Join our group
Your Employee and Organization
With Skills-based Training and Certificate Programs

SPRING – FALL 2019 CATALOG

NEW LOCATION!
Programs will be held at the Educational Service Center of Northeast Ohio
6393 Oak Tree Blvd. South, Independence, OH 44131

ENHANCE
Your Employee and Organization
PERFORMANCE
With Skills-based Training and Certificate Programs

Join our LinkedIn group

WWW.KENT.EDU/YOURTRAININGPARTNER
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calendar at a Glance</td>
<td>3</td>
</tr>
<tr>
<td>On-site, Customized Training</td>
<td>5</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>6</td>
</tr>
<tr>
<td>Emerging Leaders</td>
<td>10</td>
</tr>
<tr>
<td>Human Resources</td>
<td>14</td>
</tr>
<tr>
<td>Project Management</td>
<td>20</td>
</tr>
<tr>
<td>Supervision/Management</td>
<td>22</td>
</tr>
<tr>
<td>Training and Development</td>
<td>26</td>
</tr>
<tr>
<td>Online Training Offerings</td>
<td>27</td>
</tr>
<tr>
<td>Facilitator Profiles</td>
<td>28</td>
</tr>
<tr>
<td>Registration Information, Discount Information and Location</td>
<td>31</td>
</tr>
</tbody>
</table>

Contact us to learn more about receiving recertification credits.
## CALENDAR AT A GLANCE

<table>
<thead>
<tr>
<th>MONTH</th>
<th>EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEBRUARY</strong></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>SHRM-CP/SHRM-SCP Certification Preparation Course Start Date</td>
</tr>
<tr>
<td>21</td>
<td>Enhancing Interpersonal Communication Skills</td>
</tr>
<tr>
<td>27</td>
<td>Lean Practitioner Certificate Start Date</td>
</tr>
<tr>
<td>28</td>
<td>Developing a Strategic Performance Management System</td>
</tr>
<tr>
<td><strong>MARCH</strong></td>
<td></td>
</tr>
<tr>
<td>5 - 6</td>
<td>Essential Skills for Managing Projects</td>
</tr>
<tr>
<td>7</td>
<td>Making Great Decisions</td>
</tr>
<tr>
<td>11</td>
<td>Lean Six Sigma Black Belt Start Date</td>
</tr>
<tr>
<td>13</td>
<td>Effective Organizational Leadership: Engage and Execute</td>
</tr>
<tr>
<td>14</td>
<td>Crash the Barriers: Build Your Team</td>
</tr>
<tr>
<td>20</td>
<td>Advanced Skills for Managing Projects</td>
</tr>
<tr>
<td>20</td>
<td>Influencing Up</td>
</tr>
<tr>
<td>21</td>
<td>Motivating Employees</td>
</tr>
<tr>
<td>21</td>
<td>Leveraging Individual Assessments to Advance the Organization</td>
</tr>
<tr>
<td><strong>APRIL</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Lean Six Sigma Green Belt Start Date</td>
</tr>
<tr>
<td>2</td>
<td>Enhancing Interpersonal Communication Skills</td>
</tr>
<tr>
<td>3</td>
<td>CELEMI Apples &amp; Oranges™</td>
</tr>
<tr>
<td>3</td>
<td>Powerful Business Writing</td>
</tr>
<tr>
<td>4</td>
<td>Building a Coaching Culture</td>
</tr>
<tr>
<td>4</td>
<td>Turning Conflict into Collaboration</td>
</tr>
<tr>
<td>9</td>
<td>Understanding Emotional Intelligence to Increase Your Effectiveness</td>
</tr>
<tr>
<td>10</td>
<td>Each One Teach One: Engaging Employees in Experiential Learning Start Date &amp; Managing Discipline</td>
</tr>
<tr>
<td>11</td>
<td>Making Great Decisions</td>
</tr>
<tr>
<td>16</td>
<td>Strategies for Leading the Multigenerational Team</td>
</tr>
<tr>
<td>17 - 18</td>
<td>Essential Skills for Managing Projects</td>
</tr>
<tr>
<td>23</td>
<td>Crash the Barriers: Build Your Team</td>
</tr>
<tr>
<td>24</td>
<td>High-impact Learning: Fundamentals for Designing the Adult Learning Experience &amp; Implementing a Successful Succession Plan</td>
</tr>
<tr>
<td>25</td>
<td>Motivating Employees</td>
</tr>
<tr>
<td>30</td>
<td>Turning Conflict into Collaboration</td>
</tr>
<tr>
<td><strong>MAY</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Project Leadership</td>
</tr>
<tr>
<td>2</td>
<td>Advanced Skills for Managing Projects</td>
</tr>
<tr>
<td>2</td>
<td>Coaching Accountability for Impact on People and Results</td>
</tr>
<tr>
<td>9</td>
<td>Managing Discipline</td>
</tr>
<tr>
<td>14</td>
<td>DiSC®: Keys to Improved Communication</td>
</tr>
<tr>
<td>16</td>
<td>Lean for Frontline Supervisors</td>
</tr>
<tr>
<td>16 - 17</td>
<td>CELEMI Tango™ – Success Through People</td>
</tr>
</tbody>
</table>
SEPTEMBER

16  Lean Six Sigma Black Belt Start Date .................................................. 8
17  SHRM-CP/SHRM-SCP Certification Preparation Course Start Date ........ 19
23  Lean Six Sigma Green Belt Start Date .................................................. 9
25 - 26 Essential Skills for Managing Projects ........................................... 20
26  Enhancing Interpersonal Communication Skills ................................... 22
30  Lean Six Sigma Master Black Belt Start Date ....................................... 9

OCTOBER

2  Effective Organizational Leadership: Engage and Execute ● ................ 10
2  Each One Teach One: Engaging Employees in Experiential Learning Start Date & ........................................ 26
3  Motivating Employees △ ................................................................. 23
4  DISC®: Keys to Improved Communication ........................................... 13 and 25
10  Developing a Strategic Performance Management System X ................ 14
11  Crash the Barriers: Build Your Team △ .......................................... 23
16  High-impact Learning: Fundamentals for Designing the Adult Learning Experience & .................................... 26
16  Strategies for Leading the Multigenerational Team ● .......................... 11
17  Making Great Decisions △ ............................................................... 22
22  Powerful Business Writing ................................................................. 12 and 24
23  Understanding Emotional Intelligence to Increase Your Effectiveness ....................................................................................................................... 13 and 25
24  Leveraging Individual Assessments to Advance the Organization X .... 15
25  Turning Conflict into Collaboration △ ................................................ 23
29  Enhancing Interpersonal Communication Skills △ .............................. 22
31  Managing Discipline △ ..................................................................... 24

NOVEMBER

1  CELEMI Apples & Oranges™ ● ............................................................ 11
5  - 6  Lean Practitioner Certificate Start Date ■ ...................................... 6
5  - 6  Essential Skills for Managing Projects ✔ ....................................... 20
7  Building a Coaching Culture X ............................................................. 15
8  Crash the Barriers: Build Your Team △ ............................................. 23
12  Making Great Decisions △ ............................................................... 22
13  Advanced Skills for Managing Projects ✔ ......................................... 21
13  Coaching Accountability for Impact on People and Results ● .............. 12
19  Motivating Employees △ ................................................................. 23
21  Project Leadership ✔ ....................................................................... 21
21  Implementing a Successful Succession Plan X ..................................... 18

DECEMBER

3  Turning Conflict into Collaboration △ .................................................. 23
4  Influencing Up ● .............................................................................. 10
5  - 6  CELEMI Tango™ – Success Through People X ............................ 18
10  Managing Discipline △ ..................................................................... 24
ON-SITE, CUSTOMIZED TRAINING

THE CENTER FOR CORPORATE AND PROFESSIONAL DEVELOPMENT

YOUR PARTNER FOR COMPREHENSIVE EXPERTISE AND PROVEN SOLUTIONS IN TALENT AND ORGANIZATION DEVELOPMENT

YOU’RE IN GOOD COMPANY WHEN YOU PARTNER WITH US!

ALL OF OUR PROGRAMS CAN BE CUSTOMIZED AND BROUGHT ON-SITE.
Lean Practitioner Certificate
Facilitator: Tom Putnam

In Kent State’s Lean Practitioner Certificate, participants will gain the skills necessary to make significant process improvements. You will learn to identify waste in your processes, as well as utilize the tools and techniques needed to eliminate them. This intensive five-day program uses a combination of practical examples and hands-on simulations to ensure that you not only learn, but also master the concepts needed to make a Lean transformation.

Topics include:
- Fundamental Concepts of Lean Kaizen
- Value Stream Mapping
- A3 Thinking and Problem Solving
- 5S+/Visual Workplace
- Mistake Proofing
- Standardized Work and Continuous Flow
- Quick Changeover
- Heijunka (Level Loading)

SESSION OPTIONS:
WED. – FRI., FEB. 27 – MARCH 1, 2019 AND THU. – FRI., MARCH 7 – 8, 2019
8:30 A.M. – 4:30 P.M. – $1,725

TUE. – THU., NOV. 5 – 7, 2019 AND TUE. AND WED., NOV. 19 AND 20, 2019
8:30 A.M. – 4:30 P.M. – $1,725

“Tom made the training very enjoyable and kept my attention throughout the course.”

John Marcolini
Sales/Project Manager
East End Welding
Brimfield, Ohio
Lean for Frontline Supervisors
Facilitator: John Potkalitsky

The overall success of a Lean transformation depends on leadership, especially frontline supervision. Supervisors and managers of individuals are the critical links between higher-level leadership and the people in the workplace. Frontline leaders are expected to change the current culture into a culture of continuous improvement.

This one-day program is developed based on the “Five Needs of a Supervisor,” identified by industry experts in the Training Within Industry (TWI) Service, a model for training people in industry and arguably the “ground zero” of Lean and Kaizen. TWI focuses on the fundamental challenges frontline leaders face in leading a Lean culture change. TWI considers five important skills every supervisor should have:

1. Knowledge of the Work
2. Knowledge of Responsibility
3. Skill in Instructing
4. Skill in Improving Methods (Kaizen)
5. Skill in Leading to

Participants will learn how to use practical Lean tools and techniques in enough detail to begin to apply them immediately in their work. They will also receive an introduction to some of the “softer skills” needed to create and sustain successful change.

SESSION OPTION:
THU., MAY 16, 2019, 8:30 A.M. – 4:30 P.M. – $345
LEAN SIX SIGMA TRAINING AND CERTIFICATION

Improve processes. Operate more efficiently. Save money.

Smöother processes, greater efficiency and cost savings are just a few of the advantages that will make your organization more competitive when you implement Lean and Six Sigma continual improvement principles.

Lean techniques eliminate wasteful activities, while Six Sigma is a disciplined method for meeting customers’ expectations and eliminating defects in any process.

Investing in Lean Six Sigma training is the beginning of a new way of doing business. A commitment to implementing these methodologies and tools creates a culture of operational excellence. In the end, you’ll achieve bottom-line results from the projects your Black Belts undertake, and you’ll transform your organization into a more efficient, customer-focused one.

Lean Six Sigma Black Belt Training and Certification

Facilitators: Robert Skillman and Stephen Skillman

Kent State’s Lean Six Sigma Black Belt Training and Certification offers the unique approach of weaving both Lean and Six Sigma methodologies into a seamless certification that can help you achieve substantial improvements in your organization.

Kent State’s Lean Six Sigma curriculum is structured to allow students and employers maximum flexibility in obtaining the Black Belt certification. The curriculum follows a four-week approach with the class meeting each day for one week each month for four months (160 contact hours, 16 CEUs). Kent State’s Lean Six Sigma Black Belt certification also requires the completion and approval of an independent project.

SESSION OPTIONS (all 8:30 A.M. – 5 P.M.)

Spring 2019 Offering

MON. – FRI., MARCH 11 – 15, 2019
MON. – FRI., APRIL 8 – 12, 2019
MON. – FRI., MAY 6 – 10, 2019
MON. – FRI., JUNE 3 – 7, 2019

Educational Service Center of Northeast Ohio
Independence, Ohio

Fall 2019 Offering

MON. – FRI., SEPT. 16 – 20, 2019
MON. – FRI., OCT. 14 – 18, 2019
MON. – FRI., NOV. 4 – 8, 2019
MON. – FRI., DEC. 2 – 6, 2019

Hilton Garden Inn
Twinsburg, Ohio

Investment: $6,950*

Survey results show that an organization sponsoring a Kent State Black Belt trainee will see an estimated 37-TO-1 return on the training investment with the first project alone.
Kent State weaves Lean, Six Sigma and Team-Oriented Problem Solving into a seamless certification that can help you achieve substantial process improvements in your organization.

Kent State’s continuous improvement curriculum is structured to allow students and employers maximum flexibility in obtaining the Lean Six Sigma Green Belt certification. The Green Belt program is held one week each month for two months (80 contact hours, 8 CEUs). Kent State’s Lean Six Sigma Green Belt certification also requires the completion and approval of an independent project.

**SESSION OPTIONS (all 8:30 A.M. – 5 P.M.)**

<table>
<thead>
<tr>
<th>Spring 2019 Offering</th>
<th>Fall 2019 Offering</th>
</tr>
</thead>
<tbody>
<tr>
<td>MON. – FRI., APRIL 1 – 5, 2019</td>
<td>MON. – FRI., SEPT. 23 – 27, 2019</td>
</tr>
<tr>
<td>Kent State University at Stark</td>
<td>Hilton Garden Inn</td>
</tr>
<tr>
<td>Conference Center</td>
<td>Twinsburg, Ohio</td>
</tr>
</tbody>
</table>

Investment: $3,750*

**Project**

Each participant of Kent State’s Lean Six Sigma Black Belt or Green Belt Certifications is required to complete a project using the methods learned, which will contribute significant results to the sponsoring organization.

**Software/Laptop**

To maximize the benefit of attending Lean Six Sigma Black Belt training and to continue to realize return on investment for future Lean Six Sigma projects, Kent State requires that each participant bring a laptop loaded with current versions of Minitab and Quality Companion to each day of training. Kent State will provide information to purchase through Minitab.

---

**Lean Six Sigma Master Black Belt Training and Certification**

*Facilitators: Robert Skillman and Stephen Skillman*

Black Belts are the elite problem solvers for organizations. The Master Black Belt designation is the highest order of this respected practice. Master Black Belts are generally full-time agents for continuous improvement, facilitators, teachers and journeyman practitioners of Lean and Six Sigma. They are efficient and effective in team facilitation and leadership. The Master Black Belt is a teacher (Sensi), communicator and motivator. The Master Black Belt must work equally well with senior leadership and the workers in order to achieve operational excellence. Kent State’s Master Black Belt Certification is two weeks in length, offered one week each month for two months (80 contact hours, 8 CEUs).

Investment: $4,975*

Call for More Information: 330-672-3416

---

**INVESTMENT FOR CERTIFICATIONS**

*Kent State’s Lean Six Sigma training and certification programs include continental breakfast, lunch and afternoon snacks each day. Pricing does not include required software.*
CERTIFICATE FOR EMERGING LEADERS
Transform Your Organization With a Forward-Thinking Mindset

Training tomorrow’s leaders today is essential to ensuring effective succession planning for your organization. Kent State’s Certificate for Emerging Leaders is designed to help those who have the potential and desire to be a leader, and are new to leadership roles, to develop the skills needed for success. The certificate programs will provide you with the knowledge to engage direct reports, drive accountability, increase financial acumen, influence colleagues and lead your multigenerational teams.

Five eight-hour programs comprise the Kent State Certificate for Emerging Leaders:

- Effective Organizational Leadership: Engage and Execute
- Influencing Up
- CELEMI Apples & Oranges™ – Business Finance for Everyone
- Strategies for Leading the Multigenerational Team
- Coaching Accountability for Impact on People and Results

Optional Add-On Programs:

- Powerful Business Writing
- Understanding Emotional Intelligence to Increase Your Effectiveness
- DiSC®: Keys to Improved Communication

These programs may be taken individually for particular skill development or in the series to attain Kent State’s Certificate for Emerging Leaders.

Effective Organizational Leadership: Engage and Execute
Facilitator: Kristy Frieden

In this program, you will learn the characteristics of great leadership and identify the key elements of leadership, how they differ from management and how to make the transition. By understanding the essentials of communication, you will be able to effectively influence others and determine how to engage and inspire colleagues and employees. You will learn to:

- Understand the importance of adaptability and what behaviors are required
- Define sustainability as it relates to employee performance and results
- Identify strengths and opportunities in your current leadership approach
- Determine what makes someone a great leader

SESSION OPTIONS:
WED., MARCH 13, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 2, 2019, 8:30 A.M. – 4:30 P.M. – $345

Influencing Up
Facilitator: Amy Shannon

When you take the time to cultivate a productive working relationship — by understanding the strengths and weaknesses of your superiors — everyone wins. Influencing is a skill that we simply learn as we grow up by copying others around us and is primarily based on our life experiences. However, there are techniques that we can learn and apply to most effectively influence others. By participating in this highly interactive training, you will be able to:

- Show your understanding when communicating with others to open up the conversation
- Encourage or discourage anyone strongly in the direction of your choice
- Understand your superior’s working and communication style
- Sequence your statements efficiently, so that you can get maximum effect for your objectives

SESSION OPTIONS:
WED., MARCH 20, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., DEC. 4, 2019, 8:30 A.M. – 4:30 P.M. – $345
CELEMI Apples & Oranges™—
Business Finance for Everyone
Facilitator: Ned Parks

Every employee can make a difference on profits and cash flow. If you start acting and thinking like a business owner, you will base future decisions on sound thinking. Knowing how to monitor cash flow, improve the use of resources and measure results in financial statements can help you to develop a sound business sense that will assist your organization in meeting strategic objectives.

CELEMI Apples & Oranges™ brings financial statements to life. Through the use of a simulation, you will run a fictitious company, facing some tough challenges. The company is losing market share, facing demands from suppliers and having an increasing number of customers. The company is in desperate need of a new – and disciplined – financial strategy. You will get to be a member of an incoming management team. In this program you will:

» Strengthen your business acumen
» Learn how to deploy company resources more efficiently
» Become familiar with financial lingo and better understand the balance sheet and profit and loss statements
» Identify critical elements that affect profitability

SESSION OPTIONS:
WED., APRIL 3, 2019, 8:30 A.M. – 4:30 P.M. – $445
FRI., NOV. 1, 2019, 8:30 A.M. – 4:30 P.M. – $445

Strategies for Leading the Multigenerational Team
Facilitator: Deborah Easton

Today’s workplace is affected by six generational mindsets. Each generation offers diverse assets to any organization. This program explains the origins of generational mindsets and their impact on work practices while providing practical skills and strategies for leading the new generational workforce and maximizing the contributions of every generation on your team. In this entertaining and informative program, you will:

» Understand the differences between the mindsets of each generation
» Discover how these mindsets affect today’s workplace
» Learn how to lead a new generation
» Prepare your leadership style for the future workplace

SESSION OPTIONS:
WED., APRIL 17, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 16, 2019, 8:30 A.M. – 4:30 P.M. – $345

“This was awesome, engaging and entertaining.”
Kristin Evans
Marketing Manager
SSP Corporation
 Twinsburg, Ohio
EMERGING LEADERS

Coaching Accountability for Impact on People and Results
Facilitator: Deborah Easton

The balance between productivity and work relationships is the key to team success. When people choose behaviors that inhibit a culture of accountability, this balance can be difficult to maintain. For example, the most productive employee may regard work relationships as being irrelevant to success. Or, the resistor-to-change may spread negativity within the work environment. In today’s empowered work environment, leaders must encourage employee accountability for behavior that positively impacts customers, team members and any other person with whom an employee interacts, as well as behavior that impacts results. Learn to overcome these team-inhibiting behaviors.

- Identify behaviors that avoid accountability
- Overcome common reasons for not coaching people with difficult behaviors
- Identify difficult behaviors that create a negative impact on others
- Tie interpersonal skills to performance competencies

SESSION OPTIONS:
THU., MAY 2, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 13, 2019, 8:30 A.M. – 4:30 P.M. – $345

OPTIONAL ADD-ON PROGRAMS

Powerful Business Writing
Facilitator: Marianne Canario

Effective business writing skills are essential for any professional. In this program, you will learn how to write efficient emails that get results, manage large amounts of data and develop business documents for management. You will learn what makes an effective document, based on who will read it and the purpose of the document. You will also learn how to generate templates so that you can write fast and efficiently. Learning these skills will increase the likelihood of getting your intended audience to take the action you want them to take! In this program, you will:

- Determine the purpose and audience for email writing
- Learn to create concise subject lines
- Obtain the skills needed to incorporate powerful action items within your writing – get the responses and results you need in a timely manner
- Breakdown and refine your writing process: Plan, draft and edit

PRE-WORK: This program requires a small amount of pre-work, to make it customized to exactly what you need in order to transfer your new skills back to work.

SESSION OPTIONS:
WED., APRIL 3, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., OCT. 22, 2019, 8:30 A.M. – 4:30 P.M. – $345

NOTE: If you primarily write emails, you may choose to attend only the morning segment, which focuses on writing effective email messages from 8:30 a.m. to 12:30 p.m., for a reduced price of $225.

To register for the half-day program, please call 330-672-5802 or email pallen12@kent.edu.

“Materials, topics and breakout sessions were impactful and carefully constructed to promote effective training.”

Nick Dunlap
Business Unit Manager
Aero Fluid Products
Painesville, Ohio
Understanding Emotional Intelligence to Increase Your Effectiveness
Facilitator: Kristy Frieden

Studies have shown that an individual’s level of emotional intelligence (EI) can be a greater predictor of success in the workplace than IQ. We see this type of intelligence (or lack of it) play out in our lives on a daily basis, but may not understand its importance in developing key working relationships and our ability to influence others. Whether we are at work, home or in our community, knowing and managing our emotions, and responding appropriately to the emotions of others, will determine our ability to work effectively and achieve the outcomes we desire. In this interactive program, you will learn to:

- Understand the definition of EI
- Define the four components of EI and related competencies
- Identify strategies for enhancing your EI
- Define an emotionally intelligent culture

SESSION OPTIONS:
TUE., APRIL 9, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 23, 2019, 8:30 A.M. – 4:30 P.M. – $345

DiSC®: Keys to Improved Communication
Facilitator: Ned Parks

Learn how behaviors, motivators and personal styles impact our relationships at work and at home. This innovative and interactive session is based on the DiSC® behavioral social style index.

DiSC® is the leading personal assessment tool used by over 1 million people every year to improve work productivity, teamwork and communication. By completing the DiSC® profile, you will identify your areas of strength and those you can develop further. In addition, you will practice effective communication strategies that you can apply immediately. In this program, you will:

- Identify your personal style using the DiSC® profile
- Improve your communications with peers, subordinates, clients, friends and supervisors
- Learn to read others’ styles to better connect with them
- Develop effective communication strategies for different styles

SESSION OPTIONS:
TUE., MAY 14, 2019, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: TUE., MAY 7, 2019

FRI., OCT. 4, 2019, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: FRI., SEPT. 27, 2019

*The DiSC® online assessment must be completed at least one week prior to the program. Kent State will email you instructions on how to complete the assessment.
CERTIFICATE IN STRATEGIC HUMAN RESOURCE PLANNING
Elevate Your HR Strategy to Drive Organizational Results

The viability and growth of any organization depends on its ability to ensure that its human resource requirements are identified and plans are made for meeting those requirements. The planning processes of most best practice organizations define the numbers and types of human resources that will be needed to achieve the defined business goals. Human resource planning includes strategizing on the employer brand, the retention approach, talent management, recruitment and selection. Kent State’s NEW Certificate in Strategic Human Resource Planning will assist you in implementing an ongoing process of systematic planning to achieve the best use of your organization’s most valuable asset – its human resources.

This certificate consists of the following five programs:

- Developing a Strategic Performance Management System
- Leveraging Individual Assessments to Advance the Organization
- Building a Coaching Culture
- Implementing a Successful Succession Plan
- CELEMI Tango™ – Success Through People

These programs may be taken individually for particular skill development or in the series to attain Kent State’s Certificate in Strategic Human Resource Planning.

Developing a Strategic Performance Management System
Facilitator: Diane DeRubertis

Does your current performance management system align with your organizational strategy? In this program, which is designed for HR leaders, you will gain an understanding of the new trends and strategies of an effective performance management system. By transitioning your existing system to a customized one that supports continuous feedback and coaching, you will drive the development of competencies and create value for the organization, while also increasing employee engagement.

Program topics include:

- Current Trends in Performance Management
- Components of an Effective Performance Management System
- Alignment of the Organization’s Business Strategy to Segment, Department, Group and Individual Performance
- Importance of Establishing Enterprise-wide, Core and Leadership Competencies
- Effective Planning, Goal Setting, Monitoring, Assessing and Communication of Performance

SESSION OPTIONS:
THU., FEB. 28, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., OCT. 10, 2019, 8:30 A.M. – 4:30 P.M. – $345

“I was very impressed with the content and teaching style. Excited to use the techniques I learned.”

Denise Weiss
HR Manager
Kaufman Container
Cleveland, Ohio
Leveraging Individual Assessments to Advance the Organization

Facilitator: Alberto Arroyo

Why are individual assessment tools under-utilized in the workplace? Unfortunately, too many organizations make important decisions based solely on subjectivity, which leads to loss of time, money and resources. In this program, you will learn to complement your years of experience and intuition with individual assessment tools that provide credible data trends and patterns to help you select judiciously and develop intentionally.

In this program, you will:

- Learn about a wide variety of individual assessment tools available and when to use each
- Integrate information from multiple assessments to tell a more accurate and comprehensive story
- Develop job knowledge and consider job or work context to align the right person to the job
- Leverage assessment data for the purpose of selection, development, succession, coaching and motivating others
- Learn about ethical considerations essential to ensure the proper use of individual assessments

SESSION OPTIONS:
THU., MARCH 21, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., OCT. 24, 2019, 8:30 A.M. – 4:30 P.M. – $345

Building a Coaching Culture

Facilitator: Amy Shannon

Coaching is no longer restricted to private conversations for the privileged few at the top. It is not just a perk for rising stars. Today coaching is being woven into the culture of an organization and impacting employees at every level. Developing a coaching culture is a game changer that shifts the way people work together. You know you have a strong coaching culture when coaching conversations flow in all directions — upwards, downwards and sideways. Learning becomes a way of life as people actively seek feedback and support. Building a coaching culture in your workplace better positions the organization to grow and nurture talent.

In this program, you will:

- Gain Knowledge About the Characteristics of a Coaching Culture
- Learn Seven Steps to Developing a Coaching Culture
- Understand the Importance of Starting a Coaching Culture at the Top
- Apply the Skills of Coaching While Learning the Steps to a Coaching Conversation Including Role-Play and Case Studies Using The Mirroring Technique

SESSION OPTIONS:
THU., APRIL 4, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., NOV. 7, 2019, 8:30 A.M. – 4:30 P.M. – $345

Customize our programs and bring them to your location!
For more details, call 330-672-3416.
#1 priority for talent development in 2018 is training for SOFT SKILLS.

KENT STATE TOP 5
SOFT SKILLS TRAINING

1. EMOTIONAL INTELLIGENCE
2. GENERATIONS
3. INTERPERSONAL COMMUNICATION
4. COACHING
5. PERFORMANCE MANAGEMENT

SOURCES
LinkedIn, 2018 Workplace Learning Report
Training Magazine, 2017 Training Industry Report
94% of employees say that they would stay at a company longer if it invested in their career development.

By 2025, millennials will make up 75% of the workforce.

87% of millennials say development is important in a job compared to 69% of non-millennials.

$1,075 per-employee average annual spending.

Employees averaged 47.6 hours of training annually.

90% of EXECUTIVES say that learning and development is a necessary benefit to the employees at the company.

Executives want to cultivate:

- LEADERSHIP
- COMMUNICATION
- COLLABORATION
Implementing a Successful Succession Plan
Facilitator: Diane DeRubertis

Are you planning for the future? Having an effective succession plan in place ensures that your organization is ready for the next generation of leaders who will drive its strategy. Learn how succession planning differs from performance management and fits into the overall human resource planning strategies within your organization.

You will:
- Look at Critical Roles and the Competencies Identification Worksheet
- Learn How to Use the Comprehensive Successor Talent Profile
- Complete a Successor Planning Worksheet
- Explore the Nine-box Matrix Analysis

**NOTE:** Each participant is required to bring a laptop to the program.

**SESSION OPTIONS:**
- THU., APRIL 25, 2019, 8:30 A.M. – 4:30 P.M. – $345
- THU., NOV. 21, 2019, 8:30 A.M. – 4:30 P.M. – $345

CELEMI Tango™ – Success Through People
Facilitator: Ned Parks

CELEMI Tango™ helps employees enhance their skills in attracting, developing and retaining the right talent and clients, and teaches them how to gain a competitive edge and execute a successful business strategy.

In this capstone, strategic business simulation, teams of different organizations fiercely compete to create short-term profit and long-term value by optimizing HR planning and talent development. A focus on retention is highlighted when employees leave if not satisfied in their jobs. Gain insights that will position you as an organizational leader. You will make fast-paced decisions about optimal capacity utilization, leveraging employees, meeting client demands and ensuring delivery – all while maintaining cash flow, brand equity, shareholder value and stakeholder satisfaction. Business operations, know-how and brand are in the spotlight, but bankruptcy, mergers or headhunters could be waiting behind the scenes!

In this highly interactive business simulation, you will:
- Practice Decisions to Balance Effective Short-term Goals and Successful Long-term Planning
- Provide Knowledge of the Important Link Between Corporate Strategy and Strategic Recruitment
- Assess How an Employee’s Job and Development Path Fits into the Overall Corporate Strategy
- Understand Business Finance and Key Performance Indicators
- Improve Talent Management Skills
- Manage the Mix of Clients and People to Improve Long-term Fit, Productivity and Profit

**SESSION OPTIONS:**
- THU. AND FRI., MAY 16 AND 17, 2019, 8:30 A.M. – 4:30 P.M. – $995
- THU. AND FRI., DEC. 5 AND 6, 2019, 8:30 A.M. – 4:30 P.M. – $995
Establish yourself as a globally recognized human resource expert by earning the new standard in HR certification: SHRM Certified Professional (SHRM-CP) and SHRM Senior Certified Professional (SHRM-SCP). These professional certifications can open doors for professional advancement, serve to harmonize standards with changing expectations and signal to employers advanced professional development.

The SHRM Learning System® Preparation Course

Facilitator: Sharon Smith

Ensure you’re prepared with our course designed for SHRM credential candidates. Expand and test your knowledge and practical, real-life competencies in areas critical for HR career success.

This intensive 12-week program offered by Kent State University combines expert instruction with the 2019 SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.

Why enroll in Kent State University’s course?

- Acquire the knowledge and understand the behavioral and technical competencies which originate from the SHRM Body of Competency and Knowledge™ content to help you prepare for the exam
- Discuss topics and share real-life experiences with peers from diverse backgrounds
- Take advantage of your employer’s tuition reimbursement program
- Learn from experienced HR practitioners and SHRM-CP/SHRM-SCP-certified instructors

SESSION OPTIONS:

Dates: TUE., FEB. 12 – MAY 7, 2019, 6 – 9 P.M. (Will not meet March 26, 2019)

TUE., SEPT. 17 – DEC. 10, 2019, 6 – 9 P.M. (Will not meet Nov. 26, 2019)

Investment: $1,095

The course investment includes a high-level review of course material, interactive discussions and learning activities, sample assessment questions, and study and test taking tips. The investment does not cover registration for the SHRM-CP or SHRM-SCP examinations.

NEW LOCATION: Fairfield Inn & Suites, 4170 Steels Pointe, Stow, OH 44224

“The overall program was insightful. Our instructor is extremely knowledgeable and applied real-life situations to bring all of the modules together.”

Stephanie Jones
Special Assistant, Office of General Counsel
Kent State University
Kent, Ohio
CERTIFICATE IN PROJECT MANAGEMENT

Manage Projects to Meet Customer’s Requirements; Stay on Time and on Budget

Managing projects effectively is a vital skill for today’s workplace. The Kent State Certificate in Project Management provides professionals with experience working as project managers or aspiring to take on project management responsibilities, with the skills needed to improve performance, provide leadership and deliver projects on time and on budget. Using a balanced mix of lecture, group exercises and a project case study, you will learn the skills necessary to manage a project from launch through completion. Particular emphasis is placed on defining the customer’s requirements and building a realistic schedule. This certificate consists of the following programs:

REQUIRED:
- Essential Skills for Managing Projects

REQUIRED: Your choice of one of the following two programs:
- Advanced Skills for Managing Projects
- Project Leadership

The tools and principles taught in this three-day certificate are based on the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK® Guide). Kent State facilitator Bob Jewell is a certified Project Management Professional (PMP) through the Project Management Institute and a degreed engineer with more than 20 years of hands-on experience managing projects. These programs may be taken individually for particular skill development or in the series to attain Kent State’s Certificate in Project Management. PMI and PMBOK® Guide are registered marks of the Project Management Institute Inc.

REQUIRED: Essential Skills for Managing Projects
Facilitator: Bob Jewell, PMP

In this two-day program, you will learn basic knowledge on what it takes to carry out projects effectively through the understanding and application of standard project management tools and techniques. It is a nuts-and-bolts program that presents you with “everything you need to know” to manage projects effectively. Examples include:

- Project introduction – stakeholders, triple constraints, project lifecycle
- Project initiation, definition and leadership – deliverables vs. scope, chartering
- Project planning – milestones, budgeting, work plans, scheduling, critical path
- Project execution and control
- Project close out

The tools and principles taught in this program are based on the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK® Guide).

SESSION OPTIONS:
TUE. AND WED., MARCH 5 AND 6, 2019, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THU., APRIL 17 AND 18, 2019, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THU., SEPT. 25 AND 26, 2019, 8:30 A.M. – 4:30 P.M. – $695
TUE. AND WED., NOV. 5 AND 6, 2019, 8:30 A.M. – 4:30 P.M. – $695
REQUIRED: ONE OF THE FOLLOWING PROGRAMS

**Advanced Skills for Managing Projects**
Facilitator: Bob Jewell, PMP

In this program, you will take a more in-depth look at critical topics in Project Management. The tools and principles taught in this program are based on the Project Management Institute’s Project Management Body of Knowledge (PMBOK® Guide).

- Applying the essential skills
- Resource management
- Time management
- Project leadership
- Change management
- Risk management
- Managing multiple projects
- Monitoring and controlling

**SESSION OPTIONS:**
WED., MARCH 20, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., MAY 2, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 13, 2019, 8:30 A.M. – 4:30 P.M. – $345

**Project Leadership**
Facilitator: Bob Jewell, PMP

Organizing and managing the day-to-day activities of a project can be challenging enough. However, you must also have the skills necessary to develop a high-performing team, make and implement effective decisions, and communicate with and influence stakeholders outside your core project team. The difference between management and leadership will forever be debated; but when it comes to projects, you manage the process and lead the people. This program focuses on three skills to effectively lead a project:

- Developing an effective team
- Communicating with and influencing your stakeholders
- Making effective project decisions

**SESSION OPTIONS:**
WED., MAY 1, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., NOV. 21, 2019, 8:30 A.M. – 4:30 P.M. – $345

“After 20 years of working on projects, this course allowed me to re-think my approach.”

David Brazus
Senior Buyer
STERIS Corporation
Mentor, Ohio
CERTIFICATE OF SUPERVISION

Influencing Frontline Employees to Perform at Their Highest Level

Effective supervision is key to the success of any organization. Whether you are a new or experienced supervisor, or are aspiring to be at the supervisory level, Kent State’s Certificate of Supervision will provide you with credentials that set you apart. If you are a manager or department head, consider sponsoring your frontline leaders to attend the Certificate of Supervision so that they can perform at their best in a professional environment with appropriate and effective supervision. Six eight-hour programs comprise the Certificate of Supervision:

- Enhancing Interpersonal Communication Skills
- Making Great Decisions
- Crash the Barriers: Build Your Team
- Motivating Employees
- Turning Conflict Into Collaboration
- Managing Discipline

Optional Add-On Programs:

- Powerful Business Writing
- Understanding Emotional Intelligence to Increase Your Effectiveness
- DiSC®: Keys to Improved Communication

These programs may be taken individually for particular skill development or in the series to attain the Certificate of Supervision.

Enhancing Interpersonal Communication Skills

Facilitator: Deborah Easton

Effective communication skills give you the power to achieve success in your supervisory role, as well as in all of your relationships. This program provides you the opportunity to assess communication strengths and weaknesses and to learn a variety of practical, powerful communication strategies that can be applied immediately on the job, with peers, subordinates and supervisors.

- Develop a communication style that generates trust in the workplace
- Improve your listening skills
- Respond more effectively during difficult conversations
- Give clear directions to employees

SESSION OPTIONS:

THU., FEB. 21, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., APRIL 2, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., SEPT. 26, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., OCT. 29, 2019, 8:30 A.M. – 4:30 P.M. – $345

Making Great Decisions

Facilitator: Bob Jewell

When was the last time you or your team sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees and teams are constantly making and implementing decisions, but few examine the process and assess the quality of their decisions.

- Four styles of decision-making and when to use them
- Six important elements of an effective decision-making process
- The role of intuition in making decisions
- How to better manage participative decision-making processes

SESSION OPTIONS:

THU., MARCH 7, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., APRIL 16, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., OCT. 17, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., NOV. 12, 2019, 8:30 A.M. – 4:30 P.M. – $345
Crash the Barriers: Build Your Team  
**Facilitator: Ned Parks**

Learn how you really operate within a team and how you set your team up for success or failure. This program is designed to teach you, as a leader, how to build teams and group interactions through a totally hands-on experience. Walk away with specific actions to build your current team and integrate new employees into the team.

- Understanding barriers inside your team
- The circle of invitation
- Plan, problem-solve, process and improve

**SESSION OPTIONS:**
- THU., MARCH 14, 2019, 8:30 A.M. – 4:30 P.M. – $345
- TUE., APRIL 23, 2019, 8:30 A.M. – 4:30 P.M. – $345
- FRI., OCT. 11, 2019, 8:30 A.M. – 4:30 P.M. – $345
- FRI., NOV. 8, 2019, 8:30 A.M. – 4:30 P.M. – $345

Motivating Employees  
**Facilitator: Scott Tackett**

Have you found what works to motivate your employees for improved performance?

- Learn about the many motivational options beyond increased pay
- Find out what types of rewards work in what types of circumstances
- Gain ideas you can use to impact employee performance upon your return to the workplace

**SESSION OPTIONS:**
- THU., MARCH 21, 2019, 8:30 A.M. – 4:30 P.M. – $345
- THU., APRIL 25, 2019, 8:30 A.M. – 4:30 P.M. – $345
- THU., OCT. 3, 2019, 8:30 A.M. – 4:30 P.M. – $345
- TUE., NOV. 19, 2019, 8:30 A.M. – 4:30 P.M. – $345

Turning Conflict Into Collaboration  
**Facilitator: Ned Parks**

Conflict is natural within the workplace and a predictable part of working with others. Yet unresolved conflict negatively affects morale, motivation, communication, attitudes and productivity. If handled appropriately, your conflict can lead to positive, cooperative situations.

- Maintain your cool in difficult situations
- Learn valuable communication skills for conflict resolution
- Become aware of your conflict style using the Thomas Kilmann Conflict Inventory
- Utilize five strategies for conflict resolution

**SESSION OPTIONS:**
- THU., APRIL 4, 2019, 8:30 A.M. – 4:30 P.M. – $345
- TUE., APRIL 30, 2019, 8:30 A.M. – 4:30 P.M. – $345
- FRI., OCT. 25, 2019, 8:30 A.M. – 4:30 P.M. – $345
- TUE., DEC. 3, 2019, 8:30 A.M. – 4:30 P.M. – $345

Customize our programs and bring them to your location! For more details, call 330-672-3416.
Managing Discipline
Facilitator: Scott Tackett

Manage discipline effectively and your organization will observe reduced discord among employees, decreased numbers of grievances and increased productivity. You and your organization will experience increased cooperation among employees and sustained positive employee relations, leading to an enhanced organizational culture where everyone is working toward the same goals.

- View effective discipline as an indispensable tool for supervisory effectiveness
- Handle discipline fairly and consistently to develop and sustain positive employee relations
- Use discipline to encourage and obtain desired organizational goals
- Exercise discipline to correct performance, not punish wrongdoing

SESSION OPTIONS:
THU., APRIL 11, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., MAY 9, 2019, 8:30 A.M. – 4:30 P.M. – $345
THU., OCT. 31, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., DEC. 10, 2019, 8:30 A.M. – 4:30 P.M. – $345

OPTIONAL ADD-ON PROGRAMS

Powerful Business Writing
Facilitator: Marianne Canario

Effective business writing skills are essential for any professional. In this program, you will learn how to write efficient emails that get results, manage large amounts of data and develop business documents for management. You will learn what makes an effective document, based on who will read it and the purpose of the document. You will also learn how to generate templates so that you can write fast and efficiently. Learning these skills will increase the likelihood of getting your intended audience to take the action you want them to take! In this program, you will:

- Determine the purpose and audience for email writing
- Learn to create concise subject lines
- Obtain the skills needed to incorporate powerful action items within your writing – get the responses and results you need in a timely manner
- Breakdown and refine your writing process: Plan, draft and edit

PRE-WORK: This program requires a small amount of pre-work, to make it customized to exactly what you need in order to transfer your new skills back to work.

SESSION OPTIONS:
WED., APRIL 3, 2019, 8:30 A.M. – 4:30 P.M. – $345
TUE., OCT. 22, 2019, 8:30 A.M. – 4:30 P.M. – $345

NOTE: If you primarily write emails, you may choose to attend only the morning segment, which focuses on writing effective email messages from 8:30 a.m. to 12:30 p.m., for a reduced price of $225.

To register for the half-day program, please call 330-672-5802 or email palle2@kent.edu.
Understanding Emotional Intelligence to Increase Your Effectiveness
Facilitator: Kristy Frieden

Studies have shown that an individual’s level of emotional intelligence (EI) can be a greater predictor of success in the workplace than IQ. We see this type of intelligence (or lack of it) play out in our lives on a daily basis, but may not understand its importance in developing key working relationships and our ability to influence others. Whether we are at work, home or in our community, knowing and managing our emotions, and responding appropriately to the emotions of others, will determine our ability to work effectively and achieve the outcomes we desire. In this interactive program, you will learn to:

- Understand the definition of EI
- Define the four components of EI and related competencies
- Identify strategies for enhancing your EI
- Define an emotionally intelligent culture

SESSION OPTIONS:
TUE., APRIL 9, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 23, 2019, 8:30 A.M. – 4:30 P.M. – $345

DiSC®: Keys to Improved Communication
Facilitator: Ned Parks

Learn how behaviors, motivators and personal styles impact our relationships at work and at home. This innovative and interactive session is based on the DiSC® behavioral social style index.

DiSC® is the leading personal assessment tool used by over 1 million people every year to improve work productivity, teamwork and communication. By completing the DiSC® profile, you will identify your areas of strength and those you can develop further. In addition, you will practice effective communication strategies that you can apply immediately. In this program, you will:

- Identify your personal style using the DiSC® profile
- Improve your communications with peers, subordinates, clients, friends and supervisors
- Learn to read others’ styles to better connect with them
- Develop effective communication strategies for different styles

SESSION OPTIONS:
TUE., MAY 14, 2019, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: TUE., MAY 7, 2019

FRI., OCT. 4, 2019, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: FRI., SEPT. 27, 2019

*The DiSC® online assessment must be completed at least one week prior to the program. Kent State will email you instructions on how to complete the assessment.
CERTIFICATE OF TRAINING AND DEVELOPMENT

Learn to Design Training Programs that Make an Impact

Kent State’s Certificate of Training and Development provides you with the skills and knowledge necessary to design and deliver effective employee training. You will learn to use a systematic method for developing effective in-house training programs. The comprehensive, skills-based certificate consists of 24 contact hours of high-impact training.

The programs include:

- Each One Teach One: Engaging Employees in Experiential Learning
- High-impact Learning: Fundamentals for Designing the Adult Learning Experience

These programs may be taken individually for particular skill development or in the series to attain Kent State’s Certificate of Training and Development.

Each One Teach One: Engaging Employees in Experiential Learning

Facilitator: Christine Zust

This highly interactive program focuses on the Accelerated Learning Model of training for adults. You will:

- Create an inviting, supportive learning environment for effective training delivery
- Understand the role of trainer and facilitator
- Master the Somatic, Auditory, Visual, Intellectual (SAVI) adult learner mode
- Organize and deliver materials for effective learning experiences

SESSION OPTIONS:

WED., APRIL 10 AND MAY 8, 2019, 8:30 A.M. – 4:30 P.M. – $695
WED., OCT. 2 AND 30, 2019, 8:30 A.M. – 4:30 P.M. – $695

High-impact Learning: Fundamentals for Designing the Adult Learning Experience

Facilitator: Ned Parks

Successful course design in a short amount of time is a requirement in today’s fast-paced environment. It requires the training professional to deliver high-quality, high-impact training; often with little budget and under severe time constraints. Understanding the needs of adult learners is the key to success in this process.

This full-day workshop will provide you with adult learning foundations and design skills specific for those conducting any type of training. This program is conducted in an interactive dialogue-based delivery method with practical, structured training development application. You will receive planning forms, design templates, sample room layouts and explanations for the use of each one. Topics covered include:

- Understand the fundamentals of adult learning
- Design training sessions, sequencing, materials, aids and activities
- Learn why people forget and how to build retention rates

SESSION OPTIONS:

WED., APRIL 24, 2019, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 16, 2019, 8:30 A.M. – 4:30 P.M. – $345
Improve Your Skills on Your Own Time With Online Training Programs

In today’s fast-paced world, many of us find it difficult to take time away from work and family to attend professional development programs. Our online training programs fit into your schedule: You can take them before breakfast, during lunch, late at night or any other time you find convenient! Hundreds of topics are available in a variety of fields, including project management, computer applications, personal enrichment, web design and more.

Computer applications:
- Adobe: Acrobat, Dreamweaver, Illustrator, InDesign, Photoshop, Premiere
- AutoCAD
- Intuit Quickbooks
- Microsoft: Access, Excel, Outlook, PowerPoint, Suite, Word
- Web Design: CSS, DHTML

Intermediate and advanced project management online programs:
- Advanced Project Quality Management
- Advanced Project Risk Management
- Agile Development and Project Management
- Business Intelligence
- Managing Project Scope
- Preventing, Recovering and Managing Troubled Projects
- Project Management Fundamentals for IT Professionals
- Project Management Metrics, KPUIs and Dashboards

On-demand learning programs:
- CAPM® Edge – Certified Associate in Project Management
- CAPM® Prep IQ – Exam Prep Question Bank
- Project Management Certificate Program – PMP® Exam Prep
- Project Management Foundation
- Project Management IQ – Exam Prep Question Bank

Online professional development programs:
- Accounting
- Business Communications/Writing
- Corporate Social Responsibility
- Entrepreneurship
- Ethics
- Marketing
- Supply Chain Management
- And many more!

LEARN MORE AT:
WWW.KENT.EDU/YOURTRAININGPARTNER/ONLINE-TRAINING-PROGRAMS
FACILITATOR PROFILES

ALBERTO ARROYO

For over 15 years, Alberto Arroyo has facilitated leaders across various sectors including higher education, retail, parishes, consultative services and healthcare. Arroyo has partnered with a wide-variety of organizations to advance the development of their leaders, including University Hospitals, Southern Adventist University, General Electric and Hewlett-Packard (HP). Arroyo believes that the best workplace outcomes occur when science and art, logic and intuition, and mind and heart are proportionally applied. He is certified in and uses a multitude of assessments to help him tailor leadership solutions to address the challenges and problems of each organization. Arroyo received a Master of Arts in industrial/organizational psychology and a MBA from Elmhurst College.

MARIANNE CANARIO

Marianne Canario has more than 20 years of experience in customizing training in communications skills for local and international companies. She feels strongly that training can’t stand in isolation, but must be transferred to the workplace. As such, Canario always begins the development process with a needs assessment of participants. In many cases, the needs analysis is done via submission of participant writing samples; other times, interviews with the participant(s) and their manager(s) can help her target the program to the right level. The result is a highly interactive program that is unique to each group of participants, based on actual client work. Canario develops programs in the areas of Business/Technical Writing, Spanish, English as a Second Language and Accent Reduction, with training presented in coaching or small-group sessions. She consistently receives outstanding evaluations for her ability to build rapport with participants, create a culture of trust within the classroom, and instill confidence that participants can apply the skills that they learn. Canario holds an MBA from Baldwin-Wallace University, as well as an undergraduate degree in Spanish from The College of Wooster.

DIANE DERUBERTIS

Diane DeRubertis, SPHR, has been in the human resources field for over 20 years. DeRubertis is an independent consultant working with clients across the human resources disciplines. She most recently held the position of human resources consultant for the operations division of PNC Bank. Prior to working for PNC Bank, DeRubertis assisted organizations in designing sourcing and retention strategies or developing effective training, benefits and compensation programs, as well as managing large scale HRIS implementations. She enjoys keeping current by teaching the SHRM Learning System® program for Kent State University and learning from the participants. DeRubertis holds bachelor’s and master’s degrees from Kent State University.

DEBORAH EASTON

Kent State facilitator Deborah Easton has been a communications coach for 30 years, and provides audiences with practical and effective advice for communicating with colleagues, customers and direct reports. Her techniques for one-to-one interactions and group communications provide participants with practical strategies for handling difficult exchanges. Easton adapts every program to the needs of unique organizational cultures and the individual learner. She has partnered with the Center for Corporate and Professional Development to provide a broad range of communications skills programs for organizations such as NASA Glenn Research Center, The MetroHealth System, Automated Packaging Systems, Cleveland Clinic, Saint-Gobain Performance Plastics, National Interstate Insurance Company and L’Oreal USA, among many others. Her most requested training topics include Interpersonal Communication Skills, Coaching Soft Skills Competencies, Communicating Performance Expectations Effectively, Coaching Accountability, Effective Listening, Dealing With Difficult Behaviors, Professional Customer Service Communication Skills and Communication Strategies for Generations Working Together. Easton holds a master’s degree in speech communication from Kent State University.

KRISTY FRIEDEN

Kristy Frieden, M.S., specializes in motivating, training and coaching professionals, supervisors, managers, executives and physicians in the areas of leadership, customer service, emotional intelligence and employee engagement. She has over 17 years of healthcare management experience, most recently working for a Cleveland hospital as manager of performance management and then as an organizational and performance development specialist. Her background includes extensive facilitator training with GE Healthcare Solutions Inc, as it relates to selecting, developing, coaching, evaluating and promoting top performers. She attained the Developing Leadership Through Emotional Intelligence Certificate from Case Western Reserve University’s Weatherhead School of Management. Frieden holds a bachelor’s degree from Slippery Rock University and a master’s from West Virginia University in vocational counseling. She is an accomplished martial artist, currently working towards her 5th degree black belt, and is one of the few female members of the Taekwondo Jadokwan Society in Seoul, South Korea. Frieden’s passion and dynamic presentation style, as well as her “down to earth” attitude, engages and motivates her audiences to focus on their strengths and achieve personal and professional success.
BOB JEWELL
Bob Jewell has 36 years of hands-on experience managing and consulting on engineering, operational and strategic projects. His project experience ranges from the fabrication of hydro-electric turbines to the development of an open-heart surgery program and startup of a new aircraft engine repair facility. Jewell’s practical experience proves to be a great source of material for the classroom and has allowed him to develop and fine-tune an excellent process for helping others learn the valuable skills of project management and decision making. His work has earned the trust of clients such as Toyota, General Electric, Federal Express, Lubrizol, The Sherwin-Williams Company, Cincinnati Children’s Hospital and over 65 other organizations. Jewell earned a bachelor’s degree in engineering from The Ohio State University and is a certified Project Management Professional (PMP) through the Project Management Institute. He is also the author of Pursuing Project Excellence: Six Ideas to Improve Your Projects, which was published in 2016. Jewell has been facilitating programs for Kent State since 2002.

JOHN NOVAK
John Novak, CQA, is an industrial engineer and Lean Six Sigma Master Black Belt who has provided consultation and training to improve work flow and methods for clients. He has experience as a software developer and in internal auditing, serving as a senior management consultant for Planmetics Inc. and an Industrial Engineer for General Motors (Terex Division). Novak’s areas of expertise include internal auditing, decision support systems, software documentation and packaging. Lean concepts, industrial and process engineering productivity improvements and Six Sigma project implementation. Novak received his bachelor’s degree in industrial technology from Bowling Green State University and his MBA from Kent State University.

NED PARKS
As an entrepreneur, author and radio talk show host, as well as a community leader and outdoor enthusiast, Ned Parks pulls from a wealth of experience to deliver upbeat and highly interactive programs. His dedication to the individual in each of us is driven by his own life journey – one that is filled with change, adventure, learning and spiritual discovery. At age 26, Parks accepted an offer to attend Warrant Officer Candidate School and the U.S. Army Helicopter Pilot School. A year later, he was flying helicopters along South Korea’s conflicted DMZ. By age 28, Parks’ experience teaching teamwork, leadership and interpersonal communication skills in high-pressure environments came into play when he successfully completed the U.S. Army’s adult education program and became a classroom and flight line instructor. Upon returning to Ohio, Parks founded Parks Aviation Services Inc. Just three years later, Parks sold his highly successful business and joined a manufacturing company as a division general manager. Within one year, he turned the struggling, lackluster division into a highly profitable group, restoring employee morale and reducing turnover. Now, Parks harnesses his passion for helping others by conducting humor-filled leadership and motivational keynote speeches and workshops on the challenges of everyday life.

JOHN POTKALITSKY
John Potkalitsky retired from Eaton Corporation after 20 years of successfully deploying Lean in manufacturing and office environments, at both domestic and international plant sites. During the last eight years, Potkalitsky was part of a corporate group of experienced Lean practitioners who developed and delivered training on Lean tools deployment and assessment. Potkalitsky has provided office professionals and frontline supervisors with essential skills and tools they need to make Lean efforts self-sustaining. Potkalitsky has personally trained over 1,200 office professionals. Prior to Eaton, Potkalitsky spent 16 years in manufacturing and materials organizations improving productivity. He has held various positions in shop supervision, manufacturing, engineering and materials management at Goodyear Aerospace, Johnson & Johnson (Technicare) and Warner & Swasey. Potkalitsky holds a bachelor’s degree in industrial technology from Kent State University.

THOMAS PUTNAM
Tom Putnam has more than 30 years of professional experience. His work assignments have been in many diverse areas including tooling design, process engineering, business economics, maintenance systems, quality systems, quality planning, supplier quality and continuous improvement, incorporating Lean Manufacturing and Six Sigma methodologies. He also has participated in two manufacturing plant closures that included shifting production to other facilities, as well as establishing two additional “greenfield” manufacturing sites. Over the past 10 years, Mr. Putnam has served as the thought and training leader, and Lean Six Sigma Master Black Belt for The Timken Company, and most recently, The TimkenSteel Corporation. He has trained nearly 500 people in Lean Six Sigma methodology, including yellow belt, green belt and black belt levels while successfully leading or mentoring in excess of 75 projects. In addition, he has significant experience in customer warranty and claims investigations, and has taught other topics such as 5 Why analysis and problem solving techniques. Putnam received an associate’s degree in mechanical technology from Kent State University and a bachelor’s degree in mechanical engineering from The University of Akron. He is a certified Lean Six Sigma Master Black Belt.
AMY B. SHANNON
Amy B. Shannon has specialized in organizational development, human resources and training for over 19 years. Shannon is an organizational development consultant working with clients in manufacturing, service, financial and healthcare industries. She facilitates programs with her clients on topics such as leadership development, coaching, conflict management, trust, teambuilding, train the trainer, harassment, workplace bullying, respectful workplace, interpersonal and communication skills. Amy holds certifications with numerous nationally known training vendors such as: Kepner Tregoe, Kaset International/Achieve Global, Franklin Covey, Pace Group, Personnel Decisions Inc. and Development Dimensions International. Her background also includes functioning as a HR director in both service and manufacturing organizations. Most recently, Shannon served as the executive director II of Corporate College where she built robust leadership training curriculum to serve clients. She is also a keynote speaker at national conferences including The Corporate University Week, Disney Institute. She is a recognized speaker at local and national conferences, as well as a certified mediator. She holds a bachelor’s degree in human resources with honors from the University of Kentucky.

ROBERT SKILLMAN
Kent State lead Lean Six Sigma Green, Black and Master Black Belt training and certification facilitator, Robert Skillman, is a Six Sigma Master Black Belt and a Lean Master Sensei, who has been training and certifying BlackBELTs in Six Sigma and Lean methods since 1997. Skillman received his Lean Master certification from the Shingijutsu Limited Group, the founders of the Toyota Production System. Skillman is an engineer with 35 years of experience. He is also currently a Certified Quality Engineer, Certified Quality Auditor and RAB Certified. His background includes extensive experience in automotive, aerospace, nuclear and service industries. Skillman has held quality, Master Black Belt and metallurgical engineering, as well as senior management director and vice president-level positions, with organizations such as TRW, BB&W, Cleveland Container and SPS Technologies. Skillman facilitates Kent State’s public offerings of the Lean Six Sigma Certifications, as well as many of the contracted Lean Six Sigma training and certifications.

SHARON SMITH
Sharon Smith, SHRM-SCP, has worked in the human resource field for over 15 years. In her current role as a Human Resource Manager for the Northeast Ohio Regional Sewer District, she provides strategic oversight and operational human resource leadership for the organization, managing and directing training and executing processes and services. She achieved her SHRM-SCP certification in 2016, giving her recent experience with the current SHRM testing requirements. Sharon’s previous roles in human resources include Organizational Development Manager and Corporate Training Manager for a Lighting Manufacturer and Senior Training Consultant at Allstate Insurance Company. Sharon holds a bachelor’s degree in business administration from Trumbull Career College. She has worked in the automotive, government ballistics and electrical insulation industries. Skillman has held production scheduler, purchasing manager, shipping manager and quality and continuous improvement manager positions with Nescore Plastics and Iten Industries.

SCOTT TACKETT
Scott Tackett is a Lean Six Sigma Black Belt, currently serving as an associate facilitator, training Lean Six Sigma Black Belts at Kent State University. Skillman received his bachelor’s degree in business administration from Trumbull Career College. He has worked in the automotive, government ballistics and electrical insulation industries. Skillman has held production scheduler, purchasing manager, shipping manager and quality and continuous improvement manager positions with Nescore Plastics and Iten Industries.

CHRISTINE ZUST
Christine Zust, M.A., has more than 25 years of experience in communication and marketing management in the private and public sectors. Zust specializes in strategic communication, planning and positioning consultation, and also provides corporate facilitation and professional development programs. She works with executives, emerging leaders and management teams to develop credibility and clout with key clients and constituents externally, as well as to develop more productive leaders and teams internally. Zust’s unique facilitation skills in strategic planning and brainstorming sessions help clients develop a clearer vision of their potential. Her articles on leadership are regularly featured online. She received a Bachelor of Arts degree in public relations from Kent State University and a Master of Arts degree in interpersonal communication from Bowling Green State University. Zust is the author of the book, Everything I Do Positions Me: The Simple Path to Professional Success.
NEW LOCATION
Unless otherwise stated, programs will be held at the Educational Service Center of Northeast Ohio, 6393 Oak Tree Blvd. South, Independence, OH 44131.

Cancellation and Transfer Policy
Kent State University reserves the right to cancel programs. In the event that your program is cancelled, a full refund will be issued. Fees paid by credit cards will be processed immediately. Check and cash payments will be refunded with a Kent State University check issued within four weeks of cancellation.

Should you wish to withdraw from a program for which you are registered, you may cancel the registration or transfer into the next scheduled program according to the following policies:

- Kent State must be notified of your cancellation or request to transfer to the next scheduled program more than five business days prior to the program start date to receive a 100 percent refund or no fee for the transfer.

- If Kent State is notified of your cancellation or request for transfer fewer than five business days before the program start date, you may receive a 50 percent refund for the cancellation; a $50 transfer fee will be applied if you choose to transfer into the next scheduled program.

- There will be no refund if Kent State receives notification of the cancellation on the program start date or if you do not attend the program.

- If you are unable to attend, you may substitute another member of your organization at no additional cost. Please notify Kent State of this change before the program start.

- Kent State’s transfer policy allows for a one-time transfer into the next scheduled program within one year of the transfer request according to the policies above.

Discounts
Register three or more employees for the same program and receive a 10 percent discount.

Register three or more employees in a group of various programs at the same time and receive a 5 percent discount.
Complimentary Breakfast Briefing
FRI., SEPT. 13, 2019, from 8 – 10:30 A.M.
Educational Service Center of Northeast Ohio
6393 Oak Tree Blvd. South, Independence, OH 44131

You will have the opportunity to:

- **Network** with other HR leaders who are also working on talent development strategies;
- **Get to know** our facilitators’ style and approach to training;
- **Review** certificates and training program content;
- **Get discounts** on programs; and
- **Ask questions**.

Flash Learning Sessions With **Golden Insights**!
Immediately following the Breakfast Briefing, we will be offering two facilitated sessions approved for recertification credits through **SHRM** and **HRCI**.

REGISTER NOW!
Call Jennifer Brown at 330-672-3416 or email jkbrown@kent.edu.