ENHANCE
Your Employee and Organization
PERFORMANCE
With Skills-based Training and Certificate Programs
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Kent State University
YOUR TRAINING PARTNER

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Contact us to learn more about receiving recertification credits.
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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
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 nonvalue 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 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 OPTION:
TUE. – THU., MAY 12 – 14, 2020 AND WED. – THU., MAY 20 – 21, 2020
8:30 A.M. – 4:30 P.M. – $1,725

Good introduction to Lean for people with little to no experience with it. Concepts were easy to follow. Tom is a very good instructor.

Paul Gesicki
Quality Compliance Specialist
CCL Design
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

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:  
TUE., MAY 12, 2020, 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.

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.

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 2020 Offering**
- MON. – FRI., MARCH 2 – 6, 2020
- MON. – FRI., MARCH 30 – APRIL 3, 2020
- MON. – FRI., APRIL 27 – MAY 1, 2020
- MON. – FRI., JUNE 1 – 5, 2020

**Educational Service Center of Northeast Ohio**
**Independence, Ohio**

**Fall 2020 Offering**
- MON. – FRI., SEPT. 14 – 18, 2020
- MON. – FRI., OCT. 12 – 16, 2020
- MON. – FRI., NOV. 9 – 13, 2020
- MON. – FRI., DEC. 7 – 11, 2020

**Hilton Garden Inn**
**Twinsburg, Ohio**

Investment: $6,950*
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 2020 Offering
MON. – FRI., FEB. 24 – 28, 2020
MON. – FRI., MARCH 16 – 20, 2020

Educational Service Center of Northeast Ohio
Independence, Ohio

Fall 2020 Offering
MON. – FRI., SEPT. 21 – 25, 2020
MON. – FRI., OCT. 19 – 23, 2020

Hilton Garden Inn
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.)

Fall 2020 Offering
MON. – FRI., SEPT. 28 – OCT. 2, 2020
MON. – FRI., OCT. 26 – 30, 2020

Educational Service Center of Northeast Ohio
Independence, Ohio

Investment: $4,975*

Call for More Information: 330-672-5802

INVESTMENT FOR CERTIFICATIONS

*Kent State’s Lean Six Sigma training and certification programs include continental breakfast and lunch 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
- Strategies for Leading the Multigenerational Team
- CELEMI Apples & Oranges™ – Business Finance for Everyone
- Coaching Accountability for Impact on People and Results
- Influencing Up

Optional Add-On Programs:

- DISC®: Keys to Improved Communication
- Understanding Emotional Intelligence to Increase Your Effectiveness
- Coaching for Top Performance

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 11, 2020, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 7, 2020, 8:30 A.M. – 4:30 P.M. – $345

“This was a very valuable course that will be beneficial to my development.”

James Anderson
Financial Analyst
Saint-Gobain Performance Plastics
Solon, OH
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:
TUE., APRIL 7, 2020, 8:30 A.M. – 4:30 P.M. – $345
WED., OCT. 28, 2020, 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:
FRI., APRIL 24, 2020, 8:30 A.M. – 4:30 P.M. – $445
FRI., NOV. 6, 2020, 8:30 A.M. – 4:30 P.M. – $445
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 challenging 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.

- 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:
WED., MAY 6, 2020, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 18, 2020, 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 25, 2020, 8:30 A.M. – 4:30 P.M. – $345
WED., DEC. 2, 2020, 8:30 A.M. – 4:30 P.M. – $345

Great class! Can apply what I have learned daily.

Dustin Frantz
Operations Manager, BDI
Cleveland, OH
OPTIONAL ADD-ON PROGRAMS

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:

FRI., MAY 8, 2020, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: FRI., MAY 1, 2020

FRI., OCT. 16, 2020, 8:30 A.M. – 12:30 P.M. – $225
*Deadline to register: FRI., OCT. 9, 2020

*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.
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:
WED., APRIL 22, 2020, 8:30 A.M. – 4:30 P.M. – $345
WED., NOV. 4, 2020, 8:30 A.M. – 4:30 P.M. – $345

Coaching for Top Performance

Facilitator: Amy Shannon

Are you prepared to get the best from your organization’s employees? The greatest impact managers and 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 all who supervise others. Good coaching skills can earn you greater respect and trust, help you confidently confront difficult situations, improve employee motivation, and turn substandard behavior and efficiency into increased profitability and employee satisfaction. Get on the fast track to developing a leader-coach mindset and maximizing — and sustaining — peak team performance. This training is unique in that it goes far beyond skills training. Its very depth allows you to truly comprehend the art of coaching. 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 role of coach 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:
THU., MARCH 19, 2020, 8:30 A.M. – 4:30 P.M. – $345
THU., NOV. 19, 2020, 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.
In-person learning is believed to be one of the most effective ways to develop employee soft skills.

Employees who receive soft skills training also exhibit greater levels of productivity than those who aren’t trained.
We now have very hard evidence that you have to have **soft skills** in order to succeed.”

– James Heckman, Nobel Laureate and Economist, University of Chicago

The steady rise in **L&D budgets** demonstrates the increasing importance of learning within organizations.

94% of employees say that they would stay at a company longer if it invested in their career development.

**In 2019** companies averaged $1,100 per-employee on training.

76% of organizations identify soft skills as a critical/medium priority for their organizations in the next year.
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: 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:
TUE., FEB. 18 – MAY 12, 2020, 6 – 9 P.M. (Will not meet March 31, 2020) – $1,095
TUE., SEPT. 15 – DEC. 8, 2020, 6 – 9 P.M. (Will not meet Nov. 24, 2020) – $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.

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

This program kept me on track and disciplined me enough to keep up with reading.

Katie Borton
HR Generalist
InterDesign, Inc.
Solon, OH
KENT STATE UNIVERSITY IS A PROVIDER OF RECERTIFICATION CREDITS FOR THE SHRM-CP AND SHRM-SCP CERTIFICATIONS.

Customize our programs and bring them to your location! For more details, call 330-672-3416.
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 30 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 3 AND 4, 2020, 8:30 A.M. – 4:30 P.M. – $695
WED. AND THU., APRIL 1 AND 2, 2020, 8:30 A.M. – 4:30 P.M. – $695
TUE. AND WED., SEPT. 29 AND 30, 2020, 8:30 A.M. – 4:30 P.M. – $695
TUE. AND WED., OCT. 20 AND 21, 2020, 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:**  
THU., APRIL 16, 2020, 8:30 A.M. – 4:30 P.M. – $345  
MON., NOV. 9, 2020, 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., APRIL 15, 2020, 8:30 A.M. – 4:30 P.M. – $345  
TUE., NOV. 10, 2020, 8:30 A.M. – 4:30 P.M. – $345

“I learned several skills here to help me manage my projects, but also to help other people leading projects at work.”

Tony Troyer  
Design Engineer  
SSP Fitting  
Twinsburg, OH
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
- Motivating Employees
- Crash the Barriers: Build Your Team
- Making Great Decisions
- Turning Conflict Into Collaboration
- Managing Discipline

Optional Add-On Programs:

- DISC®: Keys to Improved Communication
- 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. 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:

TUE., FEB. 18, 2020, 8:30 A.M. – 4:30 P.M. – $345
TUE., MARCH 24, 2020, 8:30 A.M. – 4:30 P.M. – $345
THU., SEPT. 24, 2020, 8:30 A.M. – 4:30 P.M. – $345
TUE., OCT. 20, 2020, 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.

SESSION OPTIONS:
FRI., FEB. 28, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., APRIL 3, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., OCT. 2, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., NOV. 13, 2020, 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.

SESSION OPTIONS:
THU., MARCH 5, 2020, 8:30 A.M. – 4:30 P.M. – $345
TUE., MARCH 31, 2020, 8:30 A.M. – 4:30 P.M. – $345
THU., OCT. 8, 2020, 8:30 A.M. – 4:30 P.M. – $345
THU., NOV. 18, 2020, 8:30 A.M. – 4:30 P.M. – $345

Motivating Employees
Facilitators: Scott Tackett / Kristy Frieden
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 12, 2020, 8:30 A.M. – 4:30 P.M. – $345 (TACKETT)
THU., OCT. 2, 2020, 8:30 A.M. – 4:30 P.M. – $345 (FREIDEN)
THU., NOV. 5, 2020, 8:30 A.M. – 4:30 P.M. – $345 (FREIDEN)

Ken Wolf
Sergeant
Sagamore Hills Police Department
Sagamore Hills, OH

This program has taught me more about responsibility, authority and accountability, which will help me in dealing with my employees.
Managing Discipline
Facilitators: Scott Tackett / Kristy Frieden

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:
THU., MARCH 26, 2020, 8:30 A.M. – 4:30 P.M. – $345 (TACKETT)
FRI., MAY 8, 2020, 8:30 A.M. – 4:30 P.M. – $345 (TACKETT)
WED., OCT. 14, 2020, 8:30 A.M. – 4:30 P.M. – $345 (FREIDEN)
THU., DEC. 10, 2020, 8:30 A.M. – 4:30 P.M. – $345 (FREIDEN)

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:
FRI., MARCH 13, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., MAY 1, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., OCT. 30, 2020, 8:30 A.M. – 4:30 P.M. – $345
FRI., DEC. 4, 2020, 8:30 A.M. – 4:30 P.M. – $345

“Much more entertaining and conducive to learning than just a lecture environment.”
Becky Taylor
Senior Project Manager
Kaufman Container Company
Cleveland, OH
OPTIONAL ADD-ON PROGRAMS

**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:**
- FRI., MAY 8, 2020, 8:30 A.M. – 12:30 P.M. – $225
- FRI., OCT. 16, 2020, 8:30 A.M. – 12:30 P.M. – $225

*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.*

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**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

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:**
- TUE., MAY 12, 2020, 8:30 A.M. – 4:30 P.M. – $345
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 15 AND MAY 13, 2020, 8:30 A.M. – 4:30 P.M. – $695
- WED., OCT. 7 AND NOV. 4, 2020, 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 29, 2020, 8:30 A.M. – 4:30 P.M. – $345
- WED., OCT. 21, 2020, 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:
- Managing Change Project Requirements
- Project Scope Management
- Project Quality Management
- Project Risk Management
- Project Resource Management
- Project Management for Information Technology
- Writing Project Requirements

On-demand learning programs:
- Certified Associate in Project Management (CAPM) Exam Prep
- Introduction to Project Management
- Project Management Professional (PMP) Exam Prep
- Project Risk management: RMI-RMP Exam Prep

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-OFFERINGS
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 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 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 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 retired from Eaton Corporation after 20 years of successfully providing hands-on leadership in Lean transformation activities for manufacturing and office environments at both domestic and international plant sites. Since retirement, Potkalitsky has worked with all levels of leadership in a variety of organizations and industries including manufacturing, health care, higher education, social service and local and state government entities. He has provided Lean training and consulting for organizations such as Saint-Gobain, Kennametal, The Sherwin-Williams Company, Cleveland Clinic Akron General Hospital, University Hospitals, University of Mount Union and Kent State University. John 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, team building, 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 Lean Six Sigma 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.

STEPHEN SKILLMAN
Stephen Skillman is a Lean Six Sigma Master Black Belt who facilitates the training of the 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.

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 management and is a continuous learner. Teaching is her passion and she particularly loves facilitating programs focusing on human resource management content and helping others to learn and develop their knowledge and skills in the field.

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 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.

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.
PROGRAM 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.

EASY WAYS TO REGISTER
Visit our website at www.kent.edu/YourTrainingPartner and click on Our Programs and Services.

330-672-5802 between 8 a.m. and 5 p.m. daily with your registration. We accept Visa, Mastercard and Discover.

Email us at YourTrainingPartner@kent.edu.
Complimentary Breakfast Briefing
FRI., SEPT. 25, 2020, 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.