's value proposition. While these steps can be done explicitly or implicitly, depending on the importance of the communication, the participants are coached on the importance of writing with a call to action in mind. During the course, they practice a range of document revision techniques to ensure logical flow and clarity. They also develop reader-centered writing based on audience analysis and learn how to design documents that address multiple audiences. The course emphasizes document organization to present a clear thesis, or theme, the claims the author is making, and the evidence to support those claims. In presenting a call to action, the business document is often aimed at persuading those who may have an opposing position. Participants explore developing an argument and practice presenting opposing arguments accurately and respectfully, before rebutting them. This course's presentation material is balanced with exercises designed for participants to gain hands-on experience with the concepts.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and analyze the audience
- Develop a reader-centered message
- Apply latest principles of grammar, punctuation, and style
- Write in the active voice using powerful verbs
- Revise using computer-aided proofing tools
- Develop and refine a powerful Value Proposition
- Create an automated outline and cross-reference
- Conclude with a clear and measurable call to action
- Utilize Six Conversion Factors
- Articulate and use the LIFT Model
- Organize logical and rigorous arguments
- Apply principles of document design for multiple audiences
- Competency Mapping: Writing Techniques

LEADERSHIP & INNOVATION PRACTICE AREA

WORKSHOP OFFERINGS

The following workshops are specifically designed for live online delivery. They can each be delivered in 2-6-hours depending upon the depth of learning sought after as well as individually or combined as part of a series or larger program. They each represent COTS offerings customizable upon request.

3 PROVEN SECRETS FOR REDUCING STINKING THINKING

To foster decision making, creativity, and innovation, it's essential to be a critical thinker. Critical thinkers understand the big picture (systems thinking) as well as the details. They bring system, logical, and creative thinking to bear on any situation. They question information, conclusions, and points of view. They strive to be clear, precise, and relevant. Finally, they seek to think beneath the surface, to be logical, and to be fair. During this workshop, participants will hear concepts which can dramatically improve their thinking to help them consciously make faster and well thought out decisions. Additionally, participants will understand a practical framework for developing solid critical thinking skills, realize the fallacies and consequences of stinking thinking, identify the three main kinds of thinkers, and know how to identify and solve the right problems and opportunities with a problem-solving and appreciative inquiry model. This workshop will outline a practical framework for understanding critical thinking and provide participants with strategies for developing critical thinking in all business and technical arenas.

ACCESSING THE POWER OF MINDFULNESS

During this live online and highly interactive workshop, participants will learn the tools and techniques of mindfulness. They'll also apply and assess the positive effects of mindfulness in a real-time experience. Through a progression of specifically choreographed conversations, participants will come away with mindfulness practices, principles, and real-world application which can be utilized and leveraged within their personal, family, and work lives.

ACHIEVING COMMITMENT

During this live online and highly interactive workshop, participants will examine the importance of commitment in a cohesive and high-performing team. Through a progression of specifically choreographed conversations, participants will determine what true commitment means and what it looks like in the team and organizational setting. By the end of the workshop, participants will be able to explain the value of commitment and will have an action they can take to apply their learning.

AMPLIFYING THE POWER OF MINDFULNESS

During this highly interactive workshop, participants will gain a deeper understanding of mindfulness, research behind its value, and a real-time experience. Through intentionally designed and choreographed conversations, participants will learn a methodology to crowdsource wisdom about mindfulness. This experience will result in a significant list of resources that participants will have as a takeaway asset. By the end of the workshop, participants will have clarity on how to practice mindfulness, access to new resources they can utilize to drive their mindfulness practice, and an action plan to sustain learning and implement mindfulness into their personal and professional lives.

APPLYING CRITICAL THINKING TO IMPROVE DECISION-MAKING

During this live online and highly interactive workshop, participants will learn and practice key critical thinking skills to help them logically connect ideas, evaluate data sources, prioritize facts, evaluate and contrast the strengths of arguments, recognize inconsistencies in thought, and engage in reflection. Through a progression of specifically choreographed conversations, participants will learn how critical thinking helps individuals and teams more effectively diagnose problems and identify possible solutions that aren't entirely obvious at first. By the end of the workshop, participants will appreciate how critical thinking skills are not specific to any field or profession but rather always relevant in both their personal and business lives.

ASPIRING LEADERS

During this live online and highly interactive workshop, participants will be challenged to examine their leadership focus. Through intentionally designed and choreographed conversations, participants will be asked to consider how employing a developmental mindset would change their leadership, how having a growth mindset might assist their team members in their development, and how the leader's emotional intelligence (EQ) impacts these aspects. By the end of the workshop, participants will learn strategies for developing their team members to increase their engagement while leveraging EQ to help them along the way.

BALANCING INNOVATION TENSIONS

During this live online and highly interactive workshop, participants will explore some of the challenges of leading innovation and, more specifically, the tension it creates between managing business issues and people issues. Through a progression of specifically choreographed conversations, participants will learn how to create and sustain an environment of trust while leading innovation through the intentional balancing of six innovation tensions. By the end of the workshop, participants will learn how striking a balance between the change tensions establishes trust and enhances their capacity to deal with both the business and human elements of leading innovation by becoming both tough decision makers and empathetic people managers committed to overcoming the challenges innovation brings while also taking advantage of opportunities it brings.

BEING AN INNOVATION CATALYST

During this live online and highly interactive workshop, participants will explore the practice of gaining insight, amplifying that insight into possibility, and employing generative leadership. Through a progression of specifically choreographed conversations, participants will identify the critical questions which need to be asked when seeking to spur innovation. By the end of the workshop, participants will be empowered to become an innovation catalyst to ideate and create transformative solutions to drive brighter futures for their teams and organizations.

BUILDING A HIGH-PERFORMING TEAM

During this highly interactive workshop, participants will increase their ability to build high-performing teams as team leads, project leads, and formal supervisors. Through intentionally designed and choreographed conversations, participants will develop competencies needed to build and lead teams, with emphasis on building positive work environments, developing others, and achieving outcomes. By the end of the workshop, participants will identify the steps to becoming a high-performing team, identify actions to establish mutual trust, encourage collaboration, and ensure accountability, recognize potential causes of miscommunication and identify proactive mitigation strategies, and apply practical tools and techniques on the job.

BUILDING TRUST

During this live online and highly interactive workshop, participants will be introduced to several trust-building-related models and approaches, and examine the levels of trust within some of their most important work relationships. Through a progression of specifically choreographed conversations, participants will identify the characteristics of a high-trust team, how to contribute to building a high-trust culture, and the importance of psychological safety. By the end of the workshop, participants will have greater clarity about what trust means to them, how it shows up in their relationships, and how they can cultivate even more trust.

BUILDING TRUST WITHIN VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will explore how to deepen the trust and human connection within virtual teams. Participants will have the opportunity to share and learn specific tactics and behaviors that best support and sustain trust in a virtual work environment. Through intentionally designed and choreographed conversations, participants will gain insight into the critical success factors that can be applied and introduced within their teams, departments, and organization.

BUILDING YOUR STRATEGY TOOLKIT

During this highly interactive workshop, participants will learn the overarching principles, concepts, and importance of strategy and the fundamental tools of strategy development. Through intentionally designed and choreographed conversations, participants will learn how to implement strategic planning within their area of responsibility and apply the appropriate tools from their strategy toolkit to achieve organizational goals and objectives. By the end of the workshop, participants will understand the role of strategy and demonstrate an awareness of the tools that are essential to strategy planning and implementation.

COMMUNICATING AS A LEADER

During this highly interactive workshop, participants will improve the essential leadership communication skills common to all great leaders throughout history. Through intentionally designed and choreographed conversations, participants will practice and receive coaching to execute these skills within the framework of their own unique leadership communication style. By the end of the workshop, participants will be better able to empower and inspire people to build a better future through the power of their words.

COMMUNICATING INTENTIONALLY WITH VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will examine team communication methodologies and how they may differ as we compare typical in-person communication with virtual communication. Through intentionally designed and choreographed conversations, participants will experience and explore the effective use of both asynchronous and synchronous communication for virtual teams. By the end of the workshop, participants will have a broader understanding of how to engage virtual teammates with excellence.

CONVERSATIONS WORTH HAVING

During this live online and highly interactive workshop, participants will explore the impact of the conversations they have on their creativity, productivity, potential, and life. Based on appreciative inquiry (AI) concepts and the book *Conversations Worth Having* by Jackie Stavros and Cheri Torres, this workshop provides participants with an opportunity to examine the direction and tone of their conversations. Through intentionally designed and choreographed conversations, participants will learn how they can make meaningful shifts to focus more on what they want to happen, such as future-focused and empowering conversations, instead of what we want to avoid. Participants will leave with an action they can take to apply their learnings immediately.

CREATING A CULTURE OF ACCOUNTABILITY FOR SUPERVISORS

During this highly interactive workshop, participants will learn how a culture of accountability can increase personal and organizational effectiveness. Through intentionally designed and choreographed conversations, participants will learn how to create the culture looking at it from both the employee and leader perspectives. By the end of the workshop, participants will understand the need to hold employees accountable, gain confidence in handling employees who fail to hold themselves accountable and create an action plan for creating a culture of accountability for their organization.

CREATING POWERFUL CORPORATE WRITING

Master the secrets of writing to grab your reader's attention. This workshop demonstrates the techniques professional writers use to rivet an audience. Discover writing feng shui, readability statistics, and simple steps to make bland writing pop. Discover why terms like cloud content, mining, and onedrive may conjure different images for your Baby Boomer audience than you intend. Explore the right and wrong ways to amplify key concepts and phrases. Don't miss the most common mistakes in corporate writing, and the keys to provoking an effective call to action.

CULTIVATING AN INNOVATION ECOSYSTEM

During this live online and highly interactive workshop, participants will collectively identify ways in which an organization functions as an ecosystem as well as methods for leveraging innovation within the ecosystem. Through intentionally designed and choreographed conversations, participants will identify how every element is constantly pushing against its boundaries, shifting, and seeking growth in new areas within an innovation ecosystem. Participants will leave the workshop with insights and actions for fostering an innovative ecosystem within their own organizations.

CULTIVATING COLLABORATION

During this live online and highly interactive workshop, participants will be exposed to a number of foundational elements to cultivating collaboration throughout the organization. Through intentionally designed and choreographed conversations, participants will examine behaviors that encourage cultivation and how to focus on collaboration across departments while also appreciating it across teams. By the end of the workshop, participants will recognize the healthiest behaviors to engender collaboration and the critical aspects of unifying people into a collaborative culture.

CULTIVATING COLLABORATION WITHIN AN INNOVATION ECOSYSTEM

During this live online and highly interactive workshop, participants will explore the foundational elements needed to harness, promote, and diffuse collaboration across their innovation ecosystem. Through a progression of specifically choreographed conversations, participants will develop guiding principles that can be leveraged immediately to cultivate collaboration within their work, families, and communities. By the end of the workshop, participants will be empowered to cultivate a collaborative environment where sharing is safe and encouraged to create a free flow of ideas and spark the fuel of inspiration and innovation.

DELEGATING AND COACHING

During this live online and highly interactive workshop, participants will explore the value of delegating and coaching. Through intentionally designed and choreographed conversations, they will collectively determine the role delegation and coaching play in a learning organization and why they are important levers in promoting individual and organizational success. With this understanding, participants will explore how to use delegation and coaching to improve, challenge, and stretch themselves and their colleagues.

DEMONSTRATING POLITICAL SAVVY

During this highly interactive workshop, participants will discover the benefits of demonstrating political savvy while maintaining their integrity and high ethical standards. Through intentionally designed and choreographed conversations, participants will learn and practice the tools and techniques to increase their political savvy and apply these skills in their work environment. By the end of the workshop, participants will understand the importance of political savvy and demonstrate essential political savvy skills to enhance their personal effectiveness and help the organization in achieving its goals and vision attainment..

DEMYSTIFYING TEAM CULTURE AND TACTICS THAT DRIVE DESIRABLE CULTURES

During this highly interactive workshop, participants will learn why a positive and desirable team culture is an essential aspect of any organization, how it impacts employee satisfaction, productivity, and overall success, as well as why creating it and identifying the tactics to drive it can be challenging. Through intentionally designed and choreographed conversations, participants will explore the concept of team culture and demystify the strategies that can help an organization create and maintain a positive and desirable team culture. By the end of the workshop, participants will learn how to identify the components of a strong team culture and explore effective tactics to drive positive change.

DESIGNING TEAM MEETINGS AND GATHERINGS FOR VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will go beyond answering the obvious question of “should I run a meeting differently with my virtual team than if we were in-person together?”. Through intentionally designed and choreographed conversations, participants will follow a series of intentional and useful steps to follow as they create and hold meetings and gatherings for virtual teams. By the end of the workshop, participants will have a solid roadmap for designing and implementing excellent meetings and gatherings for virtual teams.

DEVELOPING AN AGILE MINDSET

During this live online and highly interactive workshop, participants will learn the value behind having an agile mindset and the advantage of “being” agile vs. “doing” agile. Through intentionally designed and choreographed conversations, participants will explore ways to prioritize and manage change in dynamic, ever-evolving environments. By the end of the workshop, participants will be armed with simple agile techniques that will enable them to better embrace, manage, and navigate change.

DEVELOPING AN INNOVATIVE MINDSET

During this live online and highly interactive workshop, participants will review differing mindsets, group mindsets, the impact of a mindset, and how to develop an innovative mindset. Through intentionally designed and choreographed conversations, participants will gain an understanding of their current mindset while also moving toward and developing an innovative mindset for themselves and their team. By the end of the workshop, participants will be ready to support each other in mindset development and developing an innovative mindset.

DEVELOPING AN ENTREPRENEURIAL MINDSET

During this live online and highly interactive workshop, participants will be introduced to the fundamentals of developing and unlocking the entrepreneurial mindset. Through intentionally designed and choreographed conversations, participants will have the opportunity to consider methods to establish and leverage an entrepreneurial mindset applicable in any profession. The strong sense of initiative implicit in entrepreneurial thinking is incredibly useful, and participants will walk away from this workshop with a specific action building on insights gained through the discussions.

DEVELOPING THE SKILLFUL SUPERVISOR

During this live online and highly interactive workshop, participants will be introduced to crucial supervisory competencies. Through intentionally designed and choreographed conversations, participants will examine how they create safe spaces for their teams to fully engage and the effective use of feedback and feedforward. By the end of the workshop, participants will gain skills they can leverage to create a fully engaged team.

DON'T GET STUCK: PREPARING YOUR TEAM OR ORGANIZATION FOR POST-COVID REENTRY/ REOPENING

As more and more businesses begin to discuss their employees returning to some form of normal - don't get stuck! Whether it's days, weeks, or months before you begin to transition your workforce back to the "office," you cannot just flip a switch and have everything go back to what it was pre-COVID. Successful organizations coming out of this will be the ones that intentionally leverage the experiences of the past few months to learn, grow, and evolve who they are to their employees and their customers. It will be those organizations that will find themselves positioned to thrive with heightened levels of engagement with the people with whom they work. During this live online and highly interactive workshop, participants will explore how organizations and businesses should navigate the critical conversations that will unlock the collective wisdom within their organizations as we all consider re-opening. Through intentionally designed and choreographed conversations, participants will have the opportunity to experience, share, and learn best practices for igniting their teams and organizations in a post-COVID environment. This innovative workshop will provide participants with a roadmap on how to leverage all that they, their employees, and/or their customers have learned about themselves, each other, their business, and the world so they emerge as a better, faster, stronger organization.

DRIVING EMPLOYEE ENGAGEMENT

During this live online and highly interactive workshop, participants will be exposed to recent research indicating the drag employee disengagement has on an organization and its causes, as well as the significant added value highly engaged employees bring to an organization and core methods to encourage and enhance engagement. Through intentionally designed and choreographed conversations, participants will learn how to quickly assess where their organization may fall in the engagement challenge, apply a handful of the core methods to address it, as well as identify who in their organization must be trained and connected to this valuable work. By the end of the workshop, participants will have a solid path toward driving employee engagement to achieve and experience the significant added value it brings.

DRIVING VIRTUAL TEAM INNOVATION, CREATIVE THINKING, AND PROBLEM-SOLVING

During this live online and highly interactive workshop, participants will gain an understanding of the leader's role in driving innovation, creative thinking, and problem solving on a virtual team. Through intentionally designed and choreographed conversations, participants will learn techniques to develop these skills and understanding around how and when to apply them. By the end of the workshop, participants will be equipped with some models, methods, and specific actions to drive innovation, creative thinking, and problem solving on their virtual team.

DRIVING PRODUCTIVITY, SILENCING DISTRACTIONS, AND ESTABLISHING BOUNDARIES WITH VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will learn methods for the leader to drive productivity partially by limiting distractions and creating boundaries with their virtual team. Through intentionally designed and choreographed conversations, participants will explore how great managers drive productivity through team engagement and encouraging team members to highlight potential distractions and create their own boundaries. By the end of the workshop, participants will have created their own "flight plan" to drive productivity with their virtual team.

EMBRACING ACCOUNTABILITY

During this live online and highly interactive workshop, participants will explore accountability in the context of cohesive teams. Through intentionally designed and choreographed conversations, participants will collectively consider how self- and peer-accountability contribute to more effective collaboration, feedback, and performance. In addition to the small-and large-group conversations, participants will have an opportunity to identify a personal action they will take related to accountability.

EMOTIONAL INTELLIGENCE FOR EMPLOYEES

During this live online and highly interactive workshop, participants will learn the foundations of Emotional Intelligence (EQ)—“a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way (mhs.com).” Through intentionally designed and choreographed conversations, participants will gain greater self-awareness and key insights. This workshop will also create the space for participants to determine how to apply their awareness and insights in a way that strengthens their impact within their current roles.

EMOTIONAL INTELLIGENCE FOR LEADERS

During this live online and highly interactive workshop, participants will learn the foundations of Emotional Intelligence (EQ)—“a set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain social relationships, cope with challenges, and use emotional information in an effective and meaningful way (mhs.com).” Through intentionally designed and choreographed conversations, participants will gain greater self-awareness and key insights. This workshop will also create the space for participants to determine how to apply their awareness and insights in a way that strengthens their leadership impact.

EMPATHIC LISTENING

During this live online and highly interactive workshop, participants will gain an appreciation for empathic listening and its powerful impact in managing and overall team health. Through intentionally designed and choreographed conversations, participants will explore empathy, perspective taking, and specific listening skills. By the end of the workshop, participants will have learned the value of empathic listening and practiced the skill with colleagues.

EMPLOYING EFFECTIVE LEADERSHIP STYLES

During this highly interactive workshop, participants will learn the advantages and disadvantages of different styles of leadership. Through intentionally designed and choreographed conversations, participants will recognize there's no single right one - the preferred style is situation-dependent and a function of the work environment, the people, and the nature of the project. By the end of the workshop, participants will have an enhanced self-understanding of their own comfort level with each style and be equipped to determine the optimal one for any situation or environment. Effective leaders know how to modify their approach and style to achieve the desired outcomes regardless of circumstances. This enhanced adaptability is one of the most important and valuable of all leadership skills in today's world.

ESTABLISHING SHARED PURPOSE AND IDENTITY ON YOUR TEAM

During this highly interactive workshop, participants will examine how significant alignment is achieved via establishing a clear shared purpose and identity aligned with their team's values and goals. Through intentionally designed and choreographed conversations, participants will examine the value a shared purpose and identity brings to building and sustaining trust, communication, respect, and collaboration across a diverse team. By the end of the workshop, participants will identify strategies enabling them to establish a shared purpose and identity with their team.

EXPLORING CREATIVITY VERSUS INNOVATION

During this live online and highly interactive workshop, participants will learn the main difference between creativity and innovation is focus. Through intentionally designed and choreographed conversations, participants will explore how creativity is the cognitive process of developing unique and useful ideas; whereas, innovation is the action process of adapting systems to better meet future needs. By the end of the workshop, participants will practice creative thinking and develop strategies for putting new ideas to work as innovation.

EXPLORING LEADERSHIP

During this live online and highly interactive workshop, participants will learn why self-development is the foundation of leadership and the key factors that help make leaders successful. Through intentionally designed and choreographed conversations, participants will learn information and strategies to assist them in identifying competencies, tasks, and skills associated with becoming a leader. By the end of the workshop, participants will develop competencies to develop themselves and others, as well as build positive work environments with an emphasis on thinking strategies, behavioral practices, and emotional intelligence tools.

FACILITATING AND PARTICIPATING IN AN IDEATION SESSION

During this live online and highly interactive workshop, participants will learn what ideating is and the major functions of it, as well as how they can lead and participate in an ideation session. Through intentionally designed and choreographed conversations, participants will participate in an ideation session and then design a mock ideation session for their team after exploring how to design and facilitate an ideation session. By the end of the workshop, participants will understand the behaviors necessary to actively participate in an ideation session as well as have a blueprint for designing and facilitating an ideation session.

FACILITATING HYBRID MEETINGS AND TRAININGS

During this live online and highly interactive workshop, participants will gain the necessary skills to facilitate hybrid (some attendees in-person and others virtual) meetings and trainings. Through intentionally designed and choreographed conversations, participants will discuss and examine current best practices and methods to ensure inclusion and participation of all while facilitating hybrid meetings and trainings. By the end of the workshop, participants will have learned how to employ advanced planning, delivery of materials, intentional exercises that embrace both audiences, and a focus on outcomes to ensure success.

FAILING TO SUCCEED

During this live online and highly interactive workshop, participants will examine why and how failure can provide significant learning that helps shape future plans, expectations, and ultimately success. Through intentionally designed and choreographed conversations, participants will identify the relationship between failing fast and succeeding. Participants will be able to leverage these learnings immediately to foster an even greater environment of innovation and personal confidence.

FLEXING YOUR LEADERSHIP STYLE

During this live online and highly interactive workshop, participants will differentiate among four different leadership styles and identify their natural or preferred leadership style. Through intentionally designed and choreographed conversations, participants will analyze situations to assess and determine the degree of assertiveness and expressiveness required to successfully manage that situation. By the end of the workshop, participants will analyze a given leadership situation to determine which of four leadership styles will be most effective and possess the skills to flex to that appropriate style.

HARNESSING CREATIVE ABRASION

During this live online and highly interactive workshop, participants will explore how more conventional leaders stifle innovation by preserving harmony, muffling creative disagreement, and limiting the number of good options considered. Through a progression of specifically choreographed conversations, participants will learn the role of healthy conflict, disagreement, and diversity of thought in cultivating an innovation ecosystem. By the end of the workshop, participants will learn how to harness creative abrasion to drive innovative idea generation through discourse and debate.

HARNESSING THE POWER OF TEAM CONNECTION AND ALIGNMENT

During this highly interactive workshop, participants will gain a solid understanding of the power of team connection and alignment. Through intentionally designed and choreographed conversations, participants will engage each other to examine their own positive experiences when team connection and alignment were harnessed successfully to discover the underlying driving factors. By the end of the workshop, participants will understand the value and power of team connection and alignment, identify best practices for harnessing it, as well as learn several ways to implement those practices.

HIGH IMPACT LEADERSHIP

During this live online and highly interactive workshop, participants will examine their personal experiences with high impact leadership. Through a progression of specifically choreographed conversations, participants will develop concrete critical success factors necessary to more intentionally deploy their leadership in the future. By the end of the workshop, participants will be prepared to move forward with more consciousness to drive impact through both individual and collective leadership.

INFLUENCING WITHOUT AUTHORITY

During this highly interactive workshop, participants will gain insight into the latest findings in neuroscience showing the brain operates in predictable and consistent ways when expecting to be led and influenced. Through intentionally designed and choreographed conversations, participants will discover the four-step process they've always used to help others make a decision, take action, and embrace change. By the end of the workshop, participants will enhance the essential skill of their leadership: moving people into a better future.

INNOVATING IN A HYBRID ENVIRONMENT

During this live online and highly interactive workshop, participants will learn to appreciate how innovating is action born out of a thinking discipline. Through intentionally designed and choreographed conversations, participants will explore how to collaboratively think and, more challengingly, how to move to action in a hybrid environment. By the end of the workshop, participants will explore how innovating can be accomplished successfully in a hybrid environment.

INNOVATION MODELS: FAILING FAST TO SUCCEED

During this live online and highly interactive workshop, participants will examine why and how failure can provide significant learning that helps shape future plans, expectations, and ultimately success. Through intentionally designed and choreographed conversations, participants will identify the relationship between failing fast and succeeding. Participants will be able to leverage these learnings immediately to foster an even greater environment of innovation and personal confidence.

LEADER IS COACH

During this live online and highly interactive workshop, participants will explore the cascading impact we, as leaders, all have and how through greater consciousness we more fully enable the people with whom we work. We believe that leaders who “show-up” as coaches with their employees and teams have a greater impact on the growth of their business. Through intentionally designed and choreographed conversations, participants will have the opportunity to share and learn how to employ a more permanent, sustainable approach to leading others.

LEADERS GROWING LEADERS

During this live online and highly interactive workshop, participants will examine their role in developing future leaders and preparing them for success. Through intentionally designed and choreographed conversations, participants will look introspectively at how they approach developing future leaders and explore how to create necessary internal shifts to maximize their effectiveness in this role. Participants will leave the workshop with greater awareness and specific actions they can take to have meaningful conversations with tomorrow's leaders.

LEADERSHIP AND COMMUNICATION

During this live online and highly interactive workshop, participants will explore how to be aware of their communication styles as well as how to intentionally flex their communication to be more effective as leaders. Through intentionally designed and choreographed conversations, participants will become more attuned to how physical delivery impacts influence and how their personal communication style can inspire movement. By the end of the workshop, participants will have a greater understanding of the basic elements of communication and also be equipped with frameworks they can use immediately to upgrade their leadership communication.

LEADING CHANGE

During this live online and highly interactive workshop, participants will gain a foundational understanding of the 6-D Cycle which can be leveraged as an operating system for sustained individual, team, and organizational change. Through intentionally designed and choreographed conversations, participants experience the power of Appreciative Inquiry (AI) and learn how to leverage AI as a discipline to drive change. By the end of the workshop, participants will be able to apply this strength-based approach to any personal or organizational change.

LEADING FROM THE FRONT, MIDDLE & BEHIND

During this live online and highly interactive workshop, participants will explore a first-line or emerging leader's movement from independence (being solely an individual contributor) toward enlightened thinking on interdependence (being a team member or team leader). Through intentionally designed and choreographed conversations, participants will gain experience with Steven Covey's Maturity Continuum and the Gallup 12 employee engagement hierarchy. By the end of the workshop, participants will learn how they can leverage various techniques to gain greater leadership effectiveness pertaining to relational mastery and the development of engagement, influence, motivation, team dynamics, and collaboration.

LEADING MULTIPLE GENERATIONS IN THE WORKPLACE

During this highly interactive workshop, participants will gain an understanding of how generations and their life-long outlooks are formed early, and how those influences affect their perspectives in life, at work, and in society. Through intentionally designed and choreographed conversations, participants will examine all the generational perspectives and learn how they can be more accepting of their differences to enable them to interact and collaborate across the organization more effectively. By the end of the workshop, participants will have a new lens for looking at today's multiple generations to better navigate an ever-shifting generational landscape at work.

LEADING THROUGH STRENGTHS

During this live online and highly interactive workshop, participants will learn about strengths-based development and why it's such an efficient and effective way to leverage their talents. Through intentionally designed and choreographed conversations, participants will understand how their strengths bring them proficiency, fulfillment, and value at work. By the end of the workshop, participants will learn to use strengths spotting techniques to unleash their natural talents and contribute at their peak as well as honor their strengths to maximize outputs and improve influence.

LEADING VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will explore strategies for effective virtual leadership and teaming. Through intentionally designed and choreographed conversations, participants will learn with and from each other while uncovering existing strengths and illuminating what's possible as they continue to lead in an ever-changing virtual world. Ultimately, participants will identify meaningful virtual leadership practices they can put into action immediately.

LEVERAGING COLLECTIVE GENIUS

During this live online and highly interactive workshop, participants will explore the collective genius concept focusing on fostering innovation leaders in an organization who see their role not as controllers and commanders but as facilitators in an environment supporting innovation. Through intentionally designed and choreographed conversations, participants will gain an understanding on how innovation leaders understand the hard work of innovation—creating a sustainable organization willing and able to innovate. By the end of the workshop, participants will learn how to ensure sustained innovation through a distinctive kind of leadership, one that unleashes and harnesses the collective genius of the organization's employees.

MANAGING CONFLICT AS A FACILITATOR

During this live online and highly interactive workshop, participants will explore how facilitators prepare groups prior to meetings and trainings to avoid certain conflicts, how to manage conflict within the session, and post work to resolve conflict. Through intentionally designed and choreographed conversations, participants will learn specific methods to address and manage conflict as a facilitator and then have the opportunity to practice them in role play scenarios. By the end of the workshop, participants will develop and practice specific strategies to successfully avoid, resolve, and manage conflict as a facilitator.

MANAGING CONFLICT

During this live online and highly interactive workshop, participants will learn about their own strengths, weaknesses, and beliefs around conflict resolution, and the techniques to effectively resolve conflict and maintain relationships. Through intentionally designed and choreographed conversations, participants will examine various strategies for dealing with conflict, what to do to avoid escalation, and how to surface conflict at the early stage and plan for effective outcomes. By the end of the workshop, participants will recognize the difference between position and interest in a conflict, use collaboration skills to create “win-win” outcomes, and respond effectively to emotions during a conflict.

MASTERING CONFLICT

During this live online and highly interactive workshop, participants will illuminate the value of conflict in the context of cohesive teams. Through intentionally designed and choreographed conversations, participants will explore why teams experiencing high trust are capable of engaging in unfiltered and passionate debate about key issues. These honest discussions pave the way for meaningful results. By the end of the workshop, each participant will identify a key insight and related action they can implement demonstrating their path to mastering conflict.

MASTERING MEETINGS

During this highly interactive workshop, participants will contribute leadership essential to the meeting purpose, whether they're a Meeting Leader or a Moment Leader. Through intentionally designed and choreographed conversations, participants will discover and amplify their unique leadership and communication strengths, improve their areas of vulnerability, and work more inclusively and cohesively as a team in a meeting. By the end of the workshop, participants will create unique solutions as a team, different and more robust than any one meeting participant could have done by themselves.

MANAGING MULTIPLE PRIORITIES

During this live online and highly interactive workshop, participants will discover their personal strengths and challenges when it comes to using time effectively to manage the multiple priorities that are found in their work and personal life. Through intentionally designed and choreographed conversations, participants will have the opportunity to discover their own main challenges as well as investigate and apply tools and techniques to improve their approach to getting results. By the end of the workshop, participants will have experience with new approaches using real-life situations that can be immediately actionable at work.

MOTIVATING OTHERS TO ACT

During this live online and highly interactive workshop, participants will explore the basic neuroscience of human motivation. Through a progression of specifically choreographed conversations, participants will deepen their appreciation for the role employee engagement has on workplace productivity and satisfaction. By the end of the workshop, participants will have deepened their understanding of the important connection between individual and shared purpose and the organizational horsepower able to be harnessed through an increase in collective engagement.

NAVIGATING THE CHALLENGES OF A CHANGING ORGANIZATION

During this highly interactive workshop, participants will identify the drivers of change, the challenges they represent, the different forms of change, and the stages that people experience while undergoing a change process. Through intentionally designed and choreographed conversations, participants will learn a number of tools and methods for leading change initiatives successfully. By the end of the workshop, participants will have an enhanced self-understanding and be equipped to determine the optimal change leadership style for any situation or environment since adaptability is a cornerstone leadership skill in today's dynamic world.

OPTIMIZING PERFORMANCE THROUGH COACHING, FEEDBACK, AND MORE

During this highly interactive workshop, participants will determine the need for directive and supportive behaviors to optimize staff performance and learn to use feedback and coaching as powerful tools to effectively support employee development and performance. Through intentionally designed and choreographed conversations, participants will explore key concepts and simple frameworks to assist them in using directive and supportive approaches including providing feedback to others as well as engaging in effective coaching conversations. By the end of the workshop, participants will identify when to use supportive and directive leadership approaches based on context, practice directive skills including setting expectations, making requests, and providing feedback as a situational leader, as well as practice supportive skills such as coaching which includes active listening and powerful questioning.

OUT OF THE OFFICE, NOT OUT OF TOUCH! PROJECT TEAM ENGAGEMENT IN THE VIRTUAL ERA

Stakeholder engagement and communications are critical factors in project success, and at the heart of it all is the project team. According to the Project Management Institute's (PMI®) *Pulse of the Profession 2020 Study*, "It's the leaders who can mobilize the right team members to help the company move faster and achieve results who will thrive in The Project Economy." Enthusiastic involvement of the project team has become an increasingly complex issue, as teams have continued to evolve in recent years to a remote work environment and more now than ever most if not all work is being done through virtual teaming. During this workshop, participants will discuss project team engagement with a specific focus on the opportunities and challenges associated with working remotely. They'll learn some basics like appropriate levels of conversation, and explore more complex items like how to manage difficult conversations in this new normal. Getting comfortable with this new paradigm we find ourselves in will take time. Project team leaders and project managers have a tremendous opportunity to help teams stay engaged and focused. This workshop will help bolster participants' essential skill toolbox. Ready or not, here comes change!

PLANNING AND CONDUCTING PERFORMANCE CONVERSATIONS

During this highly interactive workshop, participants will learn how to plan for and conduct effective performance conversations including goal setting, regularly scheduled, and ad hoc conversations. Through intentionally designed and choreographed conversations, participants will learn ways to start, end, and provide constructive and appreciative feedback. By the end of the workshop, participants will learn the advantages of a high-performing culture, understand the need for ongoing feedback and support after initial expectations are set, and how to have employee development conversations.

PSYCHOLOGICAL BODY ARMOR™

The legendary management professor Douglas McGregor once famously noted the most valuable resource of an organization is the human resource. While most leaders understand this about their workforce, they often forget to consider themselves. Stress and burnout lead to mistakes, poor decisions, anger, depression, divorce, and costly turnover. Recent breakthroughs in neuroscience have revealed ways one can develop a degree of "immunity" to excessive stress and burnout. We refer to this new neuroscience-based approach as Psychological Body Armor™. This workshop will provide an overview and some practical tips on how leaders can develop a personal culture of resilience and psychological immunity.

STRATEGIC THINKING

During this live online and highly interactive workshop, participants will explore five primary characteristics of effective strategic thinking. Through a progression of specifically choreographed conversations, participants will examine these five characteristics via a lens of actively applying them in their current work. By the end of the workshop, participants will have a foundational understanding of the core functions of strategic thinking and how to begin applying them to their daily work.

SUCCEEDING ON VIRTUAL TEAMS

During this live online and highly interactive workshop, participants will have an opportunity to share and learn innovative methods to reach the high performance that drive individual and team success in our current world of virtual collaboration. Through a progression of specifically choreographed conversations, participants will gain insight on the critical success factors that can be applied and introduced within their teams, departments, and organizations.

SUSTAINING MEANINGFUL CHANGE

During this highly interactive workshop, participants will explore their own experiences with change to highlight the impact of implementing exciting change initiatives that fall away in just a few months and the fact that enacting change is easier than sustaining change. Through intentionally designed and choreographed conversations, participants will learn what ingredients are needed to initiate sustainable change and the disciplines required to achieve meaningful and lasting change. By the end of the workshop, participants will have the foundational knowledge of the organizational requirements needed to initiate meaningful change and practical strategies to monitor and measure the efforts to encourage sustainment.

THE EFFECTIVE SUPERVISOR: APPLYING LEADERSHIP STYLES

During this live online and highly interactive workshop, participants will experience different leadership styles, use this awareness to apply the right style to effectively address varied situations, and learn, for example, that some situations require a direct- and task-focused approach while at other times a supportive style will be more effective. Through intentionally designed and choreographed conversations, participants will analyze both the effective and potentially self-destructive behavior patterns in their “preferred” leadership style as well as learn techniques to change the way they manage relationships to get better results and improve their personal effectiveness by understanding these differences. By the end of the workshop, participants will be enabled to display flexibility in their approach while working with others to maximize their effectiveness.

THE EMPOWERING SUPERVISOR: IMPLEMENTING A CULTURE OF ACCOUNTABILITY

During this live online and highly interactive workshop, participants will learn how an accountable culture raises the productivity bar and rewards high performance by setting the tone and building a culture where employees proudly own their work. Through intentionally designed and choreographed conversations, participants will learn ways to increase psychological safety in the workplace to produce a high-trust work environment, techniques to position accountability as a win-win for everyone on the team, and practices to reach underperforming employees and get total buy-in. By the end of the workshop, participants will be enabled to display productive leadership habits encouraging others to take greater ownership of problems and solutions, establish clear benchmarks, deliver effective feedback, and reward employees who are responsible and display accountability.

THE ENCOURAGING SUPERVISOR: INVITING COMMITMENT

During this live online and highly interactive workshop, participants will learn strategies to communicate purpose, nurture commitment, and generate high performance by encouraging everyone to be their best. Through intentionally designed and choreographed conversations, participants explore well researched motivation theories and evaluate strategies to establish a culture of commitment as well as practice skills to accelerate their employees' growth and capabilities by moving them beyond their comfort zone. By the end of the workshop, participants will be enabled to diagnose workplace situations to then select and apply the most effective techniques to develop and sustain employee commitment.

THE ENERGIZED SUPERVISOR: MAXIMIZING PERSONAL EFFECTIVENESS

During this live online and highly interactive workshop, participants will learn strategies for controlling the job instead of letting it control them as well as analyze their old, non-productive habits and identify techniques to replace them with the proven habits of top achievers. Through intentionally designed and choreographed conversations, participants will evaluate tasks and goals using the lens of criticality and importance as well as discuss how to manage continually changing priorities and effectively juggle tasks and projects. By the end of the workshop, participants will be enabled to make a significant and immediate impact on daily productivity by developing action plans and goals connecting a long-term organizational vision to their daily activities and work assignments.

THE ENGAGING SUPERVISOR: MAXIMIZING EMPLOYEE CONTRIBUTIONS AND EFFECTIVENESS

During this live online and highly interactive workshop, participants will learn techniques to create and support positive relationships within their workplace to enable associates to work together collaboratively, effectively, and efficiently since this is pivotal in achieving organizational success. Through intentionally designed and choreographed conversations, participants will learn skills to increase organizational effectiveness by taking a more proactive role in nurturing high-performance through respecting and valuing workforce diversity. By the end of the workshop, participants will be enabled to apply techniques to change the way they manage relationships to get better results, improve their personal effectiveness, open lines of communication, and gain commitment from colleagues, subordinates, and superiors by challenging and motivating others to work collaboratively while nurturing independent work and decision making.

THE RESILIENT SUPERVISOR: MANAGING SETBACKS AND CHANGING PRIORITIES

During this live online and highly interactive workshop, participants will learn how to face the inevitable adversities of life and to respond positively to the pressures and demands of today's work environment. Through intentionally designed and choreographed conversations, participants will discuss and rehearse techniques to appropriately respond to overwhelming and/or difficult experiences, maintain balance in their lives during these stressful and demanding situations, and protect themselves from reacting in unhealthy and/or harmful ways. By the end of the workshop, participants will be enabled to build resilience, be their best self at work, value all experiences, and treat challenges as developmental opportunities.

THRIVING WITH RESILIENCE AND COLLECTIVE WISDOM

During this live online and highly interactive workshop, participants will have an opportunity to tap into their natural strengths of resilience. Through a progression of specifically choreographed conversations, participants will develop guiding principles that can be leveraged immediately within their work, families, and communities to foster resilience in themselves and others.

UNDERSTANDING THE ROLES AND EXPECTATIONS OF THE SUPERVISOR AS A LEADER

During this live online and highly interactive workshop, participants will learn how the nature and quality of the relationship between a supervisor and employees will distinguish a productive, effective workplace from a non-productive, ineffective one. Through intentionally designed and choreographed conversations, participants will learn and practice skills that transform supervisors into effective leaders, recognize the qualities and characteristics of supervisors who are effective leaders, as well as assess their own demonstration of these qualities and characteristics while deciding how they will skillfully lead employees in challenging times and situations. By the end of the workshop, participants will be enabled to effectively apply leadership techniques to their supervisory responsibilities to tactically achieve their individual group goals and strategically support the organization's vision and goals.

UNLOCKING INNOVATION THROUGH DIVERSITY

During this live online and highly interactive workshop, participants will explore recent research providing compelling evidence that diversity unlocks innovation. Through intentionally designed and choreographed conversations, participants will develop working knowledge of two kinds of diversity: inherent and acquired. By the end of the workshop, participants will leverage their new knowledge to identify specific leadership behaviors to effectively unlock innovation through diversity and thus drive innovation across their organization.

USING A GENERATIVE LENS

During this live online and highly interactive workshop, participants will gain a foundational understanding of Appreciative Inquiry (AI)—the study of the best of what was, what is, and what could be. Through intentionally designed and choreographed conversations, participants will be introduced to the 6-D Cycle which can be leveraged as an operating system for sustained individual, team, and organizational growth. By the end of the workshop, participants will be able to apply a strength-based approach rooted in the Constructionist Principle and in search of excellence.

LEADERSHIP & INNOVATION PRACTICE AREA

COHORT-BASED OFFERINGS

The following programs can be delivered in-person, live online, or blended with some combination of in-person and live online components. They each represent COTS offerings customizable upon request.

CREDIT ARTICULATION

AGREEMENT

We have an articulation agreement in place with the Master of Professional Studies (MPS) in Entrepreneurship, Innovation, and Leadership (EIL) Program at UMBC (eil.umbc.edu). Leaders completing and demonstrating mastery of an articulated program under our rigorous assessment standards may receive graduate academic credit towards the MPS in EIL Program at UMBC, or a Graduate Certificate in either Entrepreneurship, Innovation, or Leadership.

POLICIES

The EIL Program accepts our programs for transfer credit. Transfer credit is generally limited to 6 semester hours (i.e. two 3-credit courses); however, the Graduate Program Director may grant up to 9 semester hours of transfer credit in exceptional circumstances. To earn 3 credits, a leader must attend (be present) 40 hours of instructor-led learning and complete a graded item (i.e. an ALP). If interested in pursuing graduate studies in the EIL Program at UMBC, a leader must apply for admission and, if accepted, will then be eligible to apply the approved Program towards their degree as transfer credit. A leader seeking admission must follow the established application process and meet all departmental, program, and Graduate School requirements for admission.

Per the UMBC catalog, for academic coursework deemed transferable, the Graduate School will award transfer credit; however, grades earned elsewhere will not be included in the UMBC GPA calculation.

PROGRAM AND CREDIT ARTICULATION

The following table shows the EIL Program courses an approved program could articulate credits toward under this Articulation Agreement.

Engagement	Assessment Method(s)	UMBC MPS EIL Equivalent Options	Credits
TBD	Graded Action Learning Project or Individual Development Plan with Coaching	ENTR 601: The Entrepreneurial Mindset	3
		ENTR 602: Leadership and Communication	3
		ENTR 606: Diffusion of Innovation	3
		ENTR 610: Intrapreneurship	3
		ENTR 611: Project Management Approaches	3

LIVE ONLINE WORKSHOP SERIES

OVERVIEW

Through highly interactive workshops, a live online workshop series will create a learning community among leaders focused on intensifying and accelerating strength-based leadership development by challenging the status quo of their leadership practices. Participants will gain insight on a variety of leadership topics, explore ways they can deploy their leadership more intentionally, and take action to have a greater impact on their self-development, teams, organization, and career. Each workshop will include intentionally designed and choreographed conversations to allow the strengths and wisdom of the group to be fully leveraged and enhance the opportunity for individual and collective learning. By the end of the workshop series, participants will have a solid foundation of leadership competencies maximizing the behavioral change necessary to lead the organization into the future.

AUDIENCE

Each series is for a cohort of up to 25 leaders.

CUSTOMIZATION

Although designed to be a live online workshop series, workshops can also be delivered in-person or a combination of in-person and live online. The specific topics and durations of each workshop can be lengthened depending on the needs of the client and target audience.

EXAMPLE 1: DEVELOPING THE SKILLFUL SUPERVISOR

- Roles and Expectations of the Supervisor as a Leader
- The Effective Supervisor: Applying Leadership Styles
- The Encouraging Supervisor: Inviting Commitment
- The Engaging Supervisor: Maximizing Employee Contributions and Effectiveness
- The Empowering Supervisor: Implementing a Culture of Accountability
- The Energized Supervisor: Maximizing Personal Effectiveness
- The Resilient Supervisor: Managing Setbacks and Changing Priorities

EXAMPLE 2: DEVELOPING THE EVOLVING LEADER

- Using a Generative Lens
- EQ for Leaders
- Building Trust
- Mastering Conflict
- Achieving Commitment
- Embracing Accountability
- Aspiring Leaders
- Delegating and Coaching
- Conversations Worth Having

EXAMPLE 3: LEADING IN A WORK FROM ANYWHERE (WFA) ENVIRONMENT

- Establishing Shared Purpose and Identity on your Team
- Demystifying Team Culture and Tactics that Drive Desirable Cultures
- Onboarding Talent Remotely
- The Power of Team Connection and Alignment
- Communicating Intentionally with Remote Teams
- Designing Team Meetings / Gatherings for Remote Teams
- Driving Innovation, Creative Thinking and Problem-Solving
- Breathing New Life into Performance Management
- Silencing Distractions and Establishing Boundaries
- Sustaining Meaningful Change and Putting it All Together

EMERGING LEADERS PROGRAM

OVERVIEW

Dynamic organizations need strong emerging leaders who can act and react positively in virtually any situation and can always balance concerns for productivity against concerns for people. They need leaders who, not necessarily by virtue of their position within the organization, can influence others to work to achieve the organization's goals. This Program focuses on the development of emerging leaders within an organization. It assesses their strengths, weaknesses, and preferences, and provides leaders with the insight to develop a personal strategy to optimize their performance, as well as, make the most of the capabilities of others in the organization. Leaders learn how to “get the best” from others, establish strategic and well-defined goals, gain and maintain respect from peers, and overcome difficult personnel challenges.

OUTCOMES

With successful completion, participants will be able to:

- Use one's personal effectiveness.
- Relational Mastery—develop interpersonal leadership competencies focused on effective communication, team leadership, and influence.
- Influencing Organizational Systems—understand the social, political, and technological forces impacting the organization, assess the impact of these forces on projects and programs, and develop proactive influence strategies.
- Develop a plan to lead diverse teams facing challenging situations.
- Identify the critical elements of communication and break down common barriers.
- Increase personal and organizational effectiveness by taking a more proactive role in building relationships within their team and organization.
- Describe and embrace the role of supervisor and accept personal responsibility.
- Effectively delegate and coach for high performance.
- Manage personal and team time effectively.
- Apply skills, ideas, and principles for functioning more effectively as a leader.
- Inspire higher levels of commitment from others and earn their trust
- Recognize and reward good performance in the most appropriate fashion.

AUDIENCE

12-16 Emerging Leaders

CONTENT

- Being a Highly Effective Leader
- Building Effective Workplace Relationships
- Communicating for Success
- Developing the Skillful Supervisor
- Leading from the Front, Middle, and Behind
- Developing High Potential Teams
- Managing Conflict
- Managing Multiple Projects and Priorities
- Motivating and Influencing Others to Act
- Performance Management
- Resilient Leadership: Building an Organizational Culture of Resilience

ENTREPRENEURIAL LEADERSHIP PROGRAM

OVERVIEW

This Program improves the entrepreneurial leadership capabilities of leaders through a focused and intense development approach. The highly engaging, systematic, integrated, and cost-effective Program provides leaders with a myriad of entrepreneurship, innovation, and leadership competencies, and maximizes the behavioral change necessary to lead the organization into the future. Its design creates a common language and consistent focus on strategic alignment across leaders. Creating common language around various entrepreneurship, innovation, and leadership concepts enables consistent and candid conversation among the leaders. This alignment drives transparency, accountability, and fosters healthy conflict throughout your organization. The Program's consistent focus on this strategic alignment increases the buy-in and engagement of the leaders, resulting in an organization positioned for success.

AUDIENCE

Up to 25 current leaders

CONTENT

- Achieving Commitment
- Attitude for Innovation
- Building a Learning Organization
- Building Trust
- Cultivating an Innovation Ecosystem
- Cultivating Collaboration
- Design Thinking
- Developing an Entrepreneurial Mindset
- Diffusion of Innovation
- Effective Teaming
- Embracing Accountability
- Emotional Intelligence
- Engage, Encourage, and Challenge: Innovate Across the Organization
- Facilitative Leadership
- Focusing on Results
- Innovation Models: Fail Fast or Succeed
- Leader is Coach
- Leading Change
- Leading with the "Right" Mind
- Leveraging Intrapreneurs in Your Organization
- Mastering Conflict
- Navigating Critical Conversations in the Workplace
- Project Management Approaches
- Resilient Leadership
- Strategic Thinking
- Using a Generative Lens

LEADERSHIP DEVELOPMENT PROGRAM

OVERVIEW

Given the organization's objective to develop the leadership and management capacities of its current and future leaders, we recommend a highly engaging, systematic, and integrated program. The Program's design provides leaders with a solid foundation of leadership, management, and innovation competencies maximizing the behavioral change necessary to lead the organization into the future.

Shared group experiences and the creation of a dynamic learning environment intensifies and accelerates leadership development by challenging the status quo of the leadership and management practices of leaders. The design creates a common language and consistent focus on strategic alignment across the leaders. Creating common language around crucial leadership, management, and innovation concepts enables consistent and candid conversation among them while focusing on strategic alignment fosters transparency, accountability, and healthy conflict. The consistent focus increases leaders' buy-in and engagement, resulting in an organization better positioned for success.

AUDIENCE

Up to 16 leaders with at -5-15 years of management and leadership experience

CONTENT

- Achieving Commitment
- Attitude for Innovation
- Building Trust
- Communicating for Success
- Cultivating an Innovation Ecosystem
- Cultivating Collaboration
- Effective Teaming
- Embracing Accountability
- Emotional Intelligence
- Leader is Coach
- Leading Change
- Mastering Conflict
- Using a Generative Lens

MID-LEVEL LEADERSHIP PROGRAM

OVERVIEW

Shared group experiences and environments intensify and accelerate leadership development and learning by challenging the status quo of the leadership and management practices of participating leaders. The Program's design creates a common language and consistent focus on strategic alignment across your leaders. Creating common language around various intrapreneurship, innovation, and leadership concepts enables consistent and candid conversation among the leaders. This alignment drives transparency, accountability, and fosters healthy conflict throughout your organization. The Program's consistent focus on this strategic alignment increases the buy-in and engagement of the leaders, resulting in an organization positioned for success.

OUTCOMES

With successful completion, participants will be able to:

- Further the development of team members and subordinates through effective delegation and a coaching mindset.
- Build trust with all levels of staff and management.
- Improve their awareness of their own blind spots, and help fellow team members to uncover their own.
- Facilitate problem solving and solution finding by creating connection, clarifying issues, and inviting team commitment.
- Effectively negotiate for resources and outcomes that best support objectives.
- Understand the concept of a political mindset, and strategies that can be used to further outcomes.
- Create the opportunity for stronger collaboration among team members and also across the agency's diverse functional areas.
- Identify and utilize the most effective form of communication for each situation and desired outcome.

AUDIENCE

12-16 Mid-Level Leaders

CONTENT

- Emotional Intelligence (EQ) for Leaders
- Developing High Potential Teams
- Cultivating Collaboration
- Attitude for Innovation
- Delegating and Coaching
- Navigating Critical Conversations in the Workplace
- Performance Management
- Strategic Management
- Project Management Approaches

ONE LEADERSHIP, ONE VOICE PROGRAM

OVERVIEW

The Program engages, challenges, and enables executives to strengthen their cohesive leadership and gain alignment on leadership styles, values, and strategy. The strategic focus is specifically targeted on cultivating and leveraging the necessary culture and organizational health components as a competitive advantage to drive growth and impact. The Program equips top-level leaders with the methodologies and behaviors required to lead and facilitate the development of a healthy organization.

AUDIENCE

5-10 Executive Leaders

CONTENT

- Using a Generative Lens and Strength-Based Leadership
- One Leadership, One Voice: Building a Cohesive Leadership Team
- Creating, Overcommunicating, and Reinforcing Clarity
- Strategic Thinking
- Leading Change
- Cultivating Collaboration
- Performance Management

SENIOR LEADERSHIP PROGRAM

OUTCOMES

With successful completion, participants will be able to:

- Identify distinctions between leadership and management and practice key leadership traits.
- Increase self-awareness through analysis of personality style and preferences; apply proven techniques to increase interpersonal effectiveness and break-down barriers with others.
- Set direction and enhance team member commitment
- Identify and track critical success factors to assess organizational effectiveness.
- Build team cohesiveness and work effectively within an environment of conflicting values.
- Apply effective strategies to build and sustain a high trust work environment.
- Build employee commitment by motivating and engaging team members to high performance.
- Apply constructive strategies to manage the challenges and uncertainties posed by change.
- Apply proven strategies to minimize disagreements and effectively negotiate conflict situations.
- Manage time, energy and resources more effectively to maximize personal effectiveness in an environment multiple and possibly shifting / conflicting priorities.
- Leave their comfort zone, take managed risks and think outside the box to improve their personal effectiveness.

AUDIENCE

12-16 Senior Leaders

CONTENT

- Emotional Intelligence (EQ) for Leaders
- Developing High Potential Teams
- Cultivating Collaboration
- Leading with the “Right” Mind
- Resilient Leadership: Building an Organizational Culture of Resilience
- Change Management
- Managing Ambiguity
- Lean Leadership
- Leveraging Intrapreneurs in Your Organization
- Applying Your Imagination: Creative Problem Solving
- Design Thinking

SUPERVISOR DEVELOPMENT PROGRAM

OUTCOMES

With successful completion, participants will be able to:

- Identify the roles and expectations of the supervisor as a leader.
- Identify personality styles and use proven techniques to increase interpersonal communications.
- Exercise greater influence and effectiveness by applying the appropriate influence strategies.
- Manage time, energy, and resources to maximize personal effectiveness.
- Define the leader's role in creating and maintaining a work climate that maximizes employee contribution and effectiveness.
- Discuss tactics and feel more confident in having hard conversations with employees.
- Establish clear performance expectations with employees by using metrics based objectives.
- Hold employees accountable for substandard performance and recognize superior performance.
- Develop a Personal Action Plan that integrates the key workshop learnings with the needs/challenges at work and leave their comfort zone.
- Take managed risks to improve their personal effectiveness.
- Implement a culture of accountability.

AUDIENCE

Up to 20 Leaders with 2-3 Years of Experience as a Supervisor

CONTENT

- Roles and Expectations of the Supervisor as a Leader
- The Effective Supervisor: Applying Leadership Styles
- The Encouraging Supervisor: Inviting Commitment
- The Engaging Supervisor: Maximizing Employee Contributions and Effectiveness
- The Empowering Supervisor: Implementing a Culture of Accountability
- The Energized Supervisor: Maximizing Personal Effectiveness

EXECUTIVE, PROFESSIONAL, AND TEAM COACHING PRACTICE AREA

The following offerings can be delivered in-person, live online, or blended with some combination of in-person and live online components. They each represent COTS offerings customizable upon request.

INDIVIDUAL COACHING (EXECUTIVE | PROFESSIONAL)

OVERVIEW

Individual coaching is the beginning of a path toward greater fulfillment both professionally and personally, and is often life-changing for our clients. Our objective, supportive coaches approach each client as a unique individual with tremendous potential, strengths, and possibilities. Each of our individual coaching engagements begins by co-creating with the client an intentional, meaningful plan that meets the individual where they are and encourages them to stretch. Using a generative and strengths-based approach, our coaches ask meaningful questions, listen deeply, and hold the space for clients to increase self-awareness, shift mindsets, set goals, and move into a desired future.

Individual coaching is distinct from other types of professional conversations. Our coaches are not advice-givers or mentors. Their role is to help clients explore the present, tap into their internal wisdom, and move toward their desired future. Additionally, we perceive coaching as a benefit and eagerly work with clients who embrace and fully engage in coaching. We believe the client is the driver of the coaching relationship and, therefore, invite the client to set the focus for each coaching conversation.

While our individual coaching engagements are customized based on our clients' unique desires, a common offering may include:

- 50-minute sessions
- Twice monthly
- Six months in duration
- Virtual and/or in-person
- Self-awareness assessments focused on strengths, preferences, emotional intelligence, etc.

TEAM COACHING

OVERVIEW

Team coaching is a powerful way for groups, teams, and organizations to build capacity and enhance performance. Ideal for small teams of approximately 6-10 people, this type of coaching empowers clients to engage in collective development and powerful dialogue to reach their common purpose and shared goals. Coaches partner with clients to co-create a space for reflection and exploration that often focuses on team dynamics and relationships, agility, innovation, possibilities, and goal alignment. Through powerful questions and conversation that are both generative and strengths-based, our coaches help inspire teams to strengthen connections, identify strengths, celebrate possibilities, maximize potential, and unleash their collective genius.

In addition to being highly skilled in coaching, our team coaches are masters in facilitation. Though team coaching is client-driven and flexible, the group nature of the engagement requires thoughtful design, strong group management, creativity, and structure. Our team coaches have deep knowledge of and extensive experience with adult learning, team behavior, and group dynamics, as well as are recognized by clients and peers as excellent facilitators.

While our team coaching engagements are customized based on our clients' unique desires, a common offering may include:

- 50-minute sessions
- Monthly or twice monthly
- Six months in duration
- Virtual and/or in person
- Team application assessments focused on strengths, preferences, conflict style, problem-solving, etc.

As with individual coaching, we are committed to confidentiality and preserving safe spaces for dialogue and development. We strongly value our Self-to-Symphony™ continuum concept, where growth stems from a genuine curiosity and understanding of self as well as an appreciation of the impact on the larger system. As such, we encourage our team coaching participants to have open conversations with their leaders and colleagues about the coaching experience, their individual development, and positive applications to the larger system. The team coaching experience, coupled with these open conversations, supports our client organizations in expanding their coaching capacity and capability as a mindset, skill set, and ultimately an integral part of their culture.

FACILITATION SERVICES PRACTICE AREA

The following offerings can be delivered in-person, live online, or blended with some combination of in-person and live online components. They each represent COTS offerings customizable upon request.



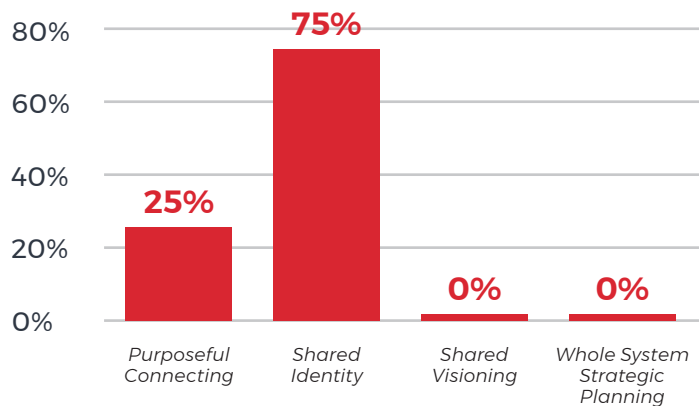
UNLOCKING & ELEVATING SHARED IDENTITY

OVERVIEW

Ideal for newly formed teams, teams that have experienced the departure of or the addition of key members, groups experiencing exceptional levels of change, or groups seeking to bring their “shared identity” (values / strengths / guiding principles) to life more effectively day to day.

FOCUS DURING THE SUMMIT

Unlocking & Elevating Shared Identity



PRIMARY DELIVERABLES

Strengths Map

Mapping of collective strengths & themes

Commitments

Documented commitments to elevate strengths and live values

Summit Debrief

Overall event summary with photo journal to capture key data and insights generated.

KEY QUESTIONS FOR AFTER THE SUMMIT:

- How do we reflect / consider our strengths and values in our Strategic Planning.
- How will we bring our strengths / values to life day to day after the Summit?
- How will we consider our strengths / values when creating / communicating a shared vision for the future?
- How do we leverage (and model in future interactions) the experience of psychological safety / connection / inclusion at the summit in other key interactions / meetings going forward?
- How will we generate excitement at the summit and capture the names of people that want to support initiatives post summit?

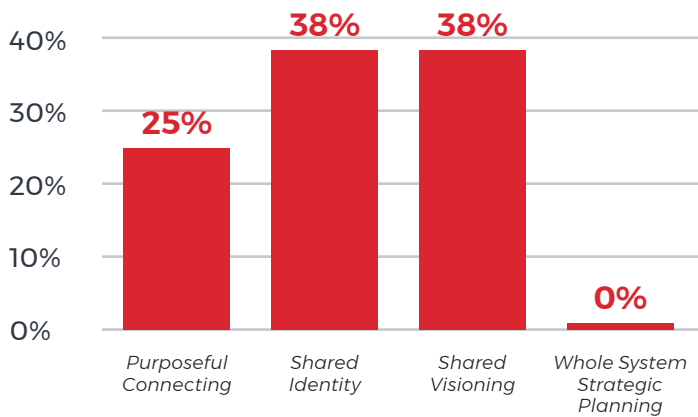
CELEBRATING STRENGTH AND SHARED VISION

OVERVIEW

Ideal for teams seeking to clarify or develop a shared vision based on elevating strengths, and amplifying voices from the whole system to inform strategic planning and execution.

FOCUS DURING THE SUMMIT

Celebrating Strength and Shared Vision



PRIMARY DELIVERABLES

Strengths Map

Mapping of collective strengths & themes

Commitments

Documented commitments to elevate strengths and live values

Co-Created Visions

Summary of vision presentations from various groups

Summit Debrief

Overall event summary with photo journal to capture key data / insights generated.

KEY QUESTIONS FOR AFTER THE SUMMIT:

- How do we synthesize the multiple visions of the future into a cohesive / co-created shared vivid vision / aspiration statement?
- How do we identify opportunity areas /potential initiatives from the shared vision areas that can inform our strategic planning?
- How will we reinforce and continue to build shared ownership and commitment towards our newly formed shared vision?
- How do we reflect / consider our shared vision / strengths / values in our ongoing Strategic Planning?
- How do we leverage (and model in future interactions) the experience of psychological safety / connection / inclusion at the summit in other key interactions / meetings going forward?
- How quickly will teams reconvene after the summit and what is the post summit meeting rhythm and format?

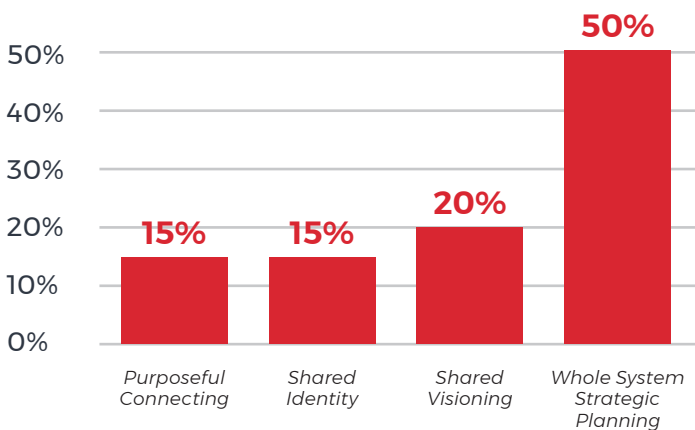
WHOLE SYSTEM STRATEGIC PLANNING

OVERVIEW

For teams ready to leverage their shared identity and vision to design innovations and deliver on strategic opportunities based on opportunity areas and action plans created in real time.

FOCUS DURING THE SUMMIT

Whole System Strategic Planning



KEY QUESTIONS FOR AFTER THE SUMMIT:

- What is the capacity to engage people post summit, and execute / track the initiatives that matter most?
- How quickly will teams reconvene after the summit and what is the post summit meeting rhythm and format?
- How do we theme / organize / prioritize opportunity areas generated at the summit and integrate summit opportunity areas into our existing strategic plan / initiatives?
- Who will own / lead post Summit opportunity area deployment, communication and accountability? (e.g. post summit leader, team leaders, team members, executive sponsors)
- How will Summit opportunity areas be measured, communicated / celebrated?
- How do we leverage (and model in future interactions) the experience of psychological safety / connection / inclusion at the summit in other key interactions / meetings going forward?

PRIMARY DELIVERABLES

Strengths Map

Mapping of collective strengths & themes

Co-Created Visions

Summary of vision presentations from various groups

Opportunity Areas

Recap of opportunity areas created at the summit including opportunity area visions and prototype action plans.

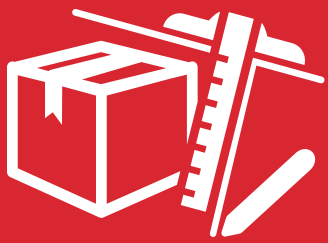
Commitments

Personal commitments / interest to support opportunity areas after the summit.

Summit Debrief

Overall event summary with photo journal to capture key data generated.

UMBC Training Centers



Project Management Practice Area

GENERAL OFFERINGS

AGILE FUNDAMENTALS

OVERVIEW

Scrum. Kanban. Retrospectives. Lean. What's this Agile stuff all about? This Agile Fundamentals course focuses on agile as a mindset and not just a methodology or framework. Agile is applicable to organizations and businesses beyond those doing software development. The key is understanding and applying the fundamentals of "being Agile" so teams experience sustained results and success "doing Agile".

This course is designed to provide participants with key insights into value-driven development, adaptive planning techniques and maximizing collaboration with customers and within teams and organizations. Using hands-on activities, students will experience the value of continuous feedback, learning and adaptation for products, processes, teams and organizations, and continuous improvement. Transitioning from a traditional plan-driven approach to a change-driven approach requires team members to live into the mindset of agile to drive the necessary behavioral change.

Upon completion of the course, students can claim 8 Technical PDUs, 4 Leadership PDUs, and 4 Strategy PDUs from the Project Management Institute (PMI)®.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the 4 values and 12 principles behind the manifesto and list a couple that they believe would have significant impact in their current environment.
- Give at least one example of where Agile could be useful outside the context of a software development project.
- List several well known Agile processes as well as key characteristics of an Agile mindset. Explain the relationship between the Agile mindset, values, principles, and practices.
- Describe a way to share tacit information.
- Identify at least one example of a work environment that encourages Agile team behaviors and describe at least one technique to improve distributed Agile work environments.
- Discuss and explain at least one method to encourage team collaboration.
- Give at least two examples of tools and techniques for explicitly sharing knowledge.
- Describe the differences between teams that are self-organizing and those who rely on more management direction.
- Explain the novice to expert development model: Shu-Ha-Ri.
- Compare and contrast a feedback-based empirical method from a plan-driven method.
- Explain the importance of focusing on quality throughout the process.
- Describe the explicit and hidden cost(s) of cutting corners (such as build up of technical debt).
- Define WIP and describe how limiting WIP can improve flow or cycle time.
- Discuss what should be included in integration using both software and non-software examples.

- Evaluate a release plan and explain the balance of costs and benefits on its proposed release cadence

AUDIENCE

This program is suitable for current project team members and project managers transitioning to agile and interested in gaining experience with the agile mindset, agile principles and widely applied frameworks and practices.

PREREQUISITES

This course is applicable to any practitioner who is part of a team or organization that is just starting to consider agile or is already in the process of transitioning to agile, regardless of role or experience.

OUTLINE

Lesson 1: Software Development Life Cycle (SDLC)

- Topic 1A:** History
- Topic 1B:** Roles
- Topic 1C:** Teamwork and Lencioni’s Pyramid
- Topic 1D:** Estimation/Planning
- Topic 1E:** Waterfall vs. Agile Approaches
- Topic 1F:** Extreme Programming
- Topic 1G:** Agile Manifesto
- Topic 1H:** Agile in CI/CD Pipelines
- Topic 1I:** Lean Manufacturing/Toyota Production System (TPS)
- Topic 1J:** Waste

Lesson 2: Scrum

- Topic 2A:** Roles
- Topic 2B:** Scrum Master
- Topic 2C:** Product Owner
- Topic 2D:** Developer
- Topic 2E:** Ceremonies
- Topic 2F:** Sprint Planning

Topic 2G: Daily Stand-up

Topic 2H: Sprint Review

Topic 2I: Sprint Retrospective

Lesson 3: Kanban

Topic 3A: Theory of Constraints

Topic 3B: Principles

Topic 3C: Start with Current Setup

Topic 3D: Pursue Incremental, Evolutionary Change

Topic 3E: Respect the Current Process, Roles, and Responsibilities

Topic 3F: Encourage Leadership at All Levels

Topic 3G: Practices

Topic 3H: Visualize Workflow

Topic 3I: Limit Work-in-Progress

Topic 3J: Manage Flows

Topic 3K: Make Policies Explicit

Topic 3L: Implement Feedback Loops

Topic 3M: Improve Collaboratively, Evolve Experimentally

AGILE PROJECT MANAGEMENT

OVERVIEW

Agile concepts, tools, and techniques provide an alternative to traditional approaches. More and more, there is pressure on teams to produce high quality products and services quickly. This course is designed to provide participants with the requisite knowledge to explore how agile concepts can be employed to enhance project performance. Participants will learn the roots of the agile movement, key concepts, definitions, roles, and various tools and techniques. Group discussions will be augmented with intriguing activities designed to reinforce fundamental agile principles.

Upon completion of the course, students can claim 8 Technical PDUs, 4 Leadership PDUs, and 4 Strategy PDUs from the Project Management Institute (PMI)®.

OUTCOMES

Upon completion of this course, students will be able to:

- Define the characteristics of agile methods
- Have a grasp on key agile terminology
- Cite the major values of agile methods
- Contrast the differences between traditional and agile methods
- Gain an awareness for the benefits of agile methods
- Identify the major types and kinds of agile methods
- Understand the various roles and how they interact in agile projects
- Define Scrum ceremonies and artifacts
- Determine the strengths and weaknesses of agile vs. traditional testing
- Generate a basic agile release plan
- Apply agile practices

PREREQUISITES

This course is applicable to any practitioner who is part of a team or organization that is just starting to consider agile or is already in the process of transitioning to agile, regardless of role or experience.

AUDIENCE

This course is suitable for current project team members and project managers transitioning to agile and interested in gaining experience with the agile mindset, agile principles, and widely applied frameworks and practices.

AGILE SCRUM METHODS

OVERVIEW

One specific method of the Agile development process is Scrum. Scrum is an iterative approach to deliver usable software and other project deliverables by identifying and planning for the completion of a minimum viable product within a specified time frame.

The iterative and incremental approach used by Scrum provides teams the structure to effectively manage the inherent change of product development projects. Requirement identification and planning are significantly different from traditional project management approaches, taking a very collaborative approach that includes the full scrum team as well as direct interaction with the product owner. Through designated “ceremonies” with required “artifacts” and defined roles, the team is continuously investing efforts into features of the product that have the highest current value as defined by the product owner. Using visual management tools and techniques, such as user story cards and burn down charts, the scrum master facilitates the teams capabilities in a lean approach to development.

This course focuses on understanding where and why agile development has become a viable option to the traditional project management approach to some projects and immerses students specifically in the Scrum methodology.

OUTCOMES

Upon completion of this course, students will be able to:

- Introduction to Agile Manifesto and Values
- Working with the Agile Mindset
- Scrum Framework
- Scrum Roles
- Scrum Artifacts
- Scrum Ceremonies
- Scrum Team Skills

AUDIENCE

This class is suitable for those practicing or looking to practice the art of the Scrum Master, but is highly valuable for anyone involved in Scrum (Managers, Team Members, Product Managers, etc.), Project & Program Managers, Product Owners, Business, IT managers, and Sr. Developers interested in learning about Scrum and Agile Methodologies.

APPLYING AGILE PRACTICES

OVERVIEW

To continue encouraging the adoption and implementation of Agile, this course focuses on refining the application of Agile practices within the participants' environments. A live case study learning approach enables participants' learning to become real through its application to their current projects. An integrated combination of content and hand-on application ensures an engaging and highly interactive course.

OUTCOMES

Upon completion of this course, students will be able to:

- Applying the Agile process to priority projects
- Developing and managing users stories for projects
- Managing requirements through estimation and prioritization of product backlog items
- Using the Kanban to control work-in-process, manage quality, and show better results
- Conducting sprint and release retrospectives for projects

PREREQUISITES

Experience working in a project environment. Knowledge of agile principles, terms, and concepts. Knowledge and exposure to Agile Project Management concepts (desired).

AUDIENCE

This course is suitable for business analysts, systems analysts, project team members and project managers currently using or transitioning to the agile methodology of project management and interested in increasing the effective implementation of user stories.

CAPTURING SYSTEMS REQUIREMENTS

OVERVIEW

This course prepares the student to properly identify, define and confirm the customer's true requirements when they are needed - prior to the design and development of the system. The key to every project's success, accurately captured requirements are not only essential for meeting stakeholders' expectations, but also to avoid costly delays, added cost for rework, and poor customer relations.

OUTCOMES

Upon completion of this course, students will be able to:

- Detect early errors in analysis, design, and development (when it costs the least to correct)
- Define solutions that meet stakeholder needs
- Use modeling techniques to document and confirm functional requirements
- Create an effective change management process
- Develop and use a framework for the requirements development process
- Employ validation and verification methods to ensure correctness
- Minimize scope creep
- Contribute to the development of best practices in requirements management for an organization
- Identify key challenges to the requirements development process
- Write clear and concise requirements
- Develop a requirements traceability matrix and a requirements specification document

AUDIENCE

- Project Managers
- Systems/Business Analysts
- Systems Engineers
- QA/Testing Specialists
- Technical Leads and Programmers

PROJECT MANAGEMENT FOR IT PROFESSIONALS

OVERVIEW

Today's technology projects present unique challenges to organizations of all types and sizes. Increasing global competition coupled with shrinking resources, requires project managers to make the utmost of those resources by delivering results that meet stakeholder expectations - and to deliver them on time and within budget.

Designed for the first-line project manager or project leader, this workshop covers those subjects the leader must know in order to plan, schedule, and control a project. These subjects include estimating techniques, PERT and Gantt charts, resource allocation, status reporting, etc. All information presented by a certified Project Management Professional (PMP)® credential holder and is consistent with the Project Management Institute's (PMI)® PMBOK® Guide.

A portion of the course is spent on managing the project manager's time, particularly delegating and managing meetings. Most importantly, students will learn how to deliver projects on time and within budget.

At the conclusion of the workshop, participants will complete a Personal Action Plan. This plan will assist participants in applying program content in the workplace. The Personal Action Plan also encourages participants to create self-paced learning projects and determine next steps for personal growth and development.

PREREQUISITES

2 years work experience

AUDIENCE

Those emerging into the managerial or supervisory ranks. For anyone needing to learn the skills and techniques for managing others.

PROJECT MANAGEMENT FOUNDATIONS

OVERVIEW

Based on the project-orientation of most organizational initiatives, the ability to successfully manage projects has therefore emerged as one of the most critical capabilities that an organization must possess to remain successful. Despite the importance of solid project management skills, most project managers are forced to learn on the job, which is typically a very risky, costly, and inefficient way to learn.

Project Management Foundations is designed for participants interested in entering the field of project management or for current project managers who desire to supplement their experience with formalized education and training. This course covers the subjects that a project manager must know in order to plan, schedule, and control a project. The primary objective of this course is to help project managers develop the skills and knowledge needed to be able to successfully meet their project objectives on time and on budget. The course engages participants in activities related to traditional and agile project management methodologies, as well as project leadership skills.

Upon completion of the course, students will be awarded 13.5 PDUs by the Project Management Institute (PMI)®.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify and formulate project tasks
- Apply the triple constraint of project management
- Create a project charter
- Compute project time and cost
- Create a work breakdown structure
- Identify traits of an effective project manager
- Apply a simple risk management model to projects
- Identify conflict and choose an effective response mode
- Communicate status to management and other stakeholders
- Compare traditional and agile project management methods

AUDIENCE

This course is for up to 20 new hires or those new to project management.

PROJECT MANAGEMENT FUNDAMENTALS

OVERVIEW

Project Management Fundamentals provides the aspiring or current project manager with the skills and knowledge required to successfully manage projects within government, business, and non-profit environments. This course combines a comprehensive review of major project management processes and knowledge with hands-on learning activities to ensure you gain practical skills which can be applied immediately on the job. Additionally, instructors leading this course provide students with the instruction, materials, and support necessary to prepare for the Project Management Institute's (PMI)® entry-level Certified Associate in Project Management (CAPM)® exam by going beyond the fundamentals of project management and into predictive plan-based methodologies, agile frameworks and methodologies, and business analysis frameworks.

As an accredited PMI® Authorized Training Partner (ATP), our course offers a comprehensive PMI®-issued curriculum covering all the topics on the CAPM® exam. It also provides a practice exam question bank along with other resources to help you prepare for the CAPM® exam. Completion of our course also qualifies as the formal education/training requirement needed to to qualify for taking the CAPM® exam.

OUTCOMES

How this course benefits you:

- **Learn the PMI®-issued [Exam Content Outline \(ECO\)](#) and materials with our experienced and certified CAPM® instructors.**
- **Prepare for the CAPM® certification exam with our interactive course.**
- **Earn 84 PDUs to meet the project management education/training prerequisite to qualify for taking the CAPM® exam.**
- Stay on track to complete your CAPM® studies within our structured learning environment.
- Discuss topics and network with peers from a variety of industries.
- Take advantage of your employer's tuition reimbursement program.

INCLUDED IN THIS COURSE:

- **PMI®-Issued [Exam Content Outline \(ECO\)](#) and Materials**
- **Voucher for PMI® Membership (The [Membership Benefits](#) include a free download of the current Project Management Body of Knowledge (PMBOK)® Guide and other PMI® Standards, perfect for learning and reference)**
- **Voucher for CAPM® Exam**
- Comprehensive CAPM® Exam Preparation Question Bank with Detailed Explanations
- 84 Hours of Project Management Education/Training (necessary to qualify for taking the CAPM® exam)
- Certificate of Completion
- Continuing Education Units for Relevant Certifications
- Audit Privileges – If students have successfully completed a course/program and have fulfilled all financial obligations, they may audit this same course/program for a period of one year after their original course/program start date.

Completion of this program augments participants' professional credentials for current or future employers. Additionally, instructors leading this course provide students with the instruction, materials, and support necessary to prepare for the Certified Associate in Project Management CAPM® examination. Successful completion of this course qualifies as the formal project management education requirement for the CAPM® examination and students will be awarded **77 PDUs** by the Project Management Institute®.

AUDIENCE

No experience necessary! This program is suitable for individuals seeking to enter the field of project management or for current project managers who desire additional education and training on project management skills and techniques.

CAPM® CERTIFICATION PREREQUISITES

To qualify to sit for the CAPM® exam, applicants must have a high school diploma, GED, or global equivalent, as well as meet the project management education/training requirement of 23 hours.

OUTLINE

Lesson 1: Skill-Building Component

Topic 1A: Identify and formulate project tasks

Topic 1B: Consistently estimate individual task time and cost within a tolerance of 10%

Topic 1C: Schedule resources for each task

Topic 1D: Compute total project time and cost

Topic 1E: Use Earned Value Management (EVM) to identify project status and project future outcomes

Topic 1F: Identify project slippage and formulate corrective actions

Topic 1G: Communicate status to management and other stakeholders

Topic 1H: Apply common charting techniques such as TASK, Gantt, personnel loading, and PERT

Topic 1I: Conduct meetings efficiently and achieve results

Topic 1J: Apply common charting techniques such as, Gantt, Resource Assignment Matrix, and network diagram, to create a project plan

Topic 1K: Work with stakeholders to correctly formulate the scope of project requirements and the constraints on the project

Topic 1L: Create a Work Breakdown Structure (WBS)

Topic 1M: Determine areas of project risk, formulate a plan to counter those risks, and use a Risk Register to manage risk during project execution

Topic 1N: Develop more reliable estimates throughout the project lifecycle

Topic 1O: Explain the relationship between project planning and effective execution and control

Topic 1P: Use Earned Value Management (EVM) to identify project status and project future outcomes

Topic 1Q: Identify project slippage and formulate corrective actions

Topic 1R: Create and use a Stakeholders' Communication Plan

Topic 1S: Increase personal effectiveness by addressing the critical elements of communication

Topic 1T: Build openness, trust and respect among team members to improve interpersonal processes and foster interaction

Topic 1U: Exercise greater influence by applying the most appropriate influence strategies and addressing conflict constructively

Topic 1V: Use network analysis to make schedule and resource decisions

Topic 1W: Plan and conduct a kick-off meeting

Lesson 2: CAPM® Certification Exam Preparation Component (See [Exam Content Outline \(ECO\)](#))

PROJECT RISK MANAGEMENT

OVERVIEW

Delivering projects “on-time, on-budget and on-scope” is the responsibility of project managers regardless of project size, physical team location, procurement contract types or any other project variable. Managing project risk is a foundational skill every project manager must have to be successful.

The Project Risk Management course combines a comprehensive review of risk management concepts, methods, tools and techniques with hands-on, practical learning activities to ensure participants finish with skills which can be applied immediately on the job, whether managing projects in business, government or non-profit environments. Specifically targeting and improving the level of risk management within a project will increase the value of all other project management efforts.

OUTCOMES

Upon completion of this course, students will be able to:

- List the six processes for risk management
- Identify critical success factors for risk management
- Appropriately apply tools and techniques for risk management
- Perform qualitative and quantitative techniques to prioritize risks
- Identify and address barriers to a successful risk management process
- Prioritize risk based on probability and impact
- Describe the use of contingency reserve as it relates to time and cost
- Apply risk response strategies to address threats or opportunities

All content delivered in the Project Risk Management course is aligned with the Project Management Institute's (PMI)® Project Management Body of Knowledge (PMBOK® Guide).

PREREQUISITES

This program is suitable for individuals currently in a project management role who desire additional education and training on risk management skills and techniques.

SCRUM MASTER

OVERVIEW

Scrum is the Agile development process that allows teams to deliver usable software periodically throughout the life of the project, absorbing change and new requirements as the project proceeds.

Scrum teams make progress in a series of sprints, or fixed time-boxes of usually one to four weeks. Moreover, delivering products using Scrum relies heavily on the collaboration between the team and the product owner to create the right product for the customer in a lean fashion. A Scrum product owner manages and stages the product backlog, which is a prioritized list of features for the product. That way, the team is always working on the most valuable items first. The Scrum Master helps synchronize the business needs with the delivery team's capabilities and provides visibility into this progression at all times.

Beginning with the principles of Agile development and moving through the disciplines promoted by Scrum, participants will gain an understanding of the Scrum methodology and the role of the Scrum Master. The course is highly experiential; participants will learn primarily by participating in a Scrum simulation that exposes the principles, processes, methods, and information displays used in Scrum.

This course is facilitated by a Certified Scrum Trainer from the Scrum Alliance, which fulfills the educational requirement for Scrum Master Certification and prepares those who attend to pass the Scrum Master exam..

OUTCOMES

Upon completion of this course, students will be able to:

- Describe the Scrum process and the Scrum Master role.
- Describe other roles such as product owner, delivery team, and project manager.
- Explain the use of the Scrum artifacts and be able to evaluate their quality.
- Recognize and work to remove impediments.
- Support the portfolio planning process.
- Support the sprint planning process.
- Support the daily stand-up meeting.
- Resolve conflicts as necessary.
- Provide coaching to participants of a Scrum project (to follow the process).
- Explain how the Scrum Master role requires the ideal of Servant Leadership.
- Exhibit the qualities and behaviors of a Servant Leader.
- Foster Agile cultural imperatives including: trust, honesty, transparency, inspection, and adaptation.

PREREQUISITES

This course is applicable to any practitioner who is part of a team or organization that is just starting to consider agile or is already in the process of transitioning to agile, regardless of role or experience.

AUDIENCE

This class is suitable for those practicing or looking to practice the art of the ScrumMaster, but is highly valuable for anyone involved in Scrum (Managers, Team Members, Product Managers, etc.). Project & Program Managers, Product Owners, Business, and IT managers, and Sr. Developers interested in learning about Scrum and Agile Methodologies.

USER STORIES

OVERVIEW

Since agile projects are surrounded by uncertainty, requirements and priorities within project are subject to a high degree of change. Agile project teams utilize a unique and effective method to identify, capture and manage project requirements. User stories provide the team the tool to effectively adapt and deliver relatively quick incremental product value to product owners.

This course is designed to provide participants with the ability to work effectively with user stories. Students will participate in hands-on activities and facilitated discussion focused on key elements of user stories within the scrum framework of project management. Efforts during this course are specifically focused on the most effective creation, management and usage of user stories, including methods to improve scrum team estimating, planning and delivery of “done” features and products.

OUTCOMES

Upon completion of this course, students will be able to:

- Facilitate team and product owner to develop user stories
- Create a definition of done for user stories
- Compare user stories, features and epics
- Effectively split features and epics into user stories
- Conduct user story workshops
- Write user stories for functional and non-functional features
- Apply the INVEST method to evaluate user stories
- Identify the “3 C’s” of user story elements
- Use relative sizing methods to estimate and assign story points to user stories
- Describe the process for using estimated user stories for a sprint
- Effectively slice compound and complex user stories.

Upon completion of the course, students can claim 14 Technical PDU's from the Project Management Institute.

PREREQUISITES

Experience working in a project environment. Knowledge of agile principles, terms, and concepts. Knowledge and exposure to Agile Project Management concepts (desired).

AUDIENCE

This course is suitable for business analysts, systems analysts, project team members and project managers currently using or transitioning to the agile methodology of project management and interested in increasing the effective implementation of user stories.

PROJECT MANAGEMENT INSTITUTE (PMI)® OFFERINGS

PMI® AGILE CERTIFIED PRACTITIONER (ACP)®

OVERVIEW

The Project Management Institute (PMI)® recognized the growth of agile project management and introduced the new PMI®-Agile Certified Practitioner (PMI-ACP)® certification. This certification will validate a project manager's experience and mastery of agile principles and processes.

In this workshop, you gain the skills necessary to pass the PMI-ACP® credential exam. Through practice exams, lecture, discussion, games, and hands-on activities, you will learn essential agile terminology, tools and principles according to the PMI-ACP® Examination Content Outline. This workshop is designed for project managers and agile practitioners interested in passing the PMI-ACP® exam.

OUTCOMES

Upon completion of this course, students will be able to:

- Agile Principles and Mindset
- Value-driven Delivery
- Stakeholder Engagement
- Team Performance
- Adaptive Planning
- Problem Detection and Resolution
- Continuous Improvement (Product, Process, People)

PREREQUISITES

- Secondary degree (high school diploma, associate's degree, or global equivalent)
- 2,000 hours (12 months) working on project teams (accrued in last five years)
- 1,500 hours (8 months) working on teams using agile methods (in last two years in addition to prior 2,000 project hours)
- 21 contact hours (accrued in agile project management topics)

PMI® CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)® EXAM PREPARATION

OVERVIEW

The Project Management Institute's (PMI)® Certified Associate in Project Management (CAPM)® certification is the entry-level professional credential for individuals associated with project management. CAPM® certification can be a valuable investment in launching or solidifying your career as a project manager, as it demonstrates your commitment to the profession and can open up new opportunities for advancement. Instructors leading this course provide students with the instruction, materials, and support necessary to prepare for the CAPM® exam by going beyond the fundamentals of project management and into predictive plan-based methodologies, agile frameworks and methodologies, and business analysis frameworks. As an accredited PMI® Authorized Training Partner (ATP), our course offers a comprehensive PMI®-issued curriculum covering all the topics on the CAPM® exam. It also provides a practice exam question bank along with other resources to help you prepare for the CAPM® exam. Completion of our course also qualifies as the formal education/training requirement needed to to qualify for taking the CAPM® exam.

HOW OUR COURSE BENEFITS YOU:

- Learn the PMI®-issued [Exam Content Outline \(ECO\)](#) and materials with our experienced and certified CAPM® instructors.
- Prepare for the CAPM® certification exam with our interactive course.
- Earn 35 PDUs to meet the project management education/training prerequisite to qualify for taking the CAPM® exam.
- Stay on track to complete your CAPM® studies within our structured learning environment.
- Discuss topics and network with peers from a variety of industries.
- Take advantage of your employer's tuition reimbursement program.

INCLUDED IN OUR COURSE:

- PMI®-Issued [Exam Content Outline \(ECO\)](#) and Materials
- Voucher for PMI® Membership (The [Membership Benefits](#) include a free download of the current Project Management Body of Knowledge (PMBOK)® Guide and other PMI® Standards, perfect for learning and reference)
- Voucher for CAPM® Exam
- Comprehensive CAPM® Exam Preparation Question Bank with Detailed Explanations
- 35 Hours of Project Management Education/Training (necessary to qualify for taking the CAPM® exam)
- Certificate of Completion
- Continuing Education Units for Relevant Certifications
- Audit Privileges – If students have successfully completed a course/program and have fulfilled all financial obligations, they may audit this same course/program for a period of one year after their original course/program start date.

CAPM® EXAM QUALIFICATION PREREQUISITES

To qualify to sit for the CAPM® exam, applicants must have a high school diploma, GED, or global equivalent, as well as meet the project management education/training requirement of 23 hours.

SCHEDULE

5 Days

PROJECT MANAGEMENT PRACTICE AREA

PMI® PROFESSIONAL IN BUSINESS ANALYSIS (PMI-PBA)®

OVERVIEW

Business analysis is a topic of growing importance to projects and programs. The marketplace reflects this importance, as practitioners increasingly embrace business analysis as a technique for uncovering business needs, managing requirements, and creating effective solutions to business problems. The PMI-PBA® certification recognizes an individual's expertise in business analysis, and using these tools and techniques to improve the overall success of projects.

In addition, the PMI-PBA® certification carries a high level of professional credibility. It requires a combination of business analysis training, experience working on projects, and examination on business analysis principles, practices, tools, and techniques. This global certification also supports individuals in meeting the needs of organizations that rely on business analysis practitioners to play key roles on their teams.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify the business analysis tasks discussed in Business Analysis for Practitioners: A Practice Guide
- State the importance of the five business analysis domains covered by the PMI-PBA®
- Assess readiness for taking the PMI-PBA®

PREREQUISITES

Secondary degree (high school diploma, associate's degree, 60 months of business analysis experience, 35 contact hours of education in business analysis

OR

Bachelor's degree or the global equivalent, 36 months of business analysis experience, 35 contact hours of education in business analysis

AUDIENCE

This course is targeted toward a diverse range of managers and staff members who wish to acquire the necessary skills to successfully manage projects.

If you work with project teams and manage requirements or product development, or if you're a project or program manager who performs business analysis in your role, then the PMI-PBA® certification is right for you.

PMI® PROJECT MANAGEMENT PROFESSIONAL (PMP)® EXAM PREPARATION

OVERVIEW

The Project Management Institute's (PMI)® Project Management Professional (PMP)® certification is the preeminent professional credential for individuals associated with project management. PMP® certification can be a valuable investment in your career as a project manager as it demonstrates your commitment to the profession and can open up new opportunities for advancement.

As an accredited PMI® Authorized Training Partner (ATP), our course offers a comprehensive PMI®-issued curriculum covering all the topics on the PMP® exam. It also provides a practice exam question bank along with other resources to help you prepare for the PMP® exam. Completion of our course also qualifies as the formal education/training requirement needed to qualify for taking the PMP® exam.

HOW OUR COURSE BENEFITS YOU:

- **Learn the PMI®-issued [Exam Content Outline \(ECO\)](#) and materials with our experienced and certified PMP® instructors.**
- **Prepare for the PMP® certification exam with our interactive course.**
- **Earn 35 PDUs to meet the project management education/training prerequisite to qualify for taking the PMP® exam.**
- Stay on track to complete your PMP® studies within our structured learning environment.
- Discuss topics and network with peers from a variety of industries.
- Take advantage of your employer's tuition reimbursement program.

INCLUDED IN OUR COURSE:

- **PMI®-Issued Exam Content Outline (ECO) and Materials**
- **Voucher for PMI® Membership (The Membership Benefits include a free download of the current Project Management Body of Knowledge (PMBOK)® Guide and other PMI® Standards, perfect for learning and reference)**
- **Voucher for PMP® Exam**
- Comprehensive PMP® Exam Preparation Question Bank with Detailed Explanations
- 35 Hours of Project Management Education/Training (necessary to qualify for taking the PMP® exam)
- Certificate of Completion
- Continuing Education Units for Relevant Certifications
- Audit Privileges – If students have successfully completed a course/program and have fulfilled all financial obligations, they may audit this same course/program for a period of one year after their original course/program start date.

PMP® EXAM QUALIFICATION PREREQUISITES

Four-Year College / University Degree: 36 months of experience leading projects within the past eight years and 35 hours of project management education/training or CAPM® certification.

OR

High School or Secondary School Diploma: 60 months of experience leading projects within the past eight years and 35 hours of project management education/training or CAPM® certification.

SCHEDULE

5 Days

PMI® RISK MANAGEMENT PROFESSIONAL (PMI-RMP)® EXAM PREPARATION

OVERVIEW

Risk management is an essential aspect of all organizational activities. Why? Because risks present challenges that can result in delays, expense, missed objectives and even project failure. But managing risks well can offer a competitive advantage and even opportunities. You can become the risk specialist your organization needs with the updated PMI® Risk Management Professional (PMI-RMP)® certification. The PMI-RMP® exam now includes agile and hybrid environments, as well as enterprise-level risks all project managers need to consider.

OUTCOMES

Upon completion of this course, students will be able to:

- Spot problems before they happen
- Mitigate threats to project success
- Master risk management fundamentals and techniques
- Maximize results and meet deadlines
- Leverage and create opportunities
- Save resources for your project and organization

PREREQUISITES

Secondary degree (high school diploma, associate's degree, or the global equivalent), 36 months of project risk management experience within the last 5 years, 40 hours of project risk management education

OR

Four-year degree (bachelor's degree or the global equivalent), 24 months of project risk management experience within the last 5 years, 30 hours of project risk management education

AUDIENCE

If you have advanced knowledge and experience in risk management, or if you are a project manager focused on project risk management, including for large projects and/or complex environments, then the PMI-RMP® is an excellent choice for you.

SCALED AGILE FRAMEWORK (SAFE) OFFERINGS

AGILE PRODUCT MANAGEMENT

OVERVIEW

The Agile Product Management course harnesses the power of Design Thinking to develop innovative solutions with proven SAFe capabilities to execute on those visions. Learn the right mindset, skills, and tools to create successful products—from inception to retirement—using Agile techniques.

Recognize how Continuous Exploration fuels innovation and helps you define a vision, strategy, and roadmap to tap into new markets. Find out how to accelerate the product life cycle to get fast feedback and quickly deliver exceptional products and solutions that delight customers—all while aligning with your organization's strategy, portfolio, evolving architecture, and solution intent.

Completion of this course gives you access to the exam and all related study materials as part of your Learning Plan in the SAFe Community Platform.

WHAT ATTENDEES GET

- Attendee workbooks
- Eligibility to take the SAFe® Agile Product Manager exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Use Design Thinking to achieve desirable, feasible, and sustainable outcomes
- Explore market needs, segmentation, sizing and competitive landscape
- Manage value stream economics, including pricing and licensing
- Use empathy to drive design
- Apply product strategy and vision
- Develop and evolve roadmaps
- Execute and deliver value using SAFe
- Explore innovation in the value stream

LEVEL: Foundational

PREREQUISITES

The following prerequisites are highly recommended:

- Attended at least one SAFe course
- Background in Product or Solution Management

AGILE SOFTWARE ENGINEERING

OVERVIEW

The discipline of software engineering has evolved with the introduction of Lean-Agile and DevOps principles and practices. New skills and approaches help organizations deliver software-centric solutions faster, more predictably, and with higher quality. During this three-day, workshop-oriented course, attendees learn the foundational principles and practices that make up the Agile Software Engineering discipline. Attendees learn how continuous flow of value delivery and built-in quality are enabled by modern practices including XP technical practices, Behavioral-Driven Development (BDD), and Test-Driven Development (TDD).

Attendees learn proven practices to detail, model, design, implement, verify, and validate stories in a SAFe Continuous Delivery Pipeline. They will know the practices that build quality into code (abstraction, encapsulation, intentional programming) and designs (SOLID, Design patterns). Attendees also understand how Software Engineering fits into the larger solution context and their role in collaborating on intentional architecture and DevOps.

WHAT ATTENDEES GET

- Student Workbook
- Preparation and eligibility to take the exam
- One-year membership to the SAFe Community Platform
- Certification of completion
- Certified SAFe 5 Agile Software Engineer certification upon passing of exam
- One Certification exam attempt (re-takes at an additional fee)

LEARNING GOALS

- Define Agile Software Engineering and the underlying values, principles, and practices
- Apply the Test-First principle to create alignment between tests and requirements
- Create shared understanding with Behavior-Driven Development (BDD)
- Communicate with Agile modeling
- Design from context for testability
- Build applications with code and design quality
- Utilize the test infrastructure for automated testing
- Collaborate on intentional architecture and emergent design
- Apply Lean-Agile Principles to optimize the flow of value
- Create an Agile Software Engineering plan

LEVEL: Intermediate

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Understanding of SAFe for Teams
- Background in engineering, development, managing development, or quality assurance

IMPLEMENTING SAFe®

OVERVIEW

During this four-day course, attendees learn how to lead a Lean-Agile transformation by leveraging the practices and principles of the Scaled Agile Framework® (SAFe®) and the seven core competencies of the Lean Enterprise. Attendees gain insights and practice how to coach programs, launch Agile Release Trains, build a Continuous Delivery Pipeline with DevOps culture, and empower a Lean Portfolio. The first two days of the course – Leading SAFe® – provide the basis to teach SAFe to leaders. The final two days focus exclusively on what it takes to successfully implement SAFe in the enterprise. Certifying as a SAFe® 5 Program Consultant (SPC), and becoming a change agent, enables attendees to coach and guide the enterprise to succeed in a disruptive marketplace and empower them to implement a Lean-Agile SAFe transformation.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe 5 Program Consultant (SPC) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Lead an enterprise Lean-Agile transformation
- Implement the Scaled Agile Framework (SAFe)
- Empower with a Lean Portfolio
- Align the organization to a common language and way of working
- Launch and support Agile Release Trains, and coordinate Large Solutions
- Build and execute an implementation rollout strategy
- Configure the Framework for a specific enterprise context
- Train managers and executives in Leading SAFe®
- Continue their learning journey and become enabled to train other SAFe roles in the enterprise
- Perform Value Stream identification

LEVEL: Advanced

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- 5+ years of experience in software development, testing, business analysis, product, or project management
- 3+ years of experience in Agile
- One or more relevant Agile certifications

TOPICS COVERED

- Introducing the Scaled Agile Framework (SAFe)
- Becoming a Lean-Agile Leader
- Creating High-Performing Teams and Programs
- Experiencing Program Increment (PI) Planning
- Releasing on Demand with DevOps
- Building Business Solutions and Lean Systems
- Implementing Lean Portfolio Management
- Reaching the SAFe Tipping Point
- Designing the Implementation
- Launching an ART
- Coaching ART Execution
- Extending to the Portfolio
- Sustaining and Improving
- Becoming a SAFe 5 Program Consultant (SPC)

LEADING SAFE®

OVERVIEW

During this two-day course, attendees gain the knowledge necessary to lead a Lean-Agile enterprise by leveraging the Scaled Agile Framework® (SAFe®) and its underlying principles derived from Lean, systems thinking, Agile development, product development flow, and DevOps.

Participants in the class gain insights into mastering Business Agility in order to thrive in the competitive market. They discuss how to establish team and technical agility and organize and reorganize around the flow of value. They also learn and practice the skills for supporting and executing PI Planning events and coordinating multiple Agile Release Trains (ARTs). Participants in the class explore the importance of adopting a customer-centric mindset and design thinking approach to agile product delivery. Learners also develop an understanding for implementing a Lean Portfolio Management function in their enterprise.

Attending the class prepares individuals to take the exam and become a certified SAFe® Agilist (SA).

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe® 5 Agilist exam
- One year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Lead the transformation to Business Agility with SAFe
- Become a Lean-Agile Leader
- Understand customer needs with Design Thinking
- Enable Agile Product Delivery
- Implement Lean Portfolio Management

LEVEL: Foundational

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- 5+ years' experience in software development, testing, business analysis, product, or project management
- Experience in Scrum

TOPICS COVERED

- Thrive in the Digital Age with Business Agility
- Become a Lean-Agile Leader
- Establish Team and Technical Agility
- Build Solutions with Agile Product Delivery
- Explore Lean Portfolio Management

SAFE® LEAN PORTFOLIO MANAGEMENT

OVERVIEW

In this three-day workshop style course, attendees gain the practical tools and techniques necessary to implement the Lean Portfolio Management functions of Strategy and Investment Funding, Agile Portfolio Operations and Lean Governance.

Participants in the course have the opportunity to capture the current and the future state of their portfolio with the Portfolio Canvas tool and identify important business initiatives for achieving the future state. Participants also explore methods to establish portfolio flow with the Portfolio Kanban and prioritize initiatives for maximum economic benefit. The course also provides insights on how to establish Value Stream Budgets and Lean Budget Guardrails and measure the Lean portfolio performance.

WHAT ATTENDEES GET

- Attendee workbook
- Course certificate of completion
- Preparation and eligibility to take the SAFe® LPM certification exam
- One-year membership to the SAFe Community Platform
- One certification exam attempt

LEARNING GOALS

- Apply SAFe to scale Lean and Agile development in their enterprise
- Know their team and its role on the Agile Release Train
- Know all other teams on the train, their roles, and the dependencies between the teams
- Plan iterations
- Execute iterations and demonstrate value
- Plan Program Increments
- Integrate and work with other teams on the train

LEVEL: Foundational

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Attended Leading SAFe or SAFe PM/PO course
- Experience working in a SAFe environment

TOPICS COVERED

- Introducing Lean Portfolio Management (LPM)
- Establishing Strategy and Investment Funding
- Applying Agile Portfolio Operations
- Applying Lean Governance
- Implementing the LPM function

SAFE® ADVANCED SCRUM MASTER

OVERVIEW

This two-day course prepares current Scrum Masters for their leadership role in facilitating Agile team, program, and enterprise success in a Scaled Agile Framework (SAFe®) implementation.

The course covers facilitation of cross-team interactions in support of program execution and relentless improvement. It enhances the Scrum paradigm with an introduction to scalable engineering and DevOps practices, the application of Kanban to facilitate the flow of value, and supporting interactions with architects, product management, and other critical stakeholders in the larger program and enterprise contexts. The course also offers actionable tools for building high-performing teams and explores practical ways of addressing Agile and Scrum anti-patterns in the enterprise.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe® 5 Advanced Scrum Master (SASM) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Apply SAFe principles to facilitation, enablement, and coaching in a multi-team environment
- Build a high-performing team and foster relentless improvement at scale
- Address Agile and Scrum anti-patterns
- Support the adoption of engineering practices, DevOps, and Agile architecture
- Learn to apply Kanban eXtreme Programming (XP) frameworks to optimize flow and improve the team's work
- Facilitate program planning, execution, and delivery of end-to-end systems value
- Support learning through participation in Communities of Practice and innovation cycles

LEVEL: Advanced

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, having one or more of the following certifications is highly recommended for those who intend to take the SAFe® 5 Advanced Scrum Master (SASM) certification exam:

- SAFe® 5 Scrum Master (SSM) certification
- Certified Scrum Master (CSM) certification
- Professional Scrum Master (PSM) certification

TOPICS COVERED

- Exploring the Scrum Master role in the SAFe enterprise
- Applying SAFe Principles: A Scrum Master's perspective
- Exploring Agile and Scrum anti-patterns
- Facilitating program execution
- Improving flow with Kanban and XP
- Building high-performing teams
- Improving program performance with Inspect and Adapt

SAFE® DEVOPS

OVERVIEW

To compete in a disruptive global market, every organization needs to deliver valuable technology solutions at the speed of business. This requires a shared DevOps mindset among all the people needed to define, build, test, deploy, and release software-driven systems—not just the engineers operating a CI/CD pipeline.

The two-day, interactive course helps people across technical, non-technical, and leadership roles work together to optimize their value stream from end to end. Attendees will learn what DevOps is, why it is important to every role, and design a continuous delivery pipeline that is tailored to their business. Attendees work in cross-functional teams to map their current state value stream from concept to cash, identify major bottlenecks to flow, and build an actionable implementation plan that will accelerate the benefits of DevOps in their organization.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the exam
- One-year membership to the SAFe Community Platform
- Certificate of completion
- SAFe DevOps Practitioner (SDP) certification upon passing exam

LEARNING GOALS

- Explain how DevOps enables strategic business objectives
- Apply a CALMR approach to DevOps to avoid automating broken processes
- Understand how successful DevOps requires continuous exploration, continuous integration, continuous deployment, and the ability to release to end users on demand
- Incorporate continuous testing and continuous security into the delivery pipeline
- Use value stream mapping to measure flow and identify bottlenecks in the end-to-end delivery process
- Select DevOps skills and tools strategically for the fastest, most compelling results
- Prioritize DevOps solutions and investments for greatest economic benefit
- Design and implement a multi-phased DevOps transformation plan tailored to their organization
- Work with all roles and levels in the organization to continually optimize the value stream

LEVEL: Foundational

PREREQUISITES

None. All are welcome to attend the course without prior DevOps or SAFe experience.

TOPICS COVERED

- Introducing DevOps
- Mapping your Continuous Delivery Pipeline
- Gaining alignment with Continuous Exploration
- Building quality with Continuous Integration
- Reducing time-to-market with Continuous Deployment
- Delivering Business Value with Release on Demand
- Taking action

SAFE® FOR ARCHITECTS

OVERVIEW

Attendees can improve collaboration and alignment in a SAFe® Lean-Agile enterprise when they become a SAFe 5 Architect. The SAFe® for Architects course prepares System, Solution, and Enterprise Architects to engage across the organization as effective leaders and change agents who collaboratively deliver architectural solutions.

During this three-day course, attendees will explore the roles, responsibilities, and mindset of Agile Architects, and appreciate how to align architecture with business value and drive continuous flow to large systems-of-systems while supporting SAFe program execution.

This course is for senior technical contributors who need to understand the role of System, Solution, and Enterprise Architects in Lean-Agile enterprises. The course is also appropriate for individuals desiring a deeper view into how architecture enables continuous value flow and how architects engage in, and contribute to, a Lean-Agile enterprise.

WHAT ATTENDEES GET

- Attendee workbooks
- Eligibility to take the SAFe® 5 Architect (ARCH) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Architect using SAFe principles
- Align architecture with business value
- Develop and communicate architecture vision and intent
- Plan architectural runway to enable delivery success
- Architect for continuous delivery and Release on Demand
- Lead and coach architects and team members during Program Increment (PI) Planning and execution
- Provide leadership during a Lean-Agile transformation

LEVEL: Intermediate

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Have attended at least one SAFe course
- Have participated in at least one ART and one PI

TOPICS COVERED

- Exemplifying Lean-Agile architecture
- Architecting for DevOps and Release on Demand
- Aligning architecture with business value
- Developing Solution Vision, Solution Intent, and Roadmaps
- Preparing architecture for Program Increment (PI) Planning
- Coordinating architecture throughout PI Planning
- Supporting Continuous Delivery during PI execution
- Supporting new Strategic Themes and Value Streams
- Leading as an architect during a Lean-Agile transformation

SAFE® FOR GOVERNMENT

OVERVIEW

Transitioning to Lean-Agile practices for building technology-based capabilities is especially challenging in the government context. But issues of legacy governance, contracting, and organizational barriers can be overcome with the right information and strategies. During this two-day course, attendees will learn the principles and practices of the Scaled Agile Framework® (SAFe®), how to execute and release value through Agile Release Trains, and what it means to lead a Lean-Agile transformation of a program inside a government agency.

Attendees gain an understanding of the Lean-Agile mindset and why it's an essential foundation for transformation. They'll also get practical advice on building high performing, multi-vendor Agile teams and programs, managing technology investments in Lean flow, acquiring solutions with Agile contracting, launching the program, and planning and delivering value using SAFe. Attendees also learn how specific leadership behaviors can drive successful organizational change in government.

WHAT ATTENDEES GET

- Attendee workbook
- One-year membership to the SAFe Community Platform
- Course certificate of completion
- One Certification exam attempt upon General Availability of the course

LEARNING GOALS

- Transition government programs from traditional software and systems development models to Lean-Agile and DevOps mindset, principles, and practices using SAFe
- Adapt technology strategy, budgeting and forecasting, acquisition, compliance, and governance processes to flow-based practices using emerging government guidelines
- Organize government programs into one or more Agile Release Trains (ARTs) and execute in Program Increments (PIs)
- Explore Large Solution coordination in a government and multi-vendor environment
- Identify and internalize the mindset and leader behaviors essential to successful Lean-Agile transformation
- Follow success patterns for SAFe implementations adapted to the government context
- Build a preliminary outline of next steps to begin and/or accelerate the SAFe implementation in your program or agency

LEVEL: Foundational

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- A foundational understanding of the Agile Manifesto, SAFe House of Lean, and SAFe Principles is required using pre-work suggestions
- A foundational understanding the full lifecycle of government technology programs is helpful
- Registered attendees will receive a list of readings and videos specific to Agile in government that will be beneficial to review before the course

TOPICS COVERED

- Advancing Lean-Agile in government
- Embracing a Lean-Agile mindset
- Understanding SAFe principles
- Creating high-performing Agile teams and programs
- Planning with cadence and synchronization
- Supporting program execution
- Mapping the path to agency and program agility
- Leading successful change

SAFE® FOR TEAMS

OVERVIEW

Build the skills needed to become a high-performing team member of an Agile Release Train (ART)—and learn how to collaborate effectively with other teams—by becoming a SAFe® 5 Practitioner.

During this two-day course, gain an in-depth understanding of the ART, how it delivers value, and what you can do to effectively perform your role using Scrum, Kanban, and XP. Learn how to write stories and break down features, plan and execute iterations, and plan Program Increments. Finally, learn about the continuous delivery pipeline and DevOps culture, how to effectively integrate with other teams in the program, and what it takes to continuously improve the train.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe® 5 Practitioner (SP) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion. Attendees must attend both days of the course in order to qualify for the exam.

LEARNING GOALS

- Apply SAFe to scale Lean and Agile development in their enterprise
- Know their team and its role on the Agile Release Train
- Know all other teams on the train, their roles, and the dependencies between the teams
- Plan iterations
- Execute iterations and demonstrate value
- Plan Program Increments
- Integrate and work with other teams on the train

LEVEL: Intermediate

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and XP
- Working knowledge of software and hardware development processes

TOPICS COVERED

- Introducing the Scaled Agile Framework (SAFe)
- Building an Agile Team
- Planning the Iteration
- Executing the Iteration
- Executing the Program Increment

SAFE® PRODUCT OWNER/PRODUCT MANAGER

OVERVIEW

Develop the skillsets needed to guide the delivery of value in a Lean enterprise by becoming a SAFe® 5 Product Owner/Product Manager (POPM). During this two-day course, attendees gain an in-depth understanding of how to effectively perform their role in the Agile Release Train (ART) as it delivers value through Program Increments.

Attendees explore how to apply Lean thinking to decompose Epics into Features and Stories, refine Features and Stories, manage Program and Team backlogs, and to plan and execute Iterations and Program Increments. Attendees also discover how the Continuous Delivery Pipeline and DevOps culture contribute to the relentless improvement of the ART.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe® 5 Product Owner/Product Manager (POPM) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Articulate the Product Owner and Product Manager role
- Connect SAFe Lean-Agile principles and values to the PO/PM roles
- Decompose Epics into Features and decompose Features into Stories
- Refine Features into Stories
- Manage Program and Team backlogs
- Collaborate with Agile teams in estimating and forecasting work
- Represent Customer needs in Program Increment Planning
- Execute the Program Increment and deliver continuous value

LEVEL: Intermediate

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Attend a Leading SAFe® course
- Experience working in a SAFe environment
- Experience with Lean, Agile, or other relevant certifications

TOPICS COVERED

- Introducing the Scaled Agile Framework (SAFe)
- Building an Agile Team
- Planning the Iteration
- Executing the Iteration
- Executing the Program Increment

SAFE® RELEASE TRAIN ENGINEER

OVERVIEW

Facilitate and enable end-to-end value delivery through Agile Release Trains (ARTs)—and learn how to build a high-performing ART by becoming a servant leader and coach—when you become a SAFe® 5 Release Train Engineer (RTE).

During this three-day course, gain an in-depth understanding of the role and responsibilities of a Release Train Engineer (RTE) in the SAFe enterprise. Through experiential learning, examine the RTE role in a Lean- Agile transformation. Learn how to facilitate ART processes and execution, coach leaders, teams, and Scrum Masters in new processes and mindsets. Explore how to prepare, plan, and execute a Program Increment (PI) planning event, the primary enabler of alignment throughout all levels of a SAFe organization.

WHAT ATTENDEES GET

- Attendee workbook
- Preparation and eligibility to take the SAFe® 5 Release Train Engineer (RTE) exam
- One year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Apply Lean-Agile knowledge and tools to execute and release value
- Assist with program and large solution execution
- Foster relentless improvement
- Build a high-performing ART by becoming a servant leader and coach
- Develop an action plan to continue the learning journey

LEVEL: Advanced

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Have participated in at least one ART and one PI
- Hold at least one current SAFe certification

TOPICS COVERED

- Exploring the RTE role and responsibilities
- Applying SAFe Principles
- Organizing the ART
- Planning a Program Increment
- Executing a Program Increment
- Fostering Relentless Improvement
- Serving the ART
- Continuing Your Learning Journey

SAFE® SCRUM MASTER

OVERVIEW

In this two-day course, attendees gain an understanding of the role of a Scrum Master in a SAFe enterprise. Unlike traditional Scrum Master training that focuses on the fundamentals of team-level Scrum, the SAFe Scrum Master course explores the role of the Scrum Master in the context of the entire enterprise, and prepares attendees to successfully plan and execute the Program Increment (PI), the primary enabler of alignment throughout all levels of a SAFe organization. This includes learning the key components of Agile at scale development, how Scrum is facilitated throughout the enterprise, and how to execute Iteration Planning.

Attendees discover how to build high performing Agile teams by becoming a servant leader and coach, and how to coach those teams to deliver the maximum business value at scale. SAFe 5 Scrum Master (SSM) certification signifies that people are prepared to perform the role of Scrum Master in a SAFe environment, increasing their value to teams and organizations that are implementing SAFe.

WHAT ATTENDEES GET

- Printed workbook
- Preparation and eligibility to take the SAFe® 5 Scrum Master (SSM) exam
- One-year membership to the SAFe Community Platform
- Course certificate of completion

LEARNING GOALS

- Describe Scrum in a SAFe enterprise
- Facilitate Scrum events
- Facilitate effective Iteration execution
- Support effective Program Increment execution
- Support relentless improvement
- Coach Agile teams for maximum business results
- Support DevOps implementation

LEVEL: Intermediate

PREREQUISITES

All are welcome to attend the course, regardless of experience. However, the following prerequisites are highly recommended:

- Familiarity with Agile concepts and principles
- Awareness of Scrum, Kanban, and eXtreme Programming (XP)
- Working knowledge of software and hardware development processes

TOPICS COVERED

- Introducing Scrum in SAFe
- Characterizing the role of the Scrum Master
- Experiencing Program Increment planning
- Facilitating Iteration execution
- Finishing the Program Increment
- Coaching the Agile team

SCRUM ALLIANCE OFFERINGS

CERTIFIED SCRUMMASTER (CSM®)

OVERVIEW

Scrum is the agile development process that allows teams to deliver usable software periodically throughout the life of a project, absorbing change and new requirements as a project proceeds.

Traditional software project management methods fix requirements in an effort to control time and cost; what we've learned after decades of building software is that requirements often need to change based on market conditions or the reality of the emerging system. Scrum allows organizations to shift requirements in a manner that does not disrupt the team. Scrum teams make progress in a series of sprints, or fixed time-boxes of usually one to four weeks. Moreover, delivering products using Scrum relies heavily on the collaboration between the team and the product owner to create the right product for the customer in a lean fashion. A Scrum product owner manages and stages the product backlog, which is a prioritized list of features for the product, so that the team is always working on the most valuable items first. The ScrumMaster helps synchronize the business needs with the delivery team's capabilities and provides visibility into this progression at all times. Beginning with the history of agile development and moving through the disciplines promoted by Scrum, participants will gain a comprehensive understanding of the Scrum methodology.

This course is facilitated by a Certified Scrum Trainer from the Scrum Alliance, which fulfills the educational requirement for CSM® Certification and prepares those who attend to pass the ScrumMaster exam.

AUDIENCE

This class is suitable for those practicing or looking to practice the art of the ScrumMaster, but is highly valuable for anyone involved in Scrum (Managers, Team Members, Product Managers, etc.). Project & Program Managers, Product Owners, Business, and IT managers, and Sr. Developers interested in learning about Scrum and Agile Methodologies.

OUTLINE

- Introduction to Agile
- Introduction to Scrum
- Scrum Roles and Responsibilities
- Scrum Process Details
- Scrum and Architecture
- Scaling Scrum
- Getting Started with Scrum
- Scrum Rules

CERTIFIED SCRUM PRODUCT OWNER (CSPO®)

OVERVIEW

This course provides students with the instruction, materials, and support to prepare for the CAPM® examination. Completion of this course qualifies as the formal education requirement for the CAPM examination. This course will introduce project management theories and terms, familiarize you with the Project Management Body of Knowledge (*PMBOK® Guide*), and identify techniques to use when studying for the CAPM test. This course will also include a simulated test at the end to assess readiness. Students who successfully complete this program will receive a Certificate of Training and 23 contact hours/PDUs.

OUTCOMES

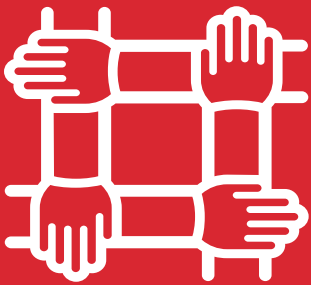
Upon completion of this course, students will be able to:

- Identify the 5 Process Groups
- Define the Knowledge Areas
- Match the Inputs, Tools & Techniques, and Outputs to the appropriate knowledge area
- Define key project management terms
- Create a plan to apply for and obtain the CAPM Certification

PREREQUISITES

- 23 hours of project management education or 1,500 hour of project related experience
- A high school diploma (or global equivalent).

UMBC Training Centers



Diversity, Equity, & Inclusion Practice Area



DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA

TOPICAL OFFERINGS

The following topics can each be delivered as a 2- or 4-hour workshop depending upon the depth of learning sought after, live online or in-person, as well as individually or combined as part of a series or larger program. They each represent COTS offerings customizable upon request.

BEING AN INCLUSIVE LEADER

OVERVIEW

This training provides leaders at all levels, from CEOs to newly promoted managers, with the tools they need to be more inclusive, as an inclusive culture begins with being an inclusive leader. Additionally, they'll master the six inclusive leadership characteristics impacting relationships, mitigating groupthink, and fostering inclusion across their organization. The training uses proven practices in Emotional Intelligence to build upon unconscious bias awareness and improve business outcomes.

OUTCOMES

Upon completion of this course, students will be able to:

- Apply the six characteristics of being an inclusive leader
- Understand and apply the brain science associated with belonging
- Avoid the four major symptoms of groupthink
- Create a tangible Inclusive Leadership Action Plan
- Apply Social and Emotional Intelligence to leadership

CULTIVATING A CULTURE OF BELONGING IN THE WORKPLACE

OVERVIEW

This training prepares participants with the skills and tools they need to change their workplace culture into one which welcomes all viewpoints, ideas, and cultures, as diversity and inclusion will not succeed without belonging. Additionally, participants will learn the importance of how belonging can trump psychological needs such as safety and security. They'll also learn the concepts of Bridging and Bonding, and how to create a welcoming atmosphere for all viewpoints and cultures into an organization. Participants will come away with tools and techniques they can immediately use in their teams, departments, and organizations.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify why belonging is the next evolution of inclusion in an organization
- Understand the effects of belonging and bridging as well as their impacts on workplace culture
- Recognize the brain science associated with belonging
- Develop group-led strategies for common misconceptions about workplace belonging
- Identify and implement innovative approaches to foster belonging in your workplace

DEVELOPING UNCONSCIOUS BIAS AWARENESS

OVERVIEW

This training provides participants with the skills and language they need to mitigate their biases and have meaningful conversations with their colleagues, supervisors, and direct reports. Additionally, they'll develop an awareness of how first impressions can lead to biased decision making in the workplace and techniques to interrupt that process. Participants will learn practical tools they can use when making decisions about teams, promotions, hiring, and annual reviews.

OUTCOMES

Upon completion of this course, students will be able to:

- Recognize their own biases and how their background and experiences have shaped them
- Understand the brain science associated with bias
- Master mitigating techniques including six strategies for disrupting their biases
- Apply techniques to their business decisions and interpersonal interactions
- Develop their social and emotional intelligence skills

ENGAGING IN DIALOGUE AROUND DIVERSITY, INCLUSION, EQUITY, AND RACE

OVERVIEW

This training equips participants with the skills and language they need to be comfortable having uncomfortable conversations. Additionally, participants will learn how to initiate conversations around race, gender, sexual orientation, as well as other hot-button topics while using non-offensive or awkward language. Participants will practice a series of techniques to begin developing social and emotional intelligence skills that apply to all conversations regarding Diversity, Inclusion, Equity, Race, other topics.

OUTCOMES

Upon completion of this course, students will be able to:

- Identify their “thermostat” set point and comfort level talking about diversity, inclusion, equity, and race
- Create “the container” or “safe place” to share feelings, dialogue, and problem solve around diversity, inclusion, equity, and race
- Share their experience or lack of experience with diversity, inclusion, equity, and race to create safety, authenticity, and inclusivity
- Leverage starter questions that create safety, authenticity, and inclusion to foster healthy and dynamic dialogue around diversity, inclusion, equity, and race
- Use inclusive questions to facilitate and develop better solutions and commitments

EMPLOYING EQUITY IN THE WORKPLACE

OVERVIEW

This training equips participants with insights as to why the road to workplace inclusion cannot be accomplished without leveling the playing field for marginalized groups, as organizations need to employ equity to do this. Participants will learn why many business leaders are not sure how to integrate equity practices throughout business systems and the results of this. Participants will leave the course with a clear understanding of equity and the tools necessary to apply the concept.

OUTCOMES

Upon completion of this course, students will be able to:

- Define equity
- Benchmark equity
- Use equity self-discovery
- Leverage power and privilege responsibly
- Brainstorm equity strategies
- Learn steps to implement equity

HANDLING MICROAGGRESSION AND STRUCTURAL RACISM IN THE WORKPLACE

OVERVIEW

This training equips participants with the diversity and inclusion skills and language they need to have conversations with their colleagues on sensitive topics like race or structural racism, as many employees struggle having conversations with their colleagues on sensitive topics such as these because they lack the skills and may unintentionally offend their colleagues by saying the wrong thing. Participants will learn how to have dialogue around race, diffuse potentially microaggressive behavior resulting from fear and avoidance of race conversations before it starts, and avoid perpetuating exclusivity in the workplace leading to misunderstandings and a lack of belonging. Participants will leave the course with an action plan to integrate and implement these skills into their daily lives.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand the different aspects of racism and how it manifests in the workplace
- Articulate definitions of Black fatigue, microaggressions, and White privilege
- Internalize five strategies to deal with workplace racism
- Strategize on ways to combat systemic and structural racism in the workplace
- Develop a personalized action plan to disrupt misunderstandings around race

PRACTICING ALLYSHIP IN THE WORKPLACE

OVERVIEW

This training provides participants with insight into why allyship is one of the main components to remove barriers for minorities and marginalized identities in the workplace. Participants will learn how these underutilized tactics help those who are in power and those who experience privilege understand how they may lend a helping hand. Additionally, they'll explore the concept of power and privilege even when there's a disbelief that it exists. Participants will experience eye-opening statistics, powerful group discussions, and six allyship strategies, providing them with both knowledge and an implementable game plan. Participants will be empowered to take ownership of inclusive behaviors and create a workplace where everyone experiences belonging.

OUTCOMES

Upon completion of this course, students will be able to:

- Gain a clear understanding of allyship
- Understand power and privilege
- Share stories and experiences around allyship
- Discuss opportunities to use allyship
- Explore six allyship strategies

TAKING ACTION: BYSTANDER INTERVENTION TRAINING (BIT) FOR MANAGERS

OVERVIEW

BIT for Managers focuses on how participants can learn how to recognize the signs of potential exclusion and discrimination and take action to help their direct reports recognize it. It will focus on management and leadership development, as well as creating team dynamics that will help lessen or eliminate exclusion and discrimination. It will include scenarios that will cement an understanding of the three fundamental concepts: 1) the positive impact of bystander intervention on situations of discrimination or exclusion in the workplace, 2) consideration of the manager-to-direct report or employee-to-employee power dynamic in workplace scenarios 3) innate ability to take responsibility and consider an appropriate action when discrimination or exclusion may be occurring.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand what is bystander intervention and why it's important in team dynamics
- Learn specific case studies that they can potentially apply to their team leadership
- Practice vulnerability and openness to more successfully pass on BIT concepts to their direct reports
- Identify harassment, exclusion, and micro behaviors
- Describe how taking action could affect the culture of a group and how individuals are impacted
- Learn the 5-step model of Bystander Intervention

TAKING ACTION: BYSTANDER INTERVENTION TRAINING (BIT) FOR NON-MANAGERS

OVERVIEW

BIT for Non-Managers focuses on how participants can learn how to recognize the signs of potential exclusion and discrimination among their colleagues or coworkers. It will focus on the ability of individuals to recognize situations where discrimination or exclusion may occur in the workplace whether it is within their own teams or outside their teams. It will also include scenarios that will cement an understanding of the three fundamental concepts: 1) the positive impact of bystander intervention on situations of discrimination or exclusion in the workplace, 2) consideration of the manager-to-direct report or employee-to-employee power dynamic in workplace scenarios 3) innate ability to take responsibility and consider an appropriate action when discrimination or exclusion may be occurring. Participants will learn additional content focused on Idiosyncrasy and the 7 Types of Power.

OUTCOMES

Upon completion of this course, students will be able to:

- Understand what is bystander intervention and why it's important in team dynamics
- Learn specific case studies that they can potentially apply to their team leadership
- Practice vulnerability and openness to more successfully pass on BIT concepts to their direct reports
- Identify harassment, exclusion, and micro behaviors
- Describe how taking action could affect the culture of a group and how individuals are impacted
- Learn the 5-step model of Bystander Intervention

DIVERSITY, EQUITY, & INCLUSION PRACTICE AREA

KEYNOTE OFFERINGS

EXPLORING CLASS BIAS THROUGH YOUR ZIP CODE STORY

This engaging keynote uses personal stories and anecdotes to explore class bias and how it influences an organization's decision making and ability to hire, retain, and grow diverse talent. It highlights how companies like Google have capitalized from hiring diverse social class employees while increasing both performance and revenue. Eager to learn how your brain has created zip code stories and their impact on your class bias?

UNDERSTANDING UNCONSCIOUS BIAS

This engaging keynote uses personal stories highlighting the brain science of unconscious bias. Through the weaving of culture, personal identities, and research from the Nobel Prize winning Dr. Daniel Kahneman, it explores both why we have bias as well as how it helps us. Want to learn 3 quick strategies for understanding and mitigating unconscious bias today?

UNDERSTANDING WHAT RACISM IS AND IS NOT

In the last year, many companies have struggled to properly handle conversations around race in the workplace. This keynote is an orthodox and non-threatening approach to understanding and talking about racism. The presenter will take a holistic approach to the challenges of racism and invites all races to the table for input, dialogue and problem solving. By sharing stories and objective anecdotes this presentation offers an alternative way of looking at racism that is beneficial for all. Ready to experience a non-threatening approach to understanding racism?

UNLEASHING THE POWER OF BELONGING

This engaging and research-based keynote uncovers the power of belonging and how it leads to increased engagement, innovation, and revenue. Using a mixture of the professional diversity and inclusion experience, a personal journey, research, and a whole lot of edutainment, it explores how organizations can begin their journey to cultural belonging. Ready to cultivate a new way of doing business by unleashing the power of belonging?

UMBC Training Centers



Human Capital Management Practice Area

EEO IN THE FEDERAL GOVERNMENT

OVERVIEW

In this course, you will learn about the various Equal Employment Opportunity (EEO) laws which affect employment in the Federal Government. You will discuss the various forms of discrimination and the EEO complaint process. Discussions include techniques for identifying and avoiding discrimination, harassment, and retaliation in the workplace.

OUTCOMES

Upon completion of this course, students will be able to:

- Laws that govern EEO
- What forms of discrimination are prohibited by law
- Rights and responsibilities of Federal employees, supervisors, managers, and agencies
- Agency responsibilities for establishing and maintaining EEO and affirmative employment programs
- Regulatory/oversight agencies
- EEO concepts and employer's policies
- EEO Uniform Guidelines and selection policies
- Discrimination complaints, investigations, and resolution
- What is meant by "Reasonable accommodations"
- Defining and identifying sexual harassment in the workplace
- Full and fair employment opportunities for all qualified individuals
- Unfair treatment versus illegal discrimination in the workplace
- Relationship between HR and EEO in the workplace

DURATION

2 Days

FINANCE FUNDAMENTALS IN THE FEDERAL GOVERNMENT

OVERVIEW

This course is designed to help students obtain a comprehensive overview of the significant aspects of financial management. You will gain an understanding of the fundamentals of the laws, critical concepts, procedures, and policies involved with sound financial management. Learn to link management, budgeting and auditing to performance measurement; recognize the primary requirements of financial systems; and adhere to government policies.

OUTCOMES

Upon completion of this course, students will be able to:

- Describe financial management in the Federal Government
- Identify key roles played by various financial management personnel
- Identify the phases of the federal budget process
- Describe the role of financial information in performance management
- Explain basic principles of federal accounting
- Distinguish federal financial systems from other types of systems
- Explain the purpose of internal controls and control systems
- Adhere to government policies pertaining to cash and debt management
- Understand the basics of Federal Acquisition Regulation (FAR)
- Understand the basics of Cost Accounting Standards (CAS)

DURATION

3 Days

MID-CAREER RETIREMENT PLANNING FOR FEDERAL EMPLOYEES

OVERVIEW

The course will include details on the following:

Financial Planning: Key aspects of financial planning and how it functions as an integral part of retirement plans will be presented. Attendees will understand what financial planning entails, will learn the components of a 5 step process to creating a financial plan, and will learn about risk tolerance for accumulating wealth. Attendees will learn how to calculate their projected Retirement Income.

Social Security Benefits: Details on the benefit options available for federal employees will be presented. During this section, Attendees will learn the rules to Social Security, pros and cons of early and late claims, Survivor Benefits, Survivor Benefit Strategies, and how their Social Security Benefit is calculated. They will also learn about Earning Income Offsets and Social Security taxation. All attendees will also be provided an information packet that outlines this information as part of their course material.

Retirement Benefits and Insurance Programs: An overview of federal employee retirement benefits and insurance programs will be presented. Attendees will learn eligibility for continuing their insurances as they transition into retirement or depart from the Federal Government. Types of FEHB plans will be reviewed and compared to plans provided through the Affordable Care Act. Participants will learn Survivorship Benefits and expected cost to carrying their insurances after separating from the Federal Government. FEGLI options, Long Term Care Options, and FEDVIP will be reviewed and explained as well.

Medicare: Objectives of this section include determining your eligibility for Medicare enrollment, the enrollment process, and explaining the 4 types of Medicare. Since Attendees are part of a Medicare Qualified plan, we discuss their Medicare options from that standpoint. Medicare B Cost will be provided to all attendees in the training materials.

Thrift Savings Plan (TSP): In this section, seminar attendees will gain a thorough understanding of TSP investment options, matching contributions from the Federal Government, Survivorship Options, and taxation of TSP accounts/account withdraws. Rules and contribution limits will be reviewed for the TSP, IRAs, and Roth IRAs. In addition, attendees will learn withdraw options available for when they retire for all accounts. Taxation of these withdraws in retirement will be reviewed so attendees will know what effect those withdraws are having on other benefits, such as Social Security and Medicare. Finally, a review of the Required Distribution rules will be discussed.

Federal Employees Retirement Systems: This section will explain in detail the key elements of FERS, FERS Annuity Calculation, Windfall Elimination Provision, and the different types of retirement and eligibility for that retirement, FERS Annuity Supplement and how the benefit is calculated, options for Survivorship Benefits. Attendees will learn the taxation of the FERS Annuity and how it effects other benefits such as Social Security and Medicare.

DURATION

3 Days

MANAGING PERSONAL FINANCES

OVERVIEW

There are millions of American citizens struggling with debt. A lot of debt can be alleviated if you have the right tools. This course will provide you with the financial education you need to create an operational budget, reduce or eliminate debt, and give you the financial stability you need. The training teaches the benefits of having a budget and how to build a budget that fits your needs, and lifestyle. You will discover how you can cut costs, pay off debts, and live within your budget.

OUTCOMES

Upon completion of this course, students will be able to:

- Discover how to establish financial goals
- Evaluate where financial cuts can be made
- Learn the basics about expenses
- Determine what tools you need to stick with your budget

PRE-RETIREMENT PLANNING FOR FEDERAL EMPLOYEES

OVERVIEW

The course will include details on the following:

Financial Planning: Key aspects of financial planning and how it functions as an integral part of retirement plans will be presented. Attendees will understand what financial planning entails, will learn the components of a 5 step process to creating a financial plan, and will learn about risk tolerance for accumulating wealth. Attendees will learn how to calculate their projected Retirement Income.

Social Security Benefits: Details on the benefit options available for federal employees will be presented. During this section, Attendees will learn the rules to Social Security, pros and cons of early and late claims, Survivor Benefits, Survivor Benefit Strategies, and how their Social Security Benefit is calculated. They will also learn about Earning Income Offsets and Social Security taxation. All attendees will also be provided an information packet that outlines this information as part of their course material.

Retirement Benefits and Insurance Programs: An overview of federal employee retirement benefits and insurance programs will be presented. Attendees will learn eligibility for continuing their insurances as they transition into retirement or depart from the Federal Government. Types of FEHB plans will be reviewed and compared to plans available through the Affordable Care Act. Participants will learn Survivorship Benefits and expected cost to carrying their insurances after separating from the Federal Government. FEGLI options, Long Term Care Options, and FEDVIP will be reviewed and explained as well.

Medicare: Objectives of this section include determining your eligibility for Medicare enrollment, the enrollment process, and explaining the 4 types of Medicare. Since Attendees are part of a Medicare Qualified plan, we discuss their Medicare options from that standpoint. Medicare B Cost will be provided to all attendees in the training materials.

Thrift Savings Plan (TSP): In this section, seminar attendees will gain a thorough understanding of TSP investment options, matching contributions from the Federal Government, Survivorship Options, and taxation of TSP accounts/account withdraws. Rules and contribution limits will be reviewed for the TSP, IRAs, and Roth IRAs. In addition, attendees will learn withdraw options available for when they retire for all accounts. Taxation of these withdraws in retirement will be reviewed so attendees will know what effect those withdraws are having on other benefits, such as Social Security and Medicare. Finally, a review of the Required Distribution rules will be discussed.

Federal Employees Retirement Systems: This section will explain in detail the key elements of FERS, FERS Annuity Calculation, Windfall Elimination Provision, and the different types of retirement and eligibility for that retirement, FERS Annuity Supplement and how the benefit is calculated, options for Survivorship Benefits. Attendees will learn the taxation of the FERS Annuity and how it effects other benefits such as Social Security and Medicare.

Civil Service Retirement Systems: In this section, seminar attendees will gain a thorough understanding of the CSRS, CSRS Annuity Calculation, Government Pension Offset, and the different types of retirement and eligibility for that retirement, and Survivorship Options. Attendees will learn taxation of the CSRS Annuity and how it effects other benefits such as Social Security and Medicare.

DURATION

3 Days

SHRM CERTIFIED PROFESSIONAL (SHRM-CP) / SENIOR PROFESSIONAL (SHRM-SCP)

OVERVIEW

We now live and work in a global economy, in which geographic borders are virtually non-existent, and innovation, agility and strategy are critical success factors. The HR profession operates at the core of this global economy, ensuring the alignment of organizational strategy with a high-performing workforce. The SHRM credentials, SHRM Certified Professional (SHRM-CP®) and SHRM Senior Certified Professional (SHRM-SCP®), address these roles.

As the leading advocate for HR professionals worldwide, providing HR research and education, SHRM launched an unparalleled study to define not only the knowledge, but also the competencies required of today's HR leaders. The result of this rigorous research was the SHRM Competency Model which forms an important foundation for the SHRM Certification. This course utilizes The SHRM Learning System, which is intended to cover the SHRM Body of Competency and Knowledge (SHRM BoCK™) tested in the SHRM-CP and SHRM-SCP certification exams. The system features up-to-date study materials and the latest technology, including SmartStudy tools, learning modules in print or e-reader formats, and extensive multi-media online resources accessible via mobile devices. Access to the Web-based software is valid for 18 months. It should be noted that this course requires extensive reading outside of the classroom environment.

SHRM Certification recognizes that HR professionals are at the core of leading organizational success:

- It is built on one singular SHRM Body of Competency and Knowledge™ (SHRM BoCK™) designed to elevate the HR profession around the world.
- It demonstrates that the HR professional is a technical expert and has mastered the application of HR technical and behavioral competencies, through practice and experience, to drive business results.
- Tuition includes the current edition of the SHRM Learning System, access to the SHRM Online Learning Portal, and a one year audit privilege. UMBC Training Centers' exam pass rates for students who have taken this course are at 83%, 13% higher than the National Pass Rate.
- It tests the HR professional's competency—the ability to put that knowledge to work through critical thinking and application.

OUTCOMES

TOP 5 BENEFITS TO YOUR ORGANIZATION Earning your SHRM-CP or SHRM-SCP credential makes you a recognized expert and leader in the HR field—and a valuable asset to your organization, keeping you and your organization more competitive in today's economy. This professional distinction sets you apart from your colleagues, proving your high level of knowledge and skills.

COMPETENCY-BASED

The profession is no longer just about what you know—facts and figures—but rather how you effectively implement that knowledge in the workplace each and every day. SHRM certification provides you the opportunity to prove not only what you know but also how you can apply that knowledge on the job.

RELEVANT

SHRM certifications directly link to on-the-job scenarios and realistic work situations. Seventy-three percent of examinees say the SHRM-CP and SHRM-SCP exams are HR job-relevant.

UNIVERSALLY APPLICABLE

Built upon one comprehensive SHRM Body of Competency and Knowledge™ (SHRM BoCK™), SHRM certification is applicable across industries, geographic borders, job responsibilities and career levels

FOCUSED ON ADVANCEMENT

More than 5,000 employers are seeking SHRM credential-holders every month. The SHRM-CP and SHRM-SCP credentials are based on the current HR landscape, focusing on the competencies and knowledge HR professionals need to lead in today's business community. Boost your confidence to take that next step in your HR career or to distinguish yourself in a job search.

STRATEGIC

Based on in-depth research focused on—and backed by—global employers and business leaders, the SHRM-CP and SHRM-SCP credentials reflect what HR practitioners need to know to be leaders in their organizations and in the profession.

ACCREDITED

The SHRM-CP and SHRM-SCP exams are accredited by the Buros Center for Testing, asserting that the HR credentials meet the highest standards in testing. [Learn More.](#)

BACKED BY SHRM

SHRM certification is the only HR certification offered by the world's largest HR membership organization. As the industry leader in HR professional development, SHRM has supported more than 100,000 employers representing 140 million employees worldwide.

AUDIENCE

Our certification preparation course is designed primarily for individuals seeking SHRM-CP or SHRM-SCP certification. Certification is a great choice for HR professionals who want to: Increase their knowledge, Advance their skills, Earn recognition from the global community, and Advance your career.

If you're not interested in certification but want to improve your HR skills, this course provides a comprehensive and accelerated option for professional development. Participants gain a generalist viewpoint, refresh key ideas and concepts, strengthen their understanding of core behavior and technical competencies and increase productivity in the workplace.

OUTLINE

Lesson 1: HR COMPETENCIES

Lesson 2: PEOPLE

Lesson 3: ORGANIZATION

Lesson 4: WORKPLACE

SHRM ESSENTIALS OF HUMAN RESOURCES

OVERVIEW

This course is a true introduction to human resource management. The primary focus of this program is to provide participants with a broad overview of the human resource function. The course includes readings, lectures, class discussions, and application activities. The discussions will help students make connections between the readings and the lectures, while the application activities assist in applying new concepts to their workplace.

The Essentials of Human Resources Certificate Program offered by the Society for Human Resources Management (SHRM®) is designed to commence your career and increase your HR effectiveness. As an introductory course, this program offers a comprehensive overview to human resource management. This course is specifically designed to challenge you and provide the skills you need to confidently face today's complex HR situations and compliance issues within your organization. Through interactive case studies you will benefit from learning a variety of techniques for handling HR challenges.

Offered in partnership with the Society for Human Resource Management (SHRM), the curriculum provided in the SHRM Essentials of Human Resources is designed by global subject matter experts and incorporates six key topics from the SHRM Body of Competency and Knowledge™ (SHRM BoCK™). Our course is designed to help you learn and retain the material effectively and efficiently by combining learning materials with expert instruction and peer discussion.

Developed by leading HR experts, HR practitioners, and legal counsel, the SHRM Essentials® of Human Resources covers introductory HR topics in a condensed, easy-to-understand format. Topics include; employment law, selecting qualified employees, compensation, orientation and training, and the performance management process. This program is ideal for those who are new to HR or those who perform HR tasks as a part of their many roles. Access to the web-based software is valid 18 months from the date of purchase.

OUTCOMES

You'll benefit from:

- An experienced, SHRM-certified instructor.
- A solid HR knowledge foundation to build on as you advance in your career.
- A structured learning experience that keeps you on track.
- Opportunities to network and learn from your peers.
- It sets the stage for further professional development with the SHRM-CP/SHRM-SCP certification.
- Professional Development Credits (PDCs) or recertification credit hours and a certificate upon completion.

AUDIENCE

Designed as a thorough introduction to HR basics, the SHRM Essentials of Human Resources course provides a solid foundation in human resources concepts and is effective training across multiple job responsibilities and career paths:

- New and junior HR practitioners who need to increase their knowledge base
- Small business owners or office managers who perform the HR function for their company and business managers who want to learn basic HR best practices to avoid costly litigation
- New or experienced managers interested in learning more about employee management skills
- Representatives selling or supporting HR systems and services
- International HR personnel wishing to increase their knowledge of U.S. HR practices
- Job seekers who are investigating HR as a new career option or want to enhance their resume with HR skills

OUTLINE

Lesson 1: Human Resource Management

Lesson 2: Employment Law

Lesson 3: Recruitment and Selection

Lesson 4: Compensation and Benefits

Lesson 5: Employee Development

Lesson 6: Performance Management

SUCCESSION PLANNING FUNDAMENTALS

OVERVIEW

Succession planning is a strategic process involving building the organization's internal bench strength through identifying employees for possible future roles in key positions within the organization. By engaging in the succession planning process, the agency is developing and maintaining strong leadership identifying competencies required for the future work environment. The process requires more than developing an organization chart, as effective succession planning in an organization is an ongoing, dynamic process, and not a static, one time objective. In addition to empowering employees to achieve their professional goals, it also supports organizational goals. Succession planning is essential in attracting and retaining talent.

OUTCOMES

Learning Outcomes:

- Project vacancy risks to identify and evaluate roles that are most critical to ongoing success
- Predict the workforce landscape to prepare for long-term needs
- Analyze gaps in the existing talent pools and developing strategies to close the gaps
- Evaluate progress and how to revisit plans each year
- Achieve Diversity, Equity, Inclusion, and Accessibility (DEIA) in leadership ranks
- Introduce leaders to common language, best practices, and specific processes associated with current day succession planning efforts in the Federal environment

DURATION

3 Days

Contact:
443-692-6600
info@umbctraining.com

Get to Know Us.

Welcome to UMBC Training Centers!

UMBC Training Centers is a premier provider of professional and technical training for individuals, businesses, non-profit organizations and government agencies.

UMBC Training Centers is a part of the University of Maryland, Baltimore County (UMBC) and is organized as a not-for-profit organization owned by UMBC.

Our mission is to improve the professional lives of students and the performance of organizations through the delivery of high quality education and training services.

umbctraining.com/about

 [company/umbc-training-centers](https://www.linkedin.com/company/umbc-training-centers)

 [umbctraining](https://www.facebook.com/umbctraining)

 [@umbctraining](https://twitter.com/umbctraining)

 [UMBCTrainingCenter](https://www.youtube.com/UMBCTrainingCenter)

 [umbctraining](https://www.instagram.com/umbctraining)

www.umbctraining.com

443.692.6600

6996 Columbia Gateway Drive
Suite 100 Columbia, MD 21046



THE RED HAT ENTERPRISE AGREEMENT U.S. FEDERAL GOVERNMENT



This Agreement (as further described in Section 1.2 below) for US Government agencies, including its Appendix 1 and/or any other Appendices referenced in the Order, (“**Agreement**”) is between the U.S Government agency placing the Business Partner order for Red Hat Products and Red Hat, Inc. (“**Red Hat**”). This Agreement addresses unique commercial considerations that apply to Red Hat Products, open source software, and Red Hat’s subscription business model taking into consideration the requirements of FAR Part 12, including the tailoring of provisions and clauses for the acquisition of commercial items in accordance with FAR 12.302. This Agreement shall be incorporated as part of a Business Partner order. Red Hat agrees to comply with 31 U.S.C. 1352 relating to limitations on the use of appropriated funds to influence certain Federal contracts; 18 U.S.C. 431 relating to officials not to benefit; 40 U.S.C. 3701, *et seq.*, Contract Work Hours and Safety Standards Act; 41 U.S.C. 51-58 Anti-Kickback Act of 1986; 41 U.S.C. 265 and 10 U.S.C. 2409 relating to whistleblower protection; and 41 U.S.C. 423 relating to procurement integrity.

1. The Mechanics of the Agreement

- 1.1 Ordering.** The Agreement applies to Red Hat Products that you purchase or otherwise acquire the right to access or use, including Subscriptions, Professional Services, Training Services, access to Red Hat Online Services and other Red Hat offerings. You may order Red Hat Products from a Business Partner using the Business Partner’s ordering procedure.
- 1.2 Structure.** The Agreement consists of three components: (a) General Terms; (b) the Product Appendices (which may include end user license agreements and supported life cycles) applicable to Your Products; and (c) if applicable, required terms included in the Business Partner order (e.g. Product quantities and period of performance). Certain terms are defined in the Definitions section at the end of the General Terms. Any agreement that you enter into with the Business Partner is solely between you and the Business Partner and will not be binding on Red Hat (except to the extent that your agreement with a Business Partner references this Agreement).

2. Term

- 2.1 Agreement Term.** The Agreement begins on the Effective Date and will terminate at the expiration of the Business Partner order.
- 2.2 Services Term.** Unless otherwise agreed in writing, a Service that you order will start at the earliest of (a) your first use of the Service, (b) the date you purchased the Service, or (c) the start date contained in the Business Partner order, and will end at the expiration of the Services Term unless sooner terminated as set forth below. Any Services that you order must be consumed during the applicable Services Term and any unused Services will expire.

3. Fees and Payment

- 3.1 Reserved.**
- 3.2 Basis of Fees.** Fees are determined by counting the Units associated with the applicable Red Hat Product as described in the Product Appendix and/or a Business Partner order. For example, Subscriptions may be priced based on the number of physical or virtual nodes. You agree to order and pay for the appropriate type and quantity of Red Hat Products based on the Units you use or deploy. If during the term of the Agreement, the actual number of Units you use or deploy exceeds the number of Units you have ordered and paid for, you will promptly report to Red Hat and Business Partner the number of additional Units used or deployed and the date(s) on which they were used or deployed. Business Partner will invoice you and you agree to pay for the additional Units. If you purchase Red Hat Products through a marketplace, you agree that information relating to your use of Red Hat Products may be shared with Red Hat Affiliates (including IBM) or the applicable Business Partner for billing and metering purposes. . . Notwithstanding the foregoing, nothing in this section prevents the Government from disputing any invoice in accordance with the Contract Disputes Act.

4. Termination

- 4.1 Termination.** Termination shall be governed by FAR 52.212-4(l) *Termination for the Government’s convenience* or FAR 52.212-4(m) *Termination for cause*, as appropriate. Without prejudice to any other right or remedy of Red Hat and consistent with FAR 52.212-4(l) *Termination for the Government’s convenience* or FAR 52.212-4(m) *Termination for cause*, in the event of termination, Client will pay for all Services provided up to the effective date of termination.
- 4.2 Effect of Termination; Survival.** The termination or suspension of an individual Business Partner order will not terminate or suspend any other Business Partner order or the remainder of the Agreement unless specified in the notice of termination or suspension. If the Agreement is terminated in whole, all outstanding Business Partner order(s) and Services will terminate. If this Agreement or any Business Partner order is terminated, you agree to pay for all Units that you used or deployed or that were provided by Red Hat up to the effective date of termination. Sections 1.2, 3, 4.2, 5.2, 5.3, 8 (to the extent set forth therein), 9,10 (to the extent set forth therein) and 11-14 will survive the termination of this Agreement.

5. Representations and Warranties

- 5.1** Red Hat represents and warrants that (a) it has the authority to enter into this Agreement, (b) the Services will be performed in a professional and workmanlike manner by qualified personnel, (c) to its knowledge, the Software does not, at the time of delivery to you, include malicious mechanisms or code for the purpose of damaging or corrupting the Software and (d) the Services will comply in all material respects with laws applicable to Red Hat as the provider of the Services. Client represents and warrants that (a) it has the authority to enter into this Agreement, and (b) its use of Red Hat Products will comply with all applicable laws, and it will not use the Red Hat Products for any illegal activity.
- 5.2** TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW AND EXCEPT AS EXPRESSLY PROVIDED IN SECTION 5.1, THE RED HAT PRODUCTS ARE PROVIDED “AS IS” AND WITHOUT ANY REPRESENTATIONS OR WARRANTIES EXPRESS OR IMPLIED, AND RED HAT DISCLAIMS ALL SUCH REPRESENTATIONS AND WARRANTIES, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY, NON-INFRINGEMENT, AND FITNESS FOR A PARTICULAR PURPOSE, AND ANY WARRANTIES IMPLIED BY THE COURSE OF DEALING OR USAGE OF TRADE. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, RED HAT AND ITS SUPPLIERS DO NOT REPRESENT OR WARRANT THAT THE RED HAT PRODUCTS WILL BE UNINTERRUPTED, SECURE, ERROR FREE, ACCURATE, COMPLETE, COMPLY WITH REGULATORY REQUIREMENTS, OR THAT RED HAT WILL CORRECT ALL ERRORS. IN THE EVENT OF A BREACH OF THE WARRANTIES SET FORTH IN SECTION 5.1, YOUR EXCLUSIVE REMEDY, AND RED HAT’S ENTIRE LIABILITY, WILL BE THE RE-PERFORMANCE OR RE-DELIVERY OF THE DEFICIENT RED HAT PRODUCT, OR IF RED HAT CANNOT SUBSTANTIALLY

CORRECT A BREACH IN A COMMERCIALY REASONABLE MANNER, TERMINATION OF THE RELEVANT RED HAT PRODUCT, IN WHICH CASE YOU MAY RECEIVE A PRO RATA REFUND OF THE FEES PAID FOR THE DEFICIENT RED HAT PRODUCT AS OF THE EFFECTIVE DATE OF TERMINATION.

5.3 The Red Hat Products have not been tested in all situations under which they may be used. Red Hat will not be liable for the results obtained through use of the Red Hat Products and you are solely responsible for determining appropriate uses for the Red Hat Products and for all results of such use. In particular, Red Hat Products are not specifically designed, manufactured or intended for use in (a) the design, planning, construction, maintenance, control, or direct operation of nuclear facilities; (b) aircraft control, navigation, or communication systems; (c) weapons systems; (d) direct life support systems; or (e) other similar hazardous environments.

6. Reserved.

7. **Red Hat Online Properties.** You may be required to create an account to access Red Hat websites and portals. You will provide accurate information when creating an account. You will not access or create multiple accounts in a manner that is (a) intended to avoid, or has the effect of avoiding, payment of Fees; (b) circumventing thresholds or Unit limitations associated with your account; or (c) intended to violate the Agreement. You are solely responsible for all activities in connection with your account and will notify Red Hat promptly if you become aware of any unauthorized use. Your use and access may also be subject to the Product Appendices applicable to the Red Hat Product.

8. Confidentiality

8.1 Recipient (a) will not disclose Confidential Information of Discloser to any third party unless Discloser approves the disclosure in writing or the disclosure is otherwise permitted under this Section 8; (b) will use the same degree of care to protect Confidential Information of Discloser as it uses to protect its own confidential information of a similar nature, but in no event less than reasonable care; and (c) may disclose Confidential Information of the Discloser only to its employees, Affiliates, agents and contractors with a need to know, and to its auditors and legal counsel, in each case, who are under a written obligation (or other professional obligation) to keep such information confidential using standards of confidentiality no less restrictive than those required by this Section 8. These obligations will continue for a period of two (2) years following initial disclosure of the particular Confidential Information. A Recipient may disclose Confidential Information if it is required to do so by applicable law, regulation or court order but, where legally permissible and feasible, will provide advance notice to the Discloser to enable the Discloser to seek a protective order or other similar protection if feasible. Confidential Information may be subject to full or partial disclosure under the Freedom of Information Act, 5 U.S.C. 552.

8.2 Information is not Confidential Information, if: (a) the information is or becomes publicly available other than as a result of the Recipient's breach of this Agreement, (b) the Recipient, at the time of disclosure, knows or possesses the information without obligation of confidentiality or thereafter obtains the information from a third party not under an obligation of confidentiality; (c) the Recipient independently develops the information without use of the Discloser's Confidential Information, (d) the information is generally known or easily developed by someone with ordinary skills in the business of the Recipient, or (e) the information is licensed under an open source license (as defined by the Open Source Initiative (<https://opensource.org/>)).

8.3 Confidential Information that is disclosed prior to termination of this Agreement will remain subject to this Agreement for the period set forth above. Upon written request of the Discloser, the Recipient will promptly return or destroy all Confidential Information, except for Confidential Information stored in routine back-up media not accessible during the ordinary course of business.

9. Client Information, Feedback, Reservation of Rights, & Review

9.1 **Client Information.** If you provide Client Information in connection with your use of or access to Red Hat Products Red Hat, its Affiliates, and Suppliers may use such Client Information in connection with the Red Hat Products (subject to Section 8 with respect to disclosure of Client Information that constitutes Confidential Information). You represent and warrant that your provision (and Red Hat's use) of Client Information under this Agreement will not require any additional consents or licenses, will comply with applicable law, and will not violate any intellectual property, proprietary, privacy, or other right of any third party. As between Red Hat and you, subject to the rights granted in this Section, you retain all of your rights in and to Client Information. You acknowledge that to provide the Services, it may be necessary for Client Information to be transferred between Red Hat, its Affiliates, Business Partners and Suppliers, which may be located worldwide.

9.2 **No Personal Data.** Except with respect to Online Services covered by Product Appendix 4, you agree not to provide to Red Hat personal data subject to the General Data Protection Regulation (the "GDPR") or a similar law requiring a contract governing the processing of personal data between you and Red Hat where Red Hat is acting as a processor (as such term is defined in the GDPR or the applicable law) on behalf of you as part of the Services. In the event of a change where Red Hat will act as a processor of personal data, you will notify Red Hat in advance in writing and the parties shall agree on the terms of a data processing addendum, which will amend this Agreement, as is reasonably required to comply with GDPR and similar data protection laws, if applicable.

9.3 **Feedback.** You may be asked to voluntarily provide Red Hat with Feedback in connection with Red Hat Products, but have no obligation to do so. If you choose to do so, Red Hat may use Feedback for any purpose, including incorporating the Feedback into, or using the Feedback to develop and improve Red Hat Products and other Red Hat offerings without attribution or compensation. You grant Red Hat a perpetual and irrevocable license to use all Feedback for any purpose. You agree to provide Feedback to Red Hat only in compliance with applicable laws and you represent that you have the authority to provide the Feedback and that Feedback will not include proprietary information of a third party.

9.4 **Reservation of Rights.** Red Hat grants to you only those rights expressly granted in the Agreement with respect to the Red Hat Products and reserves all other rights in and to the Red Hat Products (including all intellectual property rights). Red Hat may collect and use for any purpose aggregate anonymous data about your use of the Red Hat Products. Nothing in this Agreement will limit Red Hat from providing software, materials, or services for itself or other clients, irrespective of the possible similarity of such software, materials or services to those that might be delivered to you. Nothing will prohibit or restrict either party's right to develop, use or market products or services similar to or competitive with the other party; provided, however, that neither party is relieved of its obligations under Section 8 of this Agreement.

10 **Review.** During the term of the Agreement and for one (1) year thereafter: (a) If Client's security requirements are met, Red Hat or its designated agent may inspect Client's facilities and records to verify Client's compliance with this Agreement. Any such inspection will take place only

during Client's normal business hours and upon no less than ten (10) days prior written notice from Red Hat. Red Hat will give Client written notice of any non-compliance, including the number of underreported Units of Software or Services ("Notice"); or (b) if Client security requirements are not met and upon Red Hat's request, Client will run a self-assessment with tools provided by and at the direction of Red Hat ("Self-Assessment") to verify Client's compliance with this Agreement and the Business Partner order. Within thirty (30) days from Red Hat's request, Client will finalize the Self-Assessment and provide Red Hat and Business Partner with the results in the form of a written report, including the number of underreported Units of Software or Services, certified by Client's contracting officer or an authorized contracting officer's technical representative ("Report"). In either event, after providing Notice or Report and receipt of an invoice, Client will make payment to Business Partner for the underreported Units of Software or Services. Notwithstanding the foregoing, nothing prevents the Client from disputing any invoice in accordance with the Contract Disputes Act (41 U.S.C. 7107-7109).

11 Limitations

11.3 DISCLAIMER OF DAMAGES. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, NEITHER PARTY, NOR ITS AFFILIATES, WILL BE LIABLE FOR ANY INCIDENTAL, CONSEQUENTIAL, SPECIAL, INDIRECT, EXEMPLARY OR PUNITIVE DAMAGES, OR FOR ANY DAMAGES FOR LOST OR DAMAGED DATA, LOST PROFITS, LOST SAVINGS OR BUSINESS OR SERVICE INTERRUPTION, EVEN IF SUCH PARTY WAS ADVISED OF THE POSSIBILITY OF SUCH DAMAGES, AND REGARDLESS OF THE FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY.

11.4 LIMITATION OF LIABILITY. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, RED HAT'S AND ITS AFFILIATES' TOTAL AND AGGREGATE LIABILITY WITH RESPECT TO ANY CLAIM ARISING OUT OF OR RELATING TO THIS AGREEMENT WILL NOT EXCEED THE FEES RECEIVED BY RED HAT WITH RESPECT TO THE PARTICULAR RED HAT PRODUCT GIVING RISE TO LIABILITY UNDER THE MOST APPLICABLE ORDERING DOCUMENT DURING THE TWELVE (12) MONTHS IMMEDIATELY PRECEDING THE FIRST EVENT GIVING RISE TO SUCH CLAIM; PROVIDED THAT IN NO EVENT WILL RED HAT'S AND ITS AFFILIATES' TOTAL CUMULATIVE LIABILITY FOR ALL CLAIMS ARISING OUT OF OR RELATING TO THIS AGREEMENT EXCEED THE FEES RECEIVED BY RED HAT DURING THE TWELVE (12) MONTHS IMMEDIATELY PRECEDING THE FIRST EVENT GIVING RISE TO LIABILITY UNDER THIS AGREEMENT. THIS LIMITATION APPLIES REGARDLESS OF THE NATURE OF THE CLAIM, WHETHER CONTRACT, TORT (INCLUDING NEGLIGENCE), STATUTE OR OTHER LEGAL THEORY. THESE LIMITATIONS DO NOT LIMIT CLAIMS OF BODILY INJURY (INCLUDING DEATH) AND DAMAGE TO REAL OR TANGIBLE PERSONAL PROPERTY CAUSED BY THE NEGLIGENCE OF RED HAT OR ITS AFFILIATES. THIS CLAUSE SHALL NOT IMPAIR THE US GOVERNMENT'S RIGHT TO RECOVER FOR FRAUD OR CRIMES ARISING OUT OF OR RELATED TO THIS AGREEMENT UNDER ANY FEDERAL FRAUD STATUTE, INCLUDING THE FALSE CLAIMS ACT, 31 U.S.C. 3729-3733.

12 Governing Law and Claims. The validity, interpretation and enforcement of this Agreement, including end user license agreements for Software, will be governed by and construed in accordance with the laws of the United States of America without giving effect to the conflict of laws provision thereof or the United Nations Convention on Contracts for the International Sale of Goods. This Agreement is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C. 7101-7109). Failure of the parties to reach agreement on any request for equitable adjustment, claim, appeal, or action arising under or relating to this Agreement shall be a dispute to be resolved in accordance with the clause at FAR 52.212-4(d) *Disputes*, which is incorporated herein by reference. In the event the Uniform Computer Information Transactions Act (UCITA) or any similar federal or state law or regulations are enacted, it will not apply to this Agreement, and the governing law will remain as if such law or regulation had not been enacted.

13 Miscellaneous

13.3 Export. Red Hat may supply you with Controlled Materials. You agree to comply with all applicable export and import laws or regulations, including any local laws in your jurisdiction concerning your right to import, export or use Controlled Materials and agree that Red Hat is not responsible for your compliance. In addition, you will not, and will not allow third parties under your control, (i) to provide Red Hat with Client Information that requires an export license under applicable export control laws or (ii) to process or store any Client Information that is subject to the ITAR. You acknowledge that to provide the Services, it may be necessary for Client Information to be transferred between Red Hat, its Affiliates, Business Partners, vendors and/or subcontractors, which may be located worldwide.

13.4 Notices. Notices must be in English, in writing, and will be deemed given upon receipt, after being sent using a method that provides for positive confirmation of delivery, including through an automated receipt or by electronic log, to the address(es) or email address provided by you. Any notice from you to Red Hat must include a copy sent to: Red Hat, Inc., Attention: General Counsel, 100 East Davie Street, Raleigh, North Carolina 27601; Email: legal-notices@redhat.com. Billing notices to you will be addressed to the billing contact designated by you.

13.5 Assignment. Assignments are subject to FAR 52.232-23 *Assignment of Claims* and FAR 42.12 *Novation and Change-of-Name Agreements*.

13.6 Waiver. A waiver by a party under this Agreement is only valid if in writing and signed by an authorized representative of such party. A delay or failure of a party to exercise any rights under this Agreement will not constitute or be deemed a waiver or forfeiture of such rights.

13.7 Independent Contractors. The parties are independent contractors and nothing in the Agreement creates an employment, partnership or agency relationship between the parties or any Affiliate. Each party, including Client, is solely responsible for supervision, control and payment of its personnel. Red Hat may subcontract Services to third parties or Affiliates as long as (a) subcontractors agree to protect Confidential Information and (b) Red Hat remains responsible to you for performance of its obligations.

13.8 Third Party Beneficiaries. The Agreement is binding on the parties to the Agreement and, other than as expressly provided in the Agreement, nothing in this Agreement grants any other person or entity any right, benefit or remedy.

13.9 Force Majeure. Except as may be otherwise provided herein, this Agreement is subject to FAR 52.212-4(f) *Excusable delays*.

13.10 Complete Agreement and Order of Precedence. The Agreement represents the complete agreement between the parties with respect to its subject matter and supersedes all prior and contemporaneous agreements and proposals, whether written or oral, with respect to such subject matter. Changes to the Agreement must be in accordance with FAR 52.212-4 (c) *Changes*. Any terms contained in any other documentation that you deliver to Red Hat, including any purchase order or other order-related document, are void and will not become part of the Agreement or otherwise bind the parties. If there is a conflict between the General Terms, the Product Appendices and/or a Business Partner order, the General Terms will control unless otherwise expressly provided in the Product Appendices or the Business Partner order.

- 13.11 Counterparts.** The Agreement may be executed in counterparts, each of which will be deemed an original and all of which will constitute one and the same document. The parties may exchange signature pages by email or electronic signature process and such signatures will be effective to bind the parties to the Agreement.
- 13.12 Severable.** If any provision of the
- 13.13** Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, the remaining provisions of this Agreement will remain in effect to the greatest extent permitted by law.
- 13.14 United States Government End Users.** The Software and its documentation are "Commercial items," "Commercial computer software" and "Computer software documentation" as defined by the Federal Acquisition Regulations ("FAR") and Defense Federal Acquisition Regulations Supplement ("DFARS"). Pursuant to FAR 12.211, FAR 12.212, DFARS, 227.7202-1 through 227.7202-4, and their successors, the Client acquires the Software and its documentation subject to the terms of this Agreement.
- 13.15 Section 508.** Red Hat's Voluntary Product Accessibility Templates (VPATs) are set forth at: <https://access.redhat.com/articles/2918071#section-508-8>. Red Hat Products are provided "as is" and any representations concerning accessibility features are made only to the extent documented within the VPAT, inclusive of any deviations, notes, and other comments within the VPAT. If no VPAT is available for a particular Red Hat Product, then Red Hat makes no representations regarding the accessibility of the Red Hat Product. Any statement regarding the accessibility features of Red Hat Products made elsewhere, whether pursuant to Section 508 or any other accessibility standards, is invalid and unenforceable.

14 Definitions

- 14.3 "Affiliate"** means an entity that owns or controls, is owned or controlled by, or is under common control or ownership with a party, where "control" is the possession, direct or indirect, of the power to direct or cause the direction of the management and policies of an entity, whether through ownership of voting securities, by contract or otherwise.
- 14.4 "Agreement"** is defined in Section 1.2.
- 14.5 "Business Partner"** means a cloud provider, distributor, reseller, OEM or other third party authorized to resell or distribute Red Hat Products.
- 14.6 "Business Partner order"** means a commercial item Client order for a Red Hat Product placed through a Business Partner.
- 14.7 "Client" or "you"** means the US Government entity acquiring the right to use or access the Red Hat Products that placed a Business Partner order and which is a party to this Agreement. Unless otherwise expressly indicated herein or in the Business Partner order, Client only includes Client's subordinate affiliates and does not include Client's parent affiliates, superior commands, or any other entities.
- 14.8 "Client Information"** means any data, information, software or other materials that you provide to Red Hat under the Agreement.
- 14.9 "Confidential Information"** means information disclosed by the Discloser to the Recipient during the term of the Agreement that (a) is marked confidential; (b) if disclosed orally, is clearly described as confidential at the time of disclosure and is subsequently set forth in writing, marked confidential, and sent to the Recipient within thirty (30) days following the oral disclosure; or (c) is of a nature that the Recipient knows is confidential to the Discloser or should reasonably be expected to know is confidential.
- 14.10 "Controlled Materials"** means software or technical information that is subject to the United States Export Administration Regulations.
- 14.11 "Effective Date"** means earliest of (a) the date of the last signature on this Agreement or the Business Partner order, (b) your online acceptance of the Agreement; (c) when you first receive access to a Red Hat Product.
- 14.12 "Feedback"** means any ideas, suggestions, proposals or other feedback you may provide regarding Red Hat Products.
- 14.13 "Fees"** means the amounts paid or to be paid by Client to a Business Partner for Red Hat Products.
- 14.14 "General Terms"** means the terms contained in Sections 1 – 14 of this document.
- 14.15 "Online Services"** means Red Hat branded cloud or hosted services offerings.
- 14.16 RESERVED**
- 14.17 "Product Appendices"** means (a) the Red Hat Product Appendices set forth here: <https://www.redhat.com/en/about/agreements#prodapps> as such appendices may be updated by Red Hat from time to time; or (b) for Professional Services, that are incorporated into an applicable statement of work.
- 14.18 "Professional Services"** means consulting services provided by Red Hat.
- 14.19 Recipient** is the party receiving Confidential Information under this Agreement
- 14.20 "Red Hat Products"** means Software, Services, and other Red Hat branded offerings made available by Red Hat.
- 14.21 "Service(s)"** means Red Hat branded services offered as Subscriptions, Professional Services, Training Services, Online Services or other services offered by Red Hat.
- 14.22 "Services Term"** means the period during which you are entitled by Red Hat to use, receive access or consume a particular Red Hat Product pursuant to a Business Partner order.
- 14.23 "Software"** means Red Hat branded software that is included in Red Hat Product offerings.
- 14.24 "Subscription"** means a time bound Red Hat Product offering.
- 14.25 "Supplier"** means a third party that provides services to Red Hat in order for Red Hat to offer Services to its customers and/or Business Partners.
- 14.26 RESERVED**
- 14.27 "Training Services"** means access to Red Hat training courses, including online courses or courses provided at a site as may be agreed by the parties.
- 14.28 "Unit"** means the basis upon which Fees are determined for Red Hat Products as set forth in Product Appendices or a Business Partner order.
- 14.29 "Your Products"** means the Red Hat Products that you have purchased, licensed, or otherwise acquired the right to access or use.