ENHANCE

Your Employee and Organization

PERFORMANCE

With Skills-based Training and Certificate Programs

Join our LinkedIn group

SAVE THIS CATALOG FOR FUTURE REFERENCE AND REFER TO IT OFTEN.

WWW.KENT.EDU/YOURTRAININGPARTNER
Contact us to learn more about credited program offerings.
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### CALENDAR AT A GLANCE

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GOLDEN INSIGHTS
from The Center for Corporate and Professional Development

The Center for Corporate and Professional Development’s Golden Insights blog was developed to educate readers on trends in professional and leadership development, and offers information about developing competencies such as communication skills, supervision and frontline leadership, Lean and continuous improvement, and more!

www.kent.edu/YourTrainingPartner/Golden-Insights-Blog

JOIN THE CONVERSATION ON SOCIAL MEDIA!

Join our LinkedIn group at http://tinyurl.com/KSUCCPDLLinkedIn

Follow us on Google+ at http://tinyurl.com/KSUCCPDGooglePlus

Subscribe to our YouTube Channel at https://www.youtube.com/user/CforCPD
Certificate of Change Management

Plan, Manage and Reinforce Change

What percent of the success of your project or change initiatives’ desired outcomes is based on people changing their behavior? Do you think 70 percent, 80 percent, 90 percent? Most people will respond higher than 90 percent. If that is the case, how much effort and resources are you dedicating to changing your employees’ behavior? Chances are it is very low to none.

According to Prosci, the world’s leader in change management research, the cost of major change initiatives has increased a hundred fold in the past ten years to an average cost of over $10M. If projects sputter or fail all together, it becomes a costly endeavor. Prosci research has also shown the number one reason projects fail is employee resistance to change.

Kent State’s Certificate of Change Management provides you with a thorough understanding of how to lead employees through change, sell the change internally, engage your employees during the transformation and sustain the change. Using your “real-life” change initiative that you bring to the program, you’ll leave with a guide to planning your change engagement process.

Three programs comprise the Certificate of Change Management:

- **Proven Practices for Successful Change**
- **How to Sell Change**
- **Motivating and Engaging Employees During Times of Change**

Optional Add-On Program:

- **Managing Change Projects**

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

**Proven Practices for Successful Change**

Facilitator: Jessica Thomas

The main reason projects fail is employee resistance to change. Yet most organizations have not developed internal change management competencies to help lead their employees through transformational change. In this two-day, hands-on program you will learn the fundamentals of successful change management, receive valuable tools and create the beginning of your own change management plan using one of your current projects.

- Understand the driving forces for change in today’s work environment
- Realize how people perceive and approach changes
- Learn change engagement best practices that will enable you to plan for and manage change effectively
- Use a structured, best practice change management methodology to create a functional “real-life” change management plan
- Leave with tools and templates to further guide you in planning change engagement processes

**PRE-WORK**: Come to the program prepared with a “Change Charter.” This should include a change currently planned or underway in your organization.

**SESSION OPTIONS:**

- WED. AND THURS., MARCH 15 AND 16, 2017, 8:30 A.M. – 4:30 P.M. – $695
- WED. AND THURS., OCT. 18 AND 19, 2017, 8:30 A.M. – 4:30 P.M. – $695

*Approved for 15 business/strategic recertification credits through HRCI*
How to Sell Change  
Facilitator: Jessica Thomas

While Change Management planning and execution is much more than just communications, communicating effectively does play a pivotal role in engaging your workforce in a major change initiative. Internal communication efforts are important to attaining organizational change. However, turning your internal communication plans into a bigger-picture internal marketing strategy is the real secret to success. After all, you are selling your employees on the change. This program will take you beyond the typical internal communication plan, raising the bar and exposing you to marketing strategies that will not just inform your employees that a change is coming, but truly engage them in it.

- Learn the importance of effective internal marketing efforts
- Use tools to determine who, how large, where your audience is and how disruptive the change will be to them
- Create targeted messages for different impacted groups of employees
- Determine the most effective way to package your messages within the culture of your organization

SESSION OPTIONS:
WED., APRIL 12, 2017, 8:30 A.M. – 12:30 P.M. – $225
WED., NOV. 1, 2017, 8:30 A.M. – 12:30 P.M. – $225

Motivating and Engaging Employees During Times of Change  
Facilitator: Scott Tackett

Motivated and engaged employees contribute to your organizational success. Create an environment where your employees choose to be motivated about their work goals and change activities. The group will gain ideas that can impact employee performance and acceptance of change upon return to the workplace. Through real-world case studies, learn how to not only motivate, but also keep employees engaged in appropriate workplace behaviors, with particular emphasis on minimizing resistance to workplace change.

SESSION OPTIONS:
THURS., APRIL 27, 2017, 8:30 A.M. – 12:30 P.M. – $225
THURS., NOV. 16, 2017, 8:30 A.M. – 12:30 P.M. – $225

OPTIONAL ADD-ON PROGRAM
Managing Change Projects  
Facilitator: Bob Jewell

Change management and project management are two complementary processes. For a change effort to be successful, many areas of the organization need to work together to make sure the structure and resources are in place to facilitate a successful change initiative. The discipline of project management provides the processes and tools to make sure the change is developed, designed and delivered effectively to all stakeholders. When project management and change management are integrated:

- A singular objective is identified
- The stakeholders are identified and their concerns are addressed
- A well thought-out plan identifies the right steps to be taken at the right time
- The approach facilitates commitment and buy-in for the change
- The flow of information is improved
- Impacted stakeholders receive the appropriate messages
- The organization receives effective feedback on the adoption, usage and reaction to the change

SESSION OPTION:
WED., MAY 3, 2017, 8:30 A.M. – 12:30 P.M. – $225
CONTINUOUS IMPROVEMENT

NEW! Lean Practitioner Certificate
Learn the Skills Needed to Eliminate Waste and Increase Flow in Your Organization’s Processes

Lean is a Continuous Improvement program designed to eliminate waste and non-value added activities in any process. Lean utilizes Kaizen Events - short, focused projects in which processes are analyzed to find where improvements and efficiencies can be made. Lean is successfully utilized in all industries including manufacturing, education, health care and government.

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 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:
8:30 A.M. – 4:30 P.M. – $1,725

TUES. AND WED., DEC. 5 – 6, 2017 AND TUES. – THURS., DEC. 12 – 14, 2017
8:30 A.M. – 4:30 P.M. – $1,725

“I can bring this into my day-to-day supervisory role and use these tools to make improvements.”

Jeannette Selzer
Transportation Supervisor
Schneller, Inc.
Kent, Ohio

LEARN MORE AT:
WWW.KENT.EDU/YOURTRAININGPARTNER/LEAN-PRACTITIONER-CERTIFICATE
Professional Development for Implementing Process Improvement

**Lean for Frontline Supervisors**  
*Facilitator: John Potkalitsky*

The overall success of a Lean transformation depends on leadership, especially front-line supervision. Supervisors serve as the critical link between management and individual contributors in the workplace. They are in a key position to lead and create motivation. Most importantly, supervisors are expected to change the current culture into a culture of continuous improvement.

Despite these management expectations, many organizations give supervisors limited attention. Supervisors often manage more employees than anyone in the company, yet receive the least amount of training. Further, it’s not enough to just include supervisors in training. The Lean training should be designed specifically for supervisors.

This one-day workshop focuses on the fundamental challenges that you as a supervisor face in leading a Lean culture change. The workshop is addressed from a supervisor perspective, and you will learn how to use practical Lean tools and techniques in enough detail that you can begin immediately to apply them in your everyday work. Also included is an overview of the “softer skills” needed to create and sustain successful change.

**SESSION OPTION:**  
**THURS., MAY 11, 2017, 8:30 A.M. – 4:30 P.M. – $345**
CONTINUOUS IMPROVEMENT

Lean Six Sigma Training and Certification

Improve processes. Operate more efficiently. Save money.

Smother 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.

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.

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.

Week One
- Project identification
- Team building
- Introduction to Lean thinking
- Six Sigma methods and quality
- Basic Minitab measurement system analysis
- Process capability
- Six Sigma project simulation (helicopter)

Week Two
- Student project reviews
- Lean tools
- Hypothesis testing
- Comparative analysis
- Tests for data stability and normality
- Catapult simulation

Week Three
- Student project reviews
- Advanced Lean methods
- Regression and correlation
- Quick changeovers (SMED)
- Airplane simulation

Week Four
- Student project reviews
- Advanced statistical tools
- Design of experiments
- Team dynamics
- Putting it all together to achieve wealth and prosperity for your organization

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

Spring 2017 Offering

MON. – FRI., FEB. 6 – 10, 2017
MON. – FRI., MARCH 6 – 10, 2017
MON. – FRI., APRIL 3 – 7, 2017
MON. – FRI., MAY 1 – 5, 2017
Regional Academic Center
Twinsburg, Ohio

Fall 2017 Offering

MON. – FRI., SEPT. 18 – 22, 2017
MON. – FRI., OCT. 16 – 20, 2017
MON. – FRI., NOV. 13 – 17, 2017
MON. – FRI., DEC. 11 – 15, 2017
The Conference Center
Kent State University at Stark
North Canton, Ohio

Investment: $6,950*

MON. – FRI., SEPT. 18 – 22, 2017
MON. – FRI., OCT. 16 – 20, 2017
MON. – FRI., NOV. 13 – 17, 2017
MON. – FRI., DEC. 11 – 15, 2017
The Conference Center
Kent State University at Stark
North Canton, Ohio

Investment: $6,950*

330-672-5802 = EMAIL YOURTRAININGPARTNER@KENT.EDU
Lean Six Sigma Green Belt Training and Certification  
Facilitator: John Novak

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.)

Spring 2017 Offering  
MON. – FRI., FEB. 27 – MARCH 3, 2017  
MON. – FRI., MARCH 27 – 31, 2017  
The Conference Center  
Kent State University at Stark  
North Canton, Ohio

Fall 2017 Offering  
MON. – FRI., OCT. 2 – 6, 2017  
MON. – FRI., OCT. 30 – NOV. 3, 2017  
Regional Academic Center  
Twinsburg, Ohio

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).

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

MON. – FRI., OCT. 23 – 27, 2017  
MON. – FRI., NOV. 27 – DEC. 1, 2017  
The Conference Center  
Kent State University at Stark  
North Canton, Ohio

Investment: $4,975*

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.
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!

330-672-5802  EMAIL YOURTRAININGPARTNER@KENT.EDU
Customize our programs and bring them to your location! For more details, call 330-672-1277.

ENHANCE YOUR EMPLOYEE AND ORGANIZATION PERFORMANCE

Create a competitive edge and sustained growth in today’s talent economy. Working with you, we ...

DEFINE THE NEED
- Consult and question
- Identify needed competencies
- Review former training delivered
- Determine performance gaps
- Define strategic imperatives
- Explore organization culture

RECOMMEND A SOLUTION
- Engage facilitator expertise
- Recommend a training/consulting approach
- Tailor program agendas
- Prepare a strategic training plan
- Provide references and testimonials

MANAGE THE DELIVERY
- Schedule programs
- Recommend an alternative training site
- Deliver pre-work and the Learning Outcomes Action Plan
- Communicate facility setup requirements
- Tailor participant materials
- Compile the participant roster(s)
- Prepare name tents, sign-in sheets, evaluations and certificates
- Confirm delivery details
- Deliver programs utilizing adult learning principles
- Collect and summarize participant evaluations
- Provide feedback
- Recommend follow-on solutions

LINKING OUR SERVICES TO YOUR STRATEGIC SUCCESS
Certificate in Customer Service Excellence

Drive Success with Quality Customer Service

Research has shown that one of the primary drivers of customer satisfaction is improving that first contact. Customer service representatives often provide the first contact and play an increasingly vital role in creating a successful interaction between your customer and your organization. When your employees are properly trained and demonstrate professional service skills, your customer satisfaction and loyalty improve. In Kent State’s Certificate in Customer Service Excellence, you will learn to employ good listening skills and questioning techniques to shorten the interaction time with customers, to interact with several generations, building the relationship and WOWing every customer. You will also learn about your impact on your customers and how to build a highly effective customer service team.

Three programs comprise the Kent State Certificate in Customer Service Excellence:

- Professional Customer Service Communication Skills
- Perpetuating Excellence in Customer Service
- Exceptional Service for All Generations

Who should attend?
Customer service representatives, technical and support personnel, field service and account managers, sales managers, managers who want to develop their staff and anyone who provides internal and/or external customer service.

Professional Customer Service Communication Skills
Facilitator: Deborah Easton

What is your impact on both internal and external customers? Would they recommend you to others? Achieving individual and company goals, developing highly effective teams and securing a competitive advantage all depend on good customer service. Yet, customer service policies are only as effective as the people who implement them. This program provides practice on the essential communication and customer service skills you need to succeed not only in dealing with the external customer, but also in building essential internal customer relationships. Through group discussion and customer-specific role-playing exercises, you will polish your professional communication skills and practice responding effectively to difficult customers.

SESSION OPTION:
TUES., MARCH 7, 2017, 8:30 A.M. – 4:30 P.M. – $345

Perpetuating Excellence in Customer Service
Facilitator: Marvin Montgomery

Focusing on the importance of building relationships, you will learn how to perpetuate attentiveness to internal and external customer service, and to overcome barriers for positive internal and external communication. In addition, you will also gain ideas for sustaining a positive attitude while solving problems and dealing with complaints. Learn how to WOW every customer and identify your Team Player Style within your customer service team.

SESSION OPTION:
TUES., MARCH 21, 2017, 8:30 A.M. – 4:30 P.M. – $345

“Excellent presentation. Very engaging instructor who shared a lot of real-world examples.”

Heather Mihalick
Director of Operations
Kellex Seating
North Ridgeville, Ohio

330-672-5802 = EMAIL YOURTRAININGPARTNER@KENT.EDU
Exceptional Service for All Generations
Facilitator: Deborah Easton

Do you interact with several generations of internal and external customers? Have you noticed how the expectations of one generation differ from another? Do you have Baby Boomer customers who are upset by service providers who are fast, but fail to establish a warm relationship with them? Are your customer service professionals often dismayed by customer reactions when they believe they just gave exceptional service? This highly engaging program is presented by the facilitator in the costume and language style of each generation, providing a unique learning experience. The facilitator will explain the reasons for generational differences in defining good customer service. Participants will discuss potentially necessary changes by employees and in organizational policy that will lead to enhancing exceptional customer service to various generations.

SESSION OPTION:
WED., APRIL 12, 2017, 8:30 A.M. – 12:30 P.M. – $225
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 multi-generational 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 NEW Multi-generational Team
- Coaching Accountability for Impact on People and Results

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
- Sustain desired employee performance and results
- Engage and motivate employees

SESSION OPTIONS:
THURS., MARCH 2, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., OCT. 19, 2017, 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. This can be limiting as there are learned techniques to 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
- Use the six universal principles of influence and learn how to counteract them
- Deliver your potentially negative message while getting a good response
- Use a simple technique to reinforce the behavior of team members

SESSION OPTIONS:
TUES., MARCH 14, 2017, 8:30 A.M. – 4:30 P.M. – $345
TUES., DEC. 12, 2017, 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 on 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:
TUES., MARCH 28, 2017, 8:30 A.M. – 4:30 P.M. – $445
WED., NOV. 15, 2017, 8:30 A.M. – 4:30 P.M. – $445

Strategies for Leading the NEW Multi-generational 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:
TUES., APRIL 11, 2017, 8:30 A.M. – 4:30 P.M. – $345
TUES., NOV. 28, 2017, 8:30 A.M. – 4:30 P.M. – $345

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 difficult 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:
TUES., MAY 9, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., NOV. 2, 2017, 8:30 A.M. – 4:30 P.M. – $345
Certificate of Human Resource Fundamentals

Develop the Necessary Skills to Succeed as an HR Professional

Are you new to the field of Human Resources? Are you looking to add or enhance your existing human resources skill set? Kent State's new Certificate of Human Resource Fundamentals will provide you with the necessary skills to succeed in today's constantly changing human resources field. This certificate will provide you with the skills and knowledge to develop coaching skills, establish effective performance management systems and create a diverse and harassment-free workplace.

Kent State’s Certificate of Human Resource Fundamentals is a comprehensive series of five programs consisting of 44 hours of high-impact training for human resource professionals.

» SHRM Essentials of HR Management
» Coaching for Top Performance
» Creating an Inclusive and Harassment-free Workplace
» Understanding Emotional Intelligence to Increase Your Effectiveness
» Evaluating Employee Performance to Drive Accountability

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

SHRM Essentials of HR Management
Facilitator: Diane DeRubertis

SHRM’s Essentials of HR Management is an introductory program offering a comprehensive overview of human resource roles and responsibilities. It gives participants critical knowledge to help reduce potentially costly lawsuits and improves their ability to handle challenging HR issues. This program is ideal for those who are just starting out in the human resources profession, or those who are looking for an effective way to boost their employee management skills. In this two-day program, you will learn:

» Human resource management
» Employment law
» Recruitment and selection
» Compensation and benefits
» Employee development
» Performance management

SESSION OPTIONS:
THURS. AND FRI., FEB. 23 AND 24, 2017, 8:30 A.M. – 4:30 P.M. – $795
WED. AND THURS., SEPT. 27 AND 28, 2017, 8:30 A.M. – 4:30 P.M. – $795

Coaching for Top Performance
Facilitator: Amy Shannon

Are you prepared to get the best from your team? The greatest impact leaders can make on their organization comes from how they deliver results through others. Coaching is vital to developing talent in organizations, and it is an essential capability of effective leaders. Good coaching skills can earn you greater respect and trust as a leader, help you confidently confront difficult situations, improve employee motivation, and turn substandard behavior and efficiency into increased profitability and employee satisfaction. This training is unique in that it goes far beyond skills training. Upon completion of this program, you will:

» Understand your various roles through completing a Coaching Skills assessment while measuring the “coaching gap” between performing other roles and being in a coaching role
» Discover ways to be more effective in the coach role and how to gain commitment from the person being coached
» Learn a coaching theory, utilized by executive coaches to improve the coaching relationships and communications
» Practice difficult conversations that deliver constructive feedback while inspiring and motivating

SESSION OPTIONS:
WED., MARCH 8, 2017, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 25, 2017, 8:30 A.M. – 4:30 P.M. – $345
Creating an Inclusive and Harassment-free Workplace
Facilitator: Scott Tackett

The changing composition of the workforce is evident in a variety of ways in organizations. Based on both apparent and less obvious characteristics, diversity in the workforce continues to grow. This program addresses the importance of holding managers accountable for diversity and ensuring a workplace free from harassment. Participants will learn to create an environment in which every individual is respected and valued so that no one is subject to a workplace of fear, intimidation and insecurity. In this four-hour program, you will learn to:

- Define diversity and harassment
- Identify issues involved in workplace diversity and harassment
- Manage accountability for diversity and harassment
- Promote an inclusive and harassment-free workplace
- Recognize red flags of discrimination and harassment

SESSION OPTIONS:
THURS., MARCH 23, 2017, 8:30 A.M. – 12:30 P.M. – $225
THURS., NOV. 30, 2017, 8:30 A.M. – 12:30 P.M. – $225

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, as well as the emotions of others, will determine our ability to work effectively and achieve the outcomes we desire. In this interactive seminar 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
- Understand the process of achieving an emotionally intelligent culture
- Identify strengths and opportunities in your current leadership approach

SESSION OPTIONS:
TUES., APRIL 25, 2017, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 11, 2017, 8:30 A.M. – 4:30 P.M. – $345

Evaluating Employee Performance to Drive Accountability
Facilitator: Kristy Frieden

Dissatisfaction with traditional performance management processes are on the rise, highlighted by a recent study indicating that more than 75 percent of managers, employees and human resources leaders feel that performance management results are ineffective and/or inaccurate. Additionally, performance reviews are dreaded by most managers and seem to demotivate and disengage rather than inspire employees to work more efficiently and productively.

In this program, you will learn how to put value back into your performance review process by understanding the key components of a successful performance management system. Learn to:

- Provide effective feedback
- Complete actionable performance reviews that drive accountability
- Avoid common rating errors
- Conduct calibration discussions

SESSION OPTIONS:
THURS., MAY 18, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., DEC. 7, 2017, 8:30 A.M. – 4:30 P.M. – $345
The SHRM Learning System®
Prepare to Earn Your SHRM-CP/SHRM-SCP Certification

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: Diane DeRubertis

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 2017 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: TUES., FEB. 14 – MAY 9, 2017, 6:00 P.M. – 9:00 P.M. (Will not meet March 28, 2017)
TUES., SEPT. 12 – DEC. 12, 2017, 6:00 P.M. – 9:00 P.M. (Will not meet Oct. 31 and Nov. 21, 2017)

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.

“The SHRM Learning System was critical to helping me pass my SPHR certification. The class provided me with the necessary training plan, materials, exercises, tests, discussion and instructor support.”

Tiffany Streby
Manager of Human Resources
Parker Hannifin Corporation
Wickliffe, Ohio
Customize our programs and bring them to your location! 
For more details, call 330-672-1277.

KENT STATE UNIVERSITY IS A PROVIDER OF RECERTIFICATION CREDITS FOR THE SHRM-CP AND SHRM-SCP CERTIFICATIONS.
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.

Two programs comprise the Kent State Certificate in Project Management:

- Essential Skills for Managing Projects
- Advanced Skills for Managing Projects

Optional Add-On Programs:
- CELEMI Cayenne™
- Project Leadership

The Project Management Professional (PMP) certification, established by the Project Management Institute (PMI) is one of the most valued and respected credentials in project management. Earning and maintaining this certification demonstrates a solid foundation of experience in effectively managing projects. PMP certification requires you to first submit an application through PMI. The current application requires 35 hours of formal project management education in addition to between 4,500 - 7,500 hours of project management experience. Though Kent State’s three-day Project Management Certificate is not presented as an exam preparation program, it will provide you with 24 hours of project management education.

Bob Jewell, PMP
Kent State Project Management Facilitator

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 Project Management Body of Knowledge (PMBOK).

SESSION OPTIONS:
TUES. AND WED., APRIL 4 AND 5, 2017, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THURS., APRIL 12 AND 13, 2017, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THURS., SEPT. 27 AND 28, 2017, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THURS., OCT. 11 AND 12, 2017, 8:30 A.M. – 4:30 P.M. – $695
Customize our programs and bring them to your location!
For more details, call 330-672-1277.

Advanced Skills for Managing Projects
Facilitator: Bob Jewell, PMP

In this follow-up to the Essential Skills for Managing Projects 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).

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

SESSION OPTIONS:
- TUES., MAY 2, 2017, 8:30 A.M. – 4:30 P.M. – $345
- TUES., MAY 23, 2017, 8:30 A.M. – 4:30 P.M. – $345
- THURS., NOV. 9, 2017, 8:30 A.M. – 4:30 P.M. – $345
- THURS., NOV. 16, 2017, 8:30 A.M. – 4:30 P.M. – $345

OPTIONAL ADD-ON PROGRAMS

CELEMI Cayenne™
Facilitator: Ned Parks

Everyone wants to lead successful projects and be an effective project manager. However, project management is challenging. Time constraints, budgets and overloaded project members are just some of the challenges. Learning from mistakes made in projects is possible, but only if you understand what happened.

In this simulation-based program a company has just completed a large project. In hindsight, it did not deliver as much business value as was expected. Budget and time were overrun, and neither project sponsor nor end users seemed satisfied with the result. In CELEMI Cayenne™ participants are asked to go back in time. The challenge is to see if they can identify the hot buttons – and deliver a better result. Participants get to analyze signs and symptoms of potential problems and mitigate those using limited resources. The storyline of CELEMI Cayenne™ loosely follows an average IT implementation of a new business system. Learn to:

- Balance the needs of different stakeholder groups
- Identify and use key performance measures
- Recognize signs and symptoms of potential pitfalls in projects
- Be more aware and prepared of the conditions for ongoing projects back on the job

SESSION OPTIONS:
- WED., MAY 10, 2017, 8:30 A.M. – 4:30 P.M. – $445
- THURS., DEC. 7, 2017, 8:30 A.M. – 4:30 P.M. – $445

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:
- TUES., MAY 16, 2017, 8:30 A.M. – 4:30 P.M. – $345
- THURS., NOV. 30, 2017, 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.

On-demand learning delivered in partnership with the International Institute for Learning Inc.

- CAPM Edge – Certified Associate in Project Management – $549
- CAPM Prep IQ – Exam Prep Question Bank – $149.99
- Project Management Certificate Program – PMP Exam Prep – $1,450
- Project Management Foundation – $495
- Project Management IQ – Exam Prep Question Bank – $149.99

Intermediate and advanced project management programs:

- Advanced Project Quality Management – $850
- Advanced Project Risk Management – $850
- Agile Development and Project Management – $850
- Business Intelligence – $850
- Managing Project Scope – $450
- Preventing, Recovering and Managing Troubled Projects – $850
- Project Management Fundamentals for IT Professionals – $1,250
- Project Management Metrics, KPIs and Dashboards – $350

Computer applications delivered in partnership with ProTrain:

- Adobe: Acrobat, PageMaker, Photoshop
- AutoCAD
- Microsoft: Access, Excel, FrontPage, Office, Outlook, Project, Word
- Web Design: CSS, DHTML

NEW online professional development programs provided by World Education:

- Accounting
- Business Communications/Writing
- Corporate Social Responsibility
- Entrepreneurship
- Ethics
- Marketing
- Supply Chain Management
- And many more!

“Kent State’s programs are always exceptional. Facilitators are excellent. Training is extremely helpful.”

Bonnie Yoakam
Customer Service
Summit Metro Parks
Akron, Ohio
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ONLINE-COMPUTER-APPLICATION-TRAINING
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.

Designed with input from our business clients, our dynamic Kent State facilitators and the extensive experience of our professional staff, Kent State’s Certificate of Supervision is a comprehensive, skills-based series of programs consisting of 48 contact hours of high-impact training for those who supervise.

Six eight-hour programs comprise the Certificate of Supervision:

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

Optional Add-On Program:

- Lean for Frontline Supervisors

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. Influencing others to accept change, creating rapport among work teams and handling difficult conversations require choosing the most productive strategy for keeping the conversation on track and the personalities involved in sync. 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:
THURS., FEB. 23, 2017, 8:30 A.M. – 4:30 P.M. – $345
TUES., SEPT. 26, 2017, 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
- Through practical activities and group interaction, you will review the theories of motivation and apply these theories to real-world applications
- Gain ideas you can use to impact employee performance upon your return to the workplace

SESSION OPTIONS:
THURS., MARCH 9, 2017, 8:30 A.M. – 4:30 P.M. – $345
FRI., OCT. 6, 2017, 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:
THURS., MARCH 23, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., OCT. 26, 2017, 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. In today's business environment, the impact of a poorly made decision can be costly. On the other hand, a great decision can produce results that will move an organization forward. This program focuses on helping you learn and apply a proven process for making effective decisions utilizing group exercises, movie clips, real-world examples and a team case study to analyze and improve decision-making skills.
- 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
- Tools and techniques that facilitate decision-making
- Determine the return on a decision
- How to recognize and avoid common pitfalls in decision-making

SESSION OPTIONS:
THURS., APRIL 6, 2017, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 8, 2017, 8:30 A.M. – 4:30 P.M. – $345
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 together 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:
THURS., APRIL 20, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., DEC. 14, 2017, 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
- Learn how to minimize the negative aspect of difficult situations and turn conflict into a positive outcome

SESSION OPTIONS:
THURS., MAY 4, 2017, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 29, 2017, 8:30 A.M. – 4:30 P.M. – $345

“This was a very fun class with practical templates and techniques. I haven’t been in a training with this level of enthusiasm and engagement.”

Samantha Monroe
Business Intelligence Supervisor
American Greetings
Cleveland, Ohio
OPTIONAL ADD-ON PROGRAM

Lean for Frontline Supervisors
Facilitator: John Potkalitsky

The overall success of a Lean transformation depends on leadership, especially frontline supervision. Supervisors serve as the critical link between management and individual contributors in the workplace. They are in a key position to lead and create motivation. Most important, supervisors are expected to change the current culture into a culture of continuous improvement.

Despite these management expectations, many organizations give supervisors limited attention. Supervisors often manage more employees than anyone in the company, yet receive the least amount of training. Further, it’s not enough to just include supervisors in training. The Lean training should be designed specifically for supervisors.

This one-day workshop focuses on the fundamental challenges that you as a supervisor face in leading a Lean culture change. Addressed from a supervisor perspective, the workshop helps you learn how to use practical Lean tools and techniques in enough detail that you can begin immediately to apply them in your everyday work. Also included is an overview of the “softer skills” needed to create and sustain successful change.

SESSION OPTION:
THURS., MAY 11, 2017, 8:30 A.M. - 4:30 P.M. - $345

Samantha Monroe
Business Intelligence Supervisor
American Greetings
Cleveland, Ohio
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 for those in the human resources and learning and development professions.

The programs include:

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

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

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:

TUES., MARCH 14, 2017, 8:30 A.M. – 4:30 P.M. – $345
THURS., OCT. 5, 2017, 8:30 A.M. – 4:30 P.M. – $345

“I learned a lot about how to engage learners, increase retention, and educate the adult learner. I also was provided with great ideas and a useful toolbox of techniques.”

Melissa Yoho
Training Administrator
Preformed Line Products
Cleveland, Ohio
Each One Teach One: Engaging Employees in Experiential Learning
Facilitator: Christine Zust

This program builds on what was learned in the fundamentals for designing the learning experience program and takes a deeper look at training and instruction. 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
- Review the five-step accelerated learning model (Learner Preparation, Connection, Creative Presentation/Discover, Activation, Integration)
- Apply the accelerated learning process to an existing training program or a sample instructional topic

SESSION OPTIONS:
THURS., APRIL 13 AND 20, 2017, 8:30 A.M. – 4:30 P.M. – $695
WED., OCT. 18 AND 25, 2017, 8:30 A.M. – 4:30 P.M. – $695
DIANE DERUBERTIS
Diane DeRubertas, SPHR, has been in the human resources field for over 20 years. DeRubertas 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, DeRubertas 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. DeRubertas holds a bachelor’s and master’s degree 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, 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 recently obtained 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 The Ohio State 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 Jidokwan 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 27 years of hands-on experience managing projects ranging from simple to the bet-the-company variety. His project consulting experience varies from those such as the fabrication of the world’s largest hydro-electric turbines, development of an open-heart surgery program, startup of a new aircraft engine repair facility, development and implementation of new manufacturing processes — just to name a few. This practical experience proves to be a great source of material for the classroom and has allowed Jewell to develop and fine-tune an excellent process for helping others learn this valuable skill. Jewell’s ability to manage projects and to teach others how to manage projects has earned the trust of clients such as Toyota, General Electric, Federal Express, Sherwin-Williams, Cincinnati Children’s Hospital and over 55 other organizations. Jewell holds a bachelor’s degree in engineering from The Ohio State University and is a certified Project Management Professional (PMP)通过 the Project Management Institute. Jewell has presented on the topic of Project Management at the prestigious Jack F. Welsh Leadership Center.

MARVIN MONTGOMERY
Marvin Montgomery is an experienced motivational speaker and professional training specialist, and has assisted hundreds of organizations improve their productivity. In doing so, he has earned widespread national recognition and praise. It stems from Montgomery’s informative, practical and stimulating programs that reflect his basic philosophy: preparation and practice are the keys to success. For over 30 years, people who have heard Montgomery speak or who have participated in his training programs consistently praise him. Montgomery speaks from experience. As director of sales for one of the country’s largest jewelry chain leaders, Montgomery trained over 1,200 associates in 95 stores. With that background, he has applied his compelling training to the benefit of employees of all industries that are providing a product or service to their customers. Montgomery’s captivating presentation emphasizes the same tried and true techniques that have assisted hundreds of organizations meet or exceed their goals. It’s not the same old training message. Montgomery’s message will prevent those who experience it from ever using outdated training methods of “trial and error” or “learning by doing.”
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 Planmetrics 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 recently 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 year 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. Mr. 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 Black Belts 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, RB&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.

STEPHEN SKILLMAN
Stephen Skillman is a Lean Six Sigma Master 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 Lake Erie 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 Nescor Plastics and Iten Industries.

SCOTT TACKETT
Scott Tackett is a human resource and management training specialist. With 32 years of experience in both operations and human resource management, he was employed in a human resource capacity for the past 20 years for Denman Tire Corporation where he last served as vice president of human resources and administration. His human resources responsibilities included employee/labor relations, recruitment, hiring and retention, all human resource related policies and procedures for both union and nonunion environments, safety and health programs and numerous leadership development programs for supervisors through mid- to upper-level management. Tackett also served in an hourly and supervisory capacity in production operations. For Kent State, Tackett facilitates public and contract training programs for organizations in both the private and public sector, with a focus on “real world” application. In addition, he is an adjunct professor, teaching management and business courses, at Kent State University at Trumbull. He earned his bachelor’s degree in human resource management and his master’s degree in organizational leadership from Geneva College in Beaver Falls, Pennsylvania.

JESSICA R. THOMAS
Jessica R. Thomas, M.A., is a certified change management and training professional with over 20 years of business leadership experience in multibillion-dollar for-profit and nonprofit companies. She has specific expertise in leading organizations through large scale transformational change. During her eclectic career, Thomas has worked in operations, marketing and communications, community relations, human resources, training, leadership and strategic development and project management offices. Because change happens everywhere in an organization, these experiences have set the foundation for her proven track record as a change management professional. Most recently she created and ran a change management office for a $189-million electronic medical record implementation. She draws on these adventures to create real, live case studies and interactive workshops to help clients create strategies to capture employee interest and commitment. Thomas’ undergraduate degree is from Cornell University and she holds a master’s in organizational management. She is a founding member of the Association of Change Management Professionals, a global organization created to advance the discipline of change management to improve global business results.

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. Christine is the author of the book, “Everything I Do Positions Me: The Simple Path to Professional Success.”
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.

Location
All Spring 2017 programs will be held in Twinsburg at the Kent State University Regional Academic Center
2745 Creekside Drive
Twinsburg, Ohio 44087
MARK YOUR CALENDAR

Complimentary Breakfast Briefing
THURS., FEB. 2, 2017, from 8:00 A.M. – 10:30 A.M.
Sleepy Hollow Golf Course, 9445 Brecksville Rd., Brecksville, OH 44141

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.

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