

### Your success is our business...



Baldwin Wallace Professional Development's 2020 course calendar contains **hands-on, real-world, applicable, professional development curriculum designed to help you and your organization succeed.** Whether you are an individual seeking to hone a skill, a team, or an entire organization, BW has industry experts ready to instruct, consult and develop the NEO business community and beyond!

The listings in this catalog contain open enrollment, non-credit courses most relevant to any industry or level. For other topics or specific interests, please

contact our office, and with our vast network of industry professionals, we can help you customize programs for every challenge you encounter.



**Contact us: (440) 826.2253 • [bwpd@bw.edu](mailto:bwpd@bw.edu) • [bw.edu/cpd](http://bw.edu/cpd)**

*"An investment in knowledge pays the best interest."*

- Benjamin Franklin

### ENROLLMENT AND PAYMENT PROCESS

**REGISTER ONLINE AND SAVE TIME!**

Log on to [bw.edu/cpd](http://bw.edu/cpd) and click **VIEW COURSES AND ENROLL**  
On right links bar click **LOG ON/REGISTER**

### PROGRAM DISCOUNTS

#### Team

**Send 3 or more and save...** maximize your team's potential to be more effective, productive and efficient. Attend a course together! Call for discount details.

#### 10% Early Registration

register 30 days or more before the start of the program

#### 15% Certificate Savings

register for the Certificate Program

#### 20% Alumni, Veteran and Military-Affiliated Student Discount

for BW alumni of degreed programs and US Military (active or veteran)

Visit [bw.edu/cpd](http://bw.edu/cpd) click **VIEW COURSES AND ENROLL**

On the right links bar, click **REGISTRATION FAQs**

**Questions? Call us at (440) 826.2253**

## CERTIFICATE PROGRAMS

BW Certificate Programs are courses grouped together and specifically designed to offer an enhanced learning experience. Certificates further expand your knowledge of the concepts, processes, and skills in each specific topic area. You can enroll in classes individually, or take the Certificate Series, which offers an added dynamic and provides 15% off the listed course price when purchased as a package! Look for the coordinated color dots with the Certificate initials **PMC, BAC, BPMC, MMC** or **RLC** for each series grouping.

### PROJECT MANAGEMENT (PMC)

Learn the skills and qualities it takes to deliver results, even if "Project Manager" isn't in your title. Doing more with less is often the way of the world today, so mastering the finesse and methodology of delivering results (project management) is essential in daily living. Everyone can benefit from learning PM skills that help us communicate better, work smarter and apply the time-proven tricks of the project management trade to any work situation. **Courses are available as a Certificate or individually.**

**PMC Foundations of Project Management**  
Feb. 13 & Sep. 29

**PMC Planning, Scheduling & Controlling**  
Mar. 24-26 & Oct. 20-22

**PMC 360 Communication for Project Managers**  
Apr. 8 & Dec. 3

**PMC MS Project Fundamentals**  
May 20 & Nov. 12

Baldwin Wallace University is a Registered Education Provider® (R.E.P.) with the Project Management Institute, Inc®. The PMI Talent Triangle® and Registered Education Provider® are registered marks of the Project Management Institute, Inc®.

### RELATIONAL LEADERSHIP (RLC)

*"Generating powerful, positive change..."*

In partnership with the Gestalt Institute of Cleveland (GIC). GIC offers professional and personal development programs that draw participants from around the world... taught by internationally known faculty. The programs in this Gestalt certificate focus on developing a greater awareness and appreciation for the self, an important step for creating and maintaining authentic and engaging relationships in all settings. This certificate series is aimed at senior-level executives of small- and medium-sized businesses, nonprofits, educational and healthcare institutions, or divisions within a large corporation. **Courses are available as a Certificate or individually.**

**RLC The Use of Self & the Power of Presence**  
Mar. 24-25

**RLC Coaching to Unleash Human Potential**  
Apr. 14-15

**RLC Interactions in the Here & Now**  
May 19-20

**RLC Leveraging the Power of Teams**  
June 16-17

### MAXWELL METHOD (MMC)

John C. Maxwell is a New York Times #1 bestselling author, coach and speaker who has sold more than 25 million books in more than 50 languages. BW is proud to bring you Mike Nwankwo, a trained and certified John Maxwell team member, and his series of "Maxwell Method" courses. The Maxwell Method compels leaders to inspire, challenge and equip people and organizations to reach their leadership potential. Maxwell's transformational methods help others become top leaders in their businesses, community, or employment roles. Maxwell is the recipient of the Mother Teresa Prize for Global Peace and Leadership from the Luminary Leadership Network. Dr. Maxwell speaks each year to Fortune 500 companies, presidents of nations, and many of the world's top business leaders. **Maxwell Method courses receive a Maxwell Method Certificate.**

**MMC Maxwell Method – Living the Laws of Leadership**  
Aug. 26-27

**MMC Maxwell Method of Speaking**  
Sept. 9

### BUSINESS PROCESS MANAGEMENT (BPMC)

In the 21st century, it's imperative that organizational leaders in all sectors, master process management. BW and the Orion Development Group created the BPMC to help leaders learn to combine technical skills, political acumen and strategic creativity (a rarity in most course programs). These four classes are the first step towards developing those combined competencies, preparing you with practical information and hands-on techniques critical to the success of your organization. Learn the essential tools and skills to help you understand and analyze process performance, improve or innovate process design, and deploy solutions enabling you to sustain superior performance. **Courses are available as a Certificate or individually.**

**BPMC Essentials of Business Process Management - Live**  
Feb. 25-27 & Sep. 15-17

**BPMC Process Mapping & Systems Thinking**  
Mar. 24-25 & Oct. 6-7

**BPMC Improving & Innovating Business Processes**  
Apr. 22-23 & Nov. 3-4

**BPMC Sustaining Operational Excellence**  
May 19-20 & Dec. 10-11

Our partner, Orion, is a Registered Training Provider with the Association of Business Process Management Professionals (ABPMP®). Our seminars provide professional development credit necessary to retain status as a Certified Business Process Professional (CBPP®).

### BUSINESS ANALYSIS (BAC)

Business Analyst is one of the fastest growing roles in the IT world... with good reason. According to the BPM Institute, Business Analyst practitioners are poised to have a dramatic impact on an organization's ability to create more responsive business models while addressing the business/IT misalignment that prevents a majority of large innovation and automation projects from realizing their full potential. With this in mind, BW and Orion Development Group developed the four-course BAC. All content in the BAC aligns with the IIBAs Business Analysis Body of Knowledge Guide v3, and develops critical skills to help make you a better Business Analyst. **Courses are available as a Certificate or individually.**

**BAC Foundations of Business Analysis**  
Feb. 11-12 & Sep. 22-23

**BAC Eliciting & Documenting Requirements**  
Mar. 17-18 & Oct. 13-14

**BAC Requirements Analysis & Design Definition**  
Apr. 16-17 & Nov. 10-11

**BAC Solution Deployment & Evaluation**  
Jun. 2-3 & Dec. 8-9

Baldwin Wallace University is an Educational Partner with the Cleveland Chapter of the International Institute of Business Analysis (IBA™).

### Get Social with Us

[linkedin.com/showcase/bw-professional-development](https://www.linkedin.com/showcase/bw-professional-development)

[twitter.com/BW\\_Prof\\_Dev](https://twitter.com/BW_Prof_Dev)

[facebook.com/cpdbw](https://facebook.com/cpdbw)

### ADDITIONAL LEARNING OPPORTUNITIES

The following classes are not part of a Certificate Series, but are also available on the following dates:

**Innovation Garage - Live**  
Jan. 9 & Sept. 1

**15 Invaluable Laws of Growth - Breakfast**  
Feb. 4

**Critical Thinking**  
Feb. 14 & Sept. 30

**The Science of Task Estimating**  
Feb. 14 & Nov. 13

**Innovation Growth Community Meeting - Breakfast**  
Feb. 19 & Sept. 23

**15 Invaluable Laws of Growth**  
Mar. 10 & Sept. 22

**Leading for Growth**  
Mar. 18 & Oct. 21

**Dynamic Planning: New Structures for Strategy and Uncertainty**  
Mar. 19 & Oct. 1

**Integrating Agile Concepts into Your Traditional Project**  
Apr. 7 & Oct. 23

**Programs vs Projects: What You Need to Know**  
Apr. 7 & Oct. 23

**Innovation 101 Workshop**  
Apr. 15 & Nov. 12

**Lean Six Sigma Yellow Belt Certification**  
Apr. 21-22 & Oct. 1-2

**Maxwell Method – Living the Laws of Leadership - Breakfast**  
Apr. 28 & July 21

**Lean Six Sigma Green Belt Certification**  
May 5-7 cont. on June 9-10 & Oct. 27-29 cont. on Dec 1-2

**Build Thriving Cultures**  
June 4 & Dec. 4

**PMP Exam Prep**  
Sept. 23 - Oct. 21

**Leadershift**  
Oct. 15-16

**Good Leaders Ask Great Questions**  
Oct. 27

**Kerzner Lecture/ International Project Management Day**  
Nov. 5

**Everyone Communicates, Few Connect**  
Nov. 10

**Conflict Management**  
Dec. 2

**Sometimes You Win, Sometimes You Learn**  
Dec. 10

**Essentials of Six Sigma**  
On-demand webinar

**Implementing Process Improvement Solutions**  
On-demand webinar

Baldwin Wallace University is a Registered Education Provider (R.E.P.) with the Project Management Institute



The PMI Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.

Proud to be an Education Provider with:



**PMC** PROJECT MANAGEMENT

**BAC** BUSINESS ANALYSIS

**BPMC** BUSINESS PROCESS MANAGEMENT

**RLC** RELATIONAL LEADERSHIP

**MMC** MAXWELL METHOD

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### INNOVATION GARAGE - LIVE

**January 9**  
12:15 – 12:45 pm; **FREE**  
Instructor: The Innovation Garage

Live webinar. Join The Innovation Garage® for this webinar and get a 30,000 ft view of what it takes for your organization to build out its innovation and growth capability. Topics will vary each live session.



### 15 INVALUABLE LAWS OF GROWTH - BREAKFAST

**February 4**  
8:30 – 10:30 am; **FREE**  
Instructor: Mike Nwankwo

This breakfast session introduces you to the John C. Maxwell leadership method - *15 Invaluable Laws of Growth*, just one of the Maxwell-based courses offered this year. Come enjoy continental breakfast, great company and get a “taste” for these new learning experiences. This informal gathering will pave the way for the one-day *15 Invaluable Laws of Growth* course, providing you with snippets on the motto “there is never a stop to growth” in order to reach your potential you must grow. And to grow, you must be highly intentional about it.

### FOUNDATIONS OF BUSINESS ANALYSIS

*“How to deliver strategic value to mission-critical projects”*

**February 11-12**  
9 am – 4 pm; **\$1195**  
12 PDUs – 2 (T), 2 (L), 8 (S/B)  
Instructor: Amanda Dietz

Based on the transformational Version 3.0 of the Business Analysis Body of Knowledge® this course emphasizes the importance of value creation in the role of the Business Analyst. The BA must gather accurate requirements from business users. To maximize the positive impact of recommended solutions, the BA must also understand the strategic context for a given project and guide solution design. Success for the BA should be measured by the value an implemented solution adds for the organization and its customers.

### FOUNDATIONS OF PROJECT MANAGEMENT

**February 13**  
9 am – 4 pm; **\$495**  
6 PDUs – 6 (T)  
Instructor: Lynda Carter

Project Management is a proven strategy for success, no matter the industry or job title. Learn the methodology that breaks down “projects” into manageable pieces of work, allowing for efficient and effective management of steps, and conservation of time, money and resources. You will learn to: understand project management methodology; accurately track and prioritize project components; confidently estimate costs and schedules; and effectively communicate with project team members.

*“There were awesome tools discussed that I can directly apply to my corporation right away that will be essential for getting job tasks completed.”*

- Project Coordinator, Keystone Technology

### CRITICAL THINKING

**February 14**  
9 am – 4 pm; **\$495**  
6 PDUs – 3 (T), 3 (L)  
Instructor: Baldwin Wallace Faculty

This hands-on course takes participants through the process of making better decisions through critical thinking and creative problem-solving. Participants will experience simulations and practical exercises in defining true problems, analyzing causes, creating targeted options, deciding what is best, and implementing solutions designed to carry over and immediately help you in your own work environment.

### THE SCIENCE OF TASK ESTIMATING

**February 14**  
9 am – Noon; **\$205**  
3 PDUs – 3 (T)  
Instructor: Pete Evangelista

Every project, no matter the size or type, requires some sort of estimating – from building a new facility to a two-week Agile Sprint. You don’t have to rely purely on SWAGs! This half-day seminar will be a series of fun, hands-on exercises focused on reducing variability in estimating.

### INNOVATION GROWTH COMMUNITY MEETING - BREAKFAST

**February 19**  
8:30 – 10:30 am; **FREE**  
Instructor: The Innovation Garage

This is a learn more and share breakfast gathering of Innovation Practitioners from the NEO area. The agenda will vary with each session, but generally structured around the following areas: innovation in a B-to-B environment, strategies for doing “rapid” cycles of learning when feedback from customers is slow and solutions for getting other departments (outside of R&D) involved in innovation.

### ESSENTIALS OF BUSINESS PROCESS MANAGEMENT - LIVE

*“Leveraging operational excellence for strategic advantage”*

**February 25-27**  
1 – 3 pm; **\$495**  
6 PDUs – 2 (T), 2 (L), 2 (S/B)  
Instructor: Paul King

Live webinar. True business process management addresses tactical improvement, strategic capabilities and organization-wide employee engagement. This six-hour program (three, two-hour modules) is an overview of the foundations and potential of BPM. Provides foundational knowledge from the Association of Business Process Management Professionals’ (ABPMP®) Comprehensive Body of Knowledge.

#### Get Social with Us

- [linkedin.com/showcase/bw-professional-development](https://www.linkedin.com/showcase/bw-professional-development)
- [twitter.com/BW\\_Prof\\_Dev](https://twitter.com/BW_Prof_Dev)
- [facebook.com/cpdbw](https://facebook.com/cpdbw)

### 15 INVALUABLE LAWS OF GROWTH

**March 10**  
9 am – 4 pm; **\$545**  
Instructor: Mike Nwankwo

To reach your potential you must grow. And to grow, you must be highly intentional about it. These 15 Laws are your guide to understanding personal growth and becoming a more effective and fulfilled individual. If you have the desire to grow and become better than you are today, this is for you. Aimed at entry- to mid-level leaders.

### ELICITING & DOCUMENTING REQUIREMENTS

*“Collaborating to capture the true business needs”*

**March 17-18**  
9 am – 4 pm; **\$1195**  
12 PDUs – 7 (T), 3 (L), 2 (S/B)  
Instructor: Amanda Dietz

Business Analyst: the person who bridges the divide between IT departments and the business organizations they support. For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between these two interdependent groups. This seminar discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions and the clear translation of business needs into requirements.

### LEADING FOR GROWTH

**March 18**  
9 am – 4 pm; **\$495**  
6 PDUs – 3 (L), 3 (S/B)  
Instructor: The Innovation Garage

No matter your role in the organization, being more innovative means you can create, communicate and accelerate ideas for anything. In this session, you’ll learn in-depth leadership principles, behaviors, and soft skills needed for building and facilitating a growth-focused culture. Find out about: mindset neuroscience and psychology of individuals and teams; five components of a compelling strategy; why, purpose, method and end state; structured brainstorm/create sessions; mind-mapping basic skills and more.

### DYNAMIC PLANNING: NEW STRUCTURES FOR STRATEGY & UNCERTAINTY

**March 19**  
9 am – 4 pm; **\$545**  
6 PDUs – 2 (T), 1 (L), 3 (S/B)  
Instructor: Thrive at Work

Ready to learn new structures for strategic planning and organizing uncertainty? Learn two simple processes to plan and organize anything from entire strategic plans, large-scale initiatives, small team projects and even uncertainty. It works for any size or scale of planning and design. Learn the Agile Canvas (a structure for various types of planning made up of four conversations) and the Path Method (a process that organizes uncertainty and action through questions). Practice building your own plan to take back to your team and learn to achieve sustainable results by getting people to participate in what they help create.

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MARCH						
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**REQUIREMENTS ANALYSIS & DESIGN DEFINITION**

**BAC**

*"Converting business needs to solutions"*

**April 16-17**

9 am – 4 pm; **\$1195**  
12 PDUs – 7 (T), 3 (L), 2 (S/B)  
Instructor: Peter Johnson

The ultimate objective of a business analysis project is to improve business results. This seminar will present proven approaches to analyzing current conditions, business needs and technology enablers. You will discover verification and validation techniques to assure proposed solutions meet the needs of users and customers.

**USE OF SELF & THE POWER OF PRESENCE**

**March 24-25**

9 am – 4 pm; **\$1495**  
12 PDUs – 12 (L)

Instructor: Gestalt Institute of Cleveland

Effective leadership and influence in any organization requires deep self-awareness and the ability to use the power of presence in a way that adds value to others. This highly experiential program will help you learn and apply Gestalt principles and practices in the service of your leading and influencing. In addition to teaching skills and techniques, this interactive course will help you learn through embodied activities that heighten self-awareness, help you realize self-management choices, and put principles and practices into action.

**RLC**

**PROGRAMS VS PROJECTS: WHAT YOU NEED TO KNOW**

**April 7**

1 – 4pm; **\$205**  
3 PDUs – 1 (T), 1 (L), 1 (S/B)

Instructor: Lynda Carter

Are you an effective Project Manager who is now in the role of "Program Manager," balancing multiple, ongoing projects? Do you feel like you need more than just solid Project Management skills to be effective in your new role? If so, this half-day workshop is a perfect choice! Bring your program documentation, roll-up your sleeves and be ready to apply techniques that will fine-tune your program strategy.

**360 COMMUNICATION FOR PROJECT MANAGERS**

**PMC**

**April 8**

9 am – 4 pm; **\$545**  
6 PDUs – 5 (L), 1 (S/B)

Instructor: Lynda Carter

One of the most important roles of a Project Manager is to ensure effective communication occurs with all groups that surround, and have an impact on, your project: sponsors, various department stakeholders, customers and team members. Think of your stakeholder map as a 360° circle, and your responsibility is communicating with, and influencing, all groups within that circle. This course is an opportunity to understand your leadership and communication style, to analyze your stakeholders and to develop effective ways to influence them. This one day, hands-on program will introduce you to a set of tools and techniques that you can immediately apply to a real-life project.

**PROCESS MAPPING & SYSTEMS THINKING**

*"Using process analysis to define and solve business challenges"*

**BPMC**

**March 24-25**

9 am – 4 pm; **\$1195**  
12 PDUs – 7(T), 2(L), 3(S/B)

Instructor: Bob Boehringer

This practical, how-to-do-it program delivers a one-two punch: systems-thinking techniques to clarify the "big picture" and a toolbox of mapping techniques that will enable you to streamline and redesign performance. It will arm you with the knowledge you need to analyze the way your organization really operates; to identify opportunities for eliminating waste and inefficiency; and to identify upstream metrics that will help your organization manage quality, customer service, productivity, and financial performance.

**PLANNING, SCHEDULING & CONTROLLING**

**March 24-26**

9 am – 4 pm; **\$1495**  
18 PDUs – 16 (T), 2 (L)

Instructor: Lynda Carter

Through a variety of presentation methods and learning strategies, participants in this foundational course will uncover how to define project scope and acceptance criteria, as well as learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success. This class is for anyone involved in projects who wishes to improve their understanding and application of best practices in project management planning, scheduling and controlling.

**PMC**

**COACHING TO UNLEASH HUMAN POTENTIAL**

**RLC**

**April 14-15**

9 am – 4 pm; **\$1495**  
12 PDUs – 12 (L)

Instructor: Gestalt Institute of Cleveland

Gestalt concepts and methodology offer a holistic approach to human development that has powerful application in coaching. A Gestalt coach closely attends to how a person organizes their present experience and builds the person's awareness. According to Gestalt Theory, building one's awareness is primary and must precede formulating action if a person is to achieve functional and sustainable change. This awareness is pivotal to supporting greater choice and range of action. Taste Gestalt methodology and explore the Gestalt approach to coaching through experiential learning and dialogue.

**INTEGRATING AGILE CONCEPTS INTO YOUR TRADITIONAL PROJECT**

**April 7**

9 am – Noon; **\$205**  
3 PDUs – 2 (T), 1 (L)

Instructor: Lynda Carter

Hearing all the buzz about agile? Wondering how you can get in on the game? There are many ways to gain the benefits of agile – from full-on methodology to a hybrid approach. If you're not ready to pick a project management method, or are interested in how you can use components of agile in your "traditional" PM practices, then this course is designed for you. *Integrating Agile Concepts* provides an overview of agile methods and maps the techniques to a traditional project management process.

**INNOVATION 101 WORKSHOP**

**April 15**

9 am – 4 pm; **\$495**  
6 PDUs – 2 (T), 2 (L), 2 (S/B)

Instructor: The Innovation Garage

Everyone can innovate – NOW. No matter your role in the organization, being more innovative means you can create, communicate and accelerate ideas for anything. At this one-day program workshop, you'll experience the fundamentals of the innovation necessary for creating front-end ideas for products, processes and services.

**IMPROVING & INNOVATING BUSINESS PROCESSES**

**BPMC**

**April 22-23**

9 am – 4 pm; **\$1195**  
12 PDUs – 7 (T), 5 (L)

Instructor: Ralph Smith

There is no one-size-fits-all recipe for getting better business results. It is both art and science, requiring data-driven, problem solving and out-of-the-box solutions to assure sustainable success. This seminar will add creative redesign techniques (Six Hats, SCAMPER, Five Max) to your classic, data-driven process improvement skills so you are able to deliver both continuous improvement and breakthrough solutions for your organization. Take a strategic view and assess your organization's unique process strengths, learning to leverage them as competitive weapons.

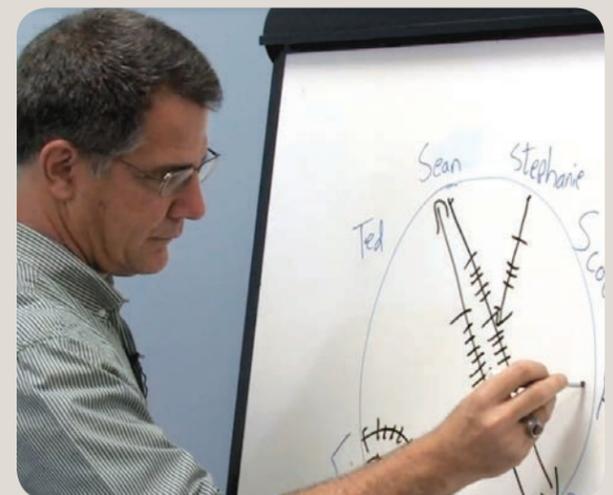
**LIVING THE LAWS OF LEADERSHIP - BREAKFAST**

**April 28**

8:30 – 10:30 am; **FREE**

Instructor: Mike Nwankwo

This breakfast session introduces you to the John C. Maxwell leadership method – *Living the Laws of Leadership*, just one of the Maxwell-based courses offered this year. Come enjoy continental breakfast, great company, and get a "taste" for these new learning experiences. This informal gathering of senior leaders will pave the way for the full *Living the Laws of Leadership* course, providing you with snippets on the practical tools you need to address the leadership challenges you encounter daily within your profession.



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### LEAN SIX SIGMA GREEN BELT

May 5-7 continues June 9-10

9 am – 4 pm; **\$3995**

35 PDUs – 9.5 (T), 10.5 (L), 15 (S/B)

Instructor: Steve Wall

Lean Six Sigma Green Belt is the most recognizable and valued quality management certification across all industries. This program combines comprehensive classroom training with real-world application to both enhance learning and validate capabilities. You will attend two sessions approximately one month apart, to complete five full training days. Between sessions, you will work on a process improvement project from your organization. Earning the Green Belt Certificate requires success with an in-class test and completion of project assignments.

*“Steve was great. I really liked all the hands-on activities to reinforce the content. I run numerous projects at work and these tools will be incredibly useful in streamlining!”*

- Manager, Pharmacy Operations, Medical Mutual of Ohio

### INTERACTIONS IN THE HERE & NOW

May 19-20

9 am – 4 pm; **\$1495**

12 PDUs – 12 (L)

Instructor: Gestalt Institute of Cleveland

Trust, authentic connection and mutual respect are the fundamental building blocks of all working relationships, especially for those in leadership, consulting or influence roles. These subtle relational factors can make or break an organization’s culture – and business results. While it takes time to cultivate respect, openness, and trust in work relationships, one moment of reactivity or carelessness can diminish or destroy these fragile connections. Yet despite their importance, relationships often take a back seat when the organization is moving at breakneck speed. Learn how to improve outcomes by developing high-level communication and influence skills that unlock the transformative power of authentic engagement and unleash your organization’s deepest potential.

### SUSTAINING OPERATIONAL EXCELLENCE

*“The evolving role of the process manager”*

May 19-20

9 am – 4 pm; **\$1195**

12 PDUs – 2(T), 4(L), 6(S/B)

Instructor: Orion Development Group

In the 21st Century, technology has exponentially increased the speed of interactions. However, it has not eliminated the silos in our organizations. As companies contemplate CX transformations, intelligent automation and new self-service options, cross-functional business processes will deliver ROI from these advances... and it is the Process Manager who will sustain that ROI. This seminar addresses the traditional and emerging challenges of enterprise process management. It delivers skills and techniques you need to make technology-driven process excellence a sustainable asset.

### MS PROJECT FUNDAMENTALS

May 20

9 am – 4 pm; **\$495**

6 PDUs – 5 (T), 1 (L)

Instructor: Pete Evangelista

This one-day, hands-on course provides an overview of MS Project and its functionality. Work with the tools while receiving support and direction from an experienced instructor/coach. Learn to: understand the capabilities of MS Project; enter task information; develop a project schedule by setting task dependencies; work/efforts, resource allocations and task assignments; and much more.

### SOLUTION DEPLOYMENT & EVALUATION

*“Delivering business value”*

June 2-3

9 am – 4 pm; **\$1195**

12 PDUs – 6 (T), 2 (L), 4 (S/B)

Instructor: Amanda Dietz

Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring proper implementation of the solution, and it generating value on an ongoing basis, is equally important. The skills and knowledge delivered in *Solution Deployment & Evaluation* help assure that mission-critical solutions live up to their potential.

### BUILD THRIVING CULTURES

June 4

9 am – 4 pm; **\$545**

6 PDUs – 1 (T), 4 (L), 1 (S/B)

Instructor: Thrive at Work

Organizational cultures thrive when they share a sense of belonging, learning, purpose, courage, leadership, teamwork and well-being. Join the Thrive At Work Team to learn some flexible strategies that make these possible. Expect a highly interactive session with small group work, peer learning and learning-by-doing you will be able to apply immediately.

### LEVERAGING THE POWER OF TEAMS

June 16-17

9 am – 4 pm; **\$1495**

12 PDUs – 12 (L)

Instructor: Gestalt Institute of Cleveland

As an organizational leader or consultant, your effectiveness depends on your ability to see the bigger (often complex) picture; understand what motivates people; support teams to work better together; and “make change” that benefits all stakeholders. It’s a tall order. While most individuals lack the internal complexity to solve complex organizational and societal problems, it is possible for groups of people to find solutions when they are supported to collaborate effectively. This course is designed for those who are leading, developing, facilitating or consulting with teams in organizations.

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### AUGUST

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### LIVING THE LAWS OF LEADERSHIP - BREAKFAST

July 21

8:30 – 10:30 am; **FREE**

Instructor: Mike Nwankwo

This breakfast session introduces you to the John C. Maxwell leadership method – *Living the Laws of Leadership*, just one of the Maxwell-based courses offered this year. Come enjoy continental breakfast, great company, and get a “taste” for these new learning experiences. This informal gathering of senior leaders will pave the way for the full *Living the Laws of Leadership* course, providing you with snippets on the practical tools you need to address the leadership challenges you encounter daily within your profession.



### MAXWELL METHOD - LIVING THE LAWS OF LEADERSHIP

August 26-27

9 am – 4 pm; **\$1495**

Instructor: Mike Nwankwo

Based on one of the best-selling leadership books of all time, John C. Maxwell’s *The 21 Irrefutable Laws of Leadership*, this two-day workshop experience will provide you with the practical tools you need to address the leadership challenges you encounter daily within your profession. Experience each of *The 21 Laws of Leadership* from several vantage points through relevant case studies, fun activities, fierce competition and ongoing development of a personal plan of action. Learn and grow from the shared experiences of others; understand the four leadership disciplines and behaviors; assess your leadership strengths and weaknesses; develop and practice the behaviors required to effectively lead yourself and others; identify ways to incorporate and apply the laws in your life and business each day and more. Aimed at senior leaders. Upon completion of this training, participants will receive a Maxwell Method of Leadership certificate.

**PMC** PROJECT MANAGEMENT

**BAC** BUSINESS ANALYSIS

**BPMC** BUSINESS PROCESS MANAGEMENT

**RLC** RELATIONAL LEADERSHIP

**MMC** MAXWELL METHOD

SEPTEMBER						
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OCTOBER						
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### INNOVATION GARAGE - LIVE

**September 1**

12:15 – 12:45 pm; **FREE**

Instructor: The Innovation Garage

Live webinar. Join The Innovation Garage® for this webinar and get a 30,000 ft view of what it takes for your organization to build out its innovation and growth capability. Topics will vary each live session.



### MAXWELL METHOD OF SPEAKING

**September 9**

9 am – Noon; **\$295**

Instructor: Mike Nwankwo

Want to improve your speaking skills? Learn how from the style of a Master of Communication, and one of the bestselling leadership authors, John C. Maxwell. This half-day workshop is a powerful, experiential, speaker-training workshop. Topics covered include: the art and practice of developing stories; how to connect with your audience and hold their attention; how to overcome the fear of speaking in public; developing your own style of communication; crafting your content for the most effective presentation. Upon completion of this training, participants will receive a Maxwell Method of Speaking certificate.



### ESSENTIALS OF BUSINESS PROCESS MANAGEMENT - LIVE

*“Leveraging operational excellence for strategic advantage”*

**September 15-17**

1 – 4 pm; **\$495**

6 PDUs – 2 (T), 2 (L), 2 (S/B)

Instructor: Paul King

Live webinar. True business process management addresses tactical improvement, strategic capabilities and organization-wide employee engagement. This six-hour program (three, 2-hour modules) is an overview of the foundations and potential of BPM. Provides foundational knowledge from the Association of Business Process Management Professionals’ (ABPMP®) Comprehensive Body of Knowledge.



### 15 INVALUABLE LAWS OF GROWTH

**September 22**

9 am – 4 pm; **\$545**

Instructor: Mike Nwankwo

To reach your potential you must grow. And to grow, you must be highly intentional about it. These 15 Laws are your guide to understanding personal growth and becoming a more effective and fulfilled individual. If you have the desire to grow and become better than you are today, this is for you. Aimed at entry- to mid-level leaders.

### FOUNDATIONS OF BUSINESS ANALYSIS

*“How to deliver strategic value to mission-critical projects”*

**September 22-23**

9 am – 4 pm; **\$1195**

12 PDUs – 2 (T), 2 (L), 8 (S/B)

Instructor: Amanda Dietz

Based on the transformational Version 3.0 of the Business Analysis Body of Knowledge® this course emphasizes the importance of value creation in the role of the Business Analyst. The BA must gather accurate requirements from business users. To maximize the positive impact of recommended solutions, the BA must also understand the strategic context for a given project and guide solution design. Success for the BA should be measured by the value an implemented solution adds for the organization and its customers.



### INNOVATION GROWTH COMMUNITY MEETING - BREAKFAST

**September 23**

8:30 – 10:30 am; **FREE**

Instructor: The Innovation Garage

This is a learn more and share breakfast gathering of Innovation Practitioners from the NEO area. The agenda will vary with each session, but generally structured around the following areas: innovation in a B-to-B environment, strategies for doing “rapid” cycles of learning when feedback from customers is slow and solutions for getting other departments (outside of R&D) involved in innovation.

### PMP EXAM PREP

**September 23-October 21**

6– 9 pm; Wednesdays **\$1585**

35 PDUs – 15 (T), 10 (L), 10 (S/B)

Instructor: Pete Evangelista

You want your Project Management Professional (PMP) Certification. You are determined to prepare for, and pass, the exam. But you don’t want to prepare by yourself? We have the answer: a combination of in-class, facilitator-led sessions, coupled with on-line study, which includes practice exam questions. This course includes 35 contact hours of self-paced material that breaks down the PMBOK® in small, digestible pieces. Then, we get together weekly to focus on the most challenging pieces of the exam, share study tips, and review the toughest practice exam questions, all which give you both the support and accountability you need to pass.

### FOUNDATIONS OF PROJECT MANAGEMENT

**September 29**

9 am – 4 pm; **\$495**

6 PDUs – 6 (T)

Instructor: Lynda Carter

Project Management is a proven strategy for success, no matter the industry or job title. Learn the methodology that breaks down “projects” into manageable pieces of work, allowing for efficient and effective management of steps, and conservation of time, money and resources. You will learn to: understand project management methodology; accurately track and prioritize project components; confidently estimate costs and schedules; and effectively communicate with project team members.



### CRITICAL THINKING

**September 30**

9 am – 4 pm; **\$495**

6 PDUs – 3 (T), 3 (L)

Instructor: Baldwin Wallace Faculty

This hands-on course takes participants through the process of making better decisions through critical thinking and creative problem-solving. Participants will experience simulations and practical exercises in defining true problems, analyzing causes, creating targeted options, deciding what is best, and implementing solutions designed to carry over and immediately help you in your own work environment.

### DYNAMIC PLANNING: NEW STRUCTURES FOR STRATEGY & UNCERTAINTY

**October 1**

9 am – 4 pm; **\$545**

6 PDUs – 2 (T), 1 (L), 3 (S/B)

Instructor: Thrive at Work

Ready to learn new structures for strategic planning and organizing uncertainty? Learn two simple processes to plan and organize anything from entire strategic plans, large-scale initiatives, small team projects and even uncertainty. It works for any size or scale of planning and design. Learn the Agile Canvas (a structure for various types of planning made up of four conversations) and the Path Method (a process that organizes uncertainty and action through questions). Practice building your own plan to take back to your team and learn to achieve sustainable results by getting people to participate in what they help create.

### LEAN SIX SIGMA YELLOW BELT

**October 1-2**

9 am – 4 pm; **\$995**

12 PDUs – 7 (T), 5 (L)

Instructor: Steve Wall

Lean Six Sigma (LSS) Yellow Belt Certification is the step into the world of process improvement, regardless of whether your employer is dedicated to LSS methodology. This Certification will deliver fundamental process improvement skills applicable to any industry. Focus is on the value-analysis components of Lean and integrating these methods into the Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) problem-solving structure.



### PROCESS MAPPING & SYSTEMS THINKING

*“Using process analysis to define & solve business challenges”*

**October 6-7**

9 am – 4 pm; **\$1195**

12 PDUs – 7(T), 2(L), 3(S/B)

Instructor: Bob Boehringer

This practical, how-to-do-it program delivers a one-two punch: systems-thinking techniques to clarify the “big picture” and a toolbox of mapping techniques that will enable you to streamline and redesign performance. It will arm you with the knowledge you need to analyze the way your organization really operates; to identify opportunities for eliminating waste and inefficiency; and to identify upstream metrics that will help your organization manage quality, customer service, productivity, and financial performance.

### ELICITING & DOCUMENTING REQUIREMENTS

*“Collaborating to capture the true business needs”*

**October 13-14**

9 am – 4 pm; **\$1195**

12 PDUs – 7 (T), 3 (L), 2 (S/B)

Instructor: Amanda Dietz

Business Analyst: the person who bridges the divide between IT departments and the business organizations they support. For all of the tools and techniques to elicit requirements, nothing is more important than making the most of human contact between these two interdependent groups. This seminar discusses several useful approaches to gathering requirements, focusing on the facilitation of collaborative sessions and the clear translation of business needs into requirements.



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OCTOBER						
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NOVEMBER						
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### IMPROVING & INNOVATING BUSINESS PROCESSES BPMC

**November 3-4**  
9 am – 4 pm; **\$1195**  
12 PDUs – 7 (T), 5 (L)  
Instructor: Ralph Smith

There is no one-size-fits-all recipe for getting better business results. It is both art and science, requiring data-driven, problem-solving and out-of-the-box solutions to assure sustainable success. This seminar will add creative redesign techniques (Six Hats, SCAMPER, Five Max) to your classic, data-driven process improvement skills so you are able to deliver both continuous improvement and breakthrough solutions for your organization. Take a strategic view and assess your organization's unique process strengths, learning to leverage them as competitive weapons.

### KERZNER LECTURE SERIES / INTERNATIONAL PROJECT MANAGEMENT DAY

**November 5**  
5:30 – 8 pm; **FREE**  
1.5 PDUs

Save the Date! Join BW and the Northeast Ohio PMI Chapter at the 2020 Kerzner Lecture/International Project Management Day to celebrate the field of project management and Dr. Harold Kerzner's impactful contribution to the field. Created in 2012, this highly regarded, exciting, interactive lecture series recognizes and raises awareness to the value of project management. Keep an eye on our website for topic and speaker updates.

### EVERYONE COMMUNICATES, FEW CONNECT

**November 10**  
9 am – Noon; **\$545**  
Instructor: Mike Nwankwo

Inside this course are five principles and five practices to connect one-on-one, in a group, or with an audience. You'll see all your relationships, from your boss to your kids, from your teammates to your neighbors, take a quantum leap. Participants take a DISC profile assessment prior to the workshop. Aimed at mid- to senior-leaders.

### REQUIREMENTS ANALYSIS & DESIGN DEFINITION BAC

*"Converting business needs to solutions"*

**November 10-11**  
9 am – 4 pm; **\$1195**  
12 PDUs – 7 (T), 3 (L), 2 (S/B)  
Instructor: Peter Johnson

The ultimate objective of a business analysis project is to improve business results. This seminar will present proven approaches to analyzing current conditions, business needs and technology enablers. You will discover verification and validation techniques to assure proposed solutions meet the needs of users and customers.

*"Great conversation, very interactive class, was able to show how the pieces all fit together..."*

- Logistics Analyst, Penske

### MS PROJECT FUNDAMENTALS PMC

**November 12**  
9 am – 4 pm; **\$495**  
6 PDUs – 5 (T), 1 (L)  
Instructor: Pete Evangelista

This one-day, hands-on course provides an overview of MS Project and its functionality. Work with the tools while receiving support and direction from an experienced instructor/coach. Learn to: understand the capabilities of MS Project; enter task information; develop a project schedule by setting task dependencies; work/efforts, resource allocations and task assignments; and much more.

### LEADERSHIFT

**October 15-16**  
9 am – 4 pm; **\$1195**  
Instructor: Mike Nwankwo

Make the shift from soloist to conductor. Move from being goal-oriented to growth-oriented. Develop strategies for progressive and innovative leadership. Among these "leadershifts" are the Adaptive Shift from Plan A to Option A, the Production Shift from Ladder Climbing to Ladder Building, and the Influence Shift from Positional Authority to Moral Authority. This course will provide specific guidance to the participants about how to make these shifts in their own lives. Each one requires them to change the way they think, act and ultimately lead so they can be successful in a world that never remains the same. Aimed at senior leaders.

### PLANNING, SCHEDULING & CONTROLLING PMC

**October 20-22**  
9 am – 4 pm; **\$1495**  
18 PDUs – 16 (T), 2 (L)  
Instructor: Lynda Carter

Through a variety of presentation methods and learning strategies, participants in this foundational course will uncover how to define project scope and acceptance criteria, as well as learn how to use network diagrams, status reporting and appropriate project communication processes to ensure project success. This class is for anyone involved in projects who wishes to improve their understanding and application of best practices in project management planning, scheduling and controlling.



### LEADING FOR GROWTH

**October 21**  
9 am – 4 pm; **\$495**  
6 PDUs – 3 (L), 3 (S/B)  
Instructor: The Innovation Garage

No matter your role in the organization, being more innovative means you can create, communicate and accelerate ideas for anything. In this session, you'll learn in-depth leadership principles, behaviors, and soft skills needed for building and facilitating a growth-focused culture. Find out about: mindset neuroscience and psychology of individuals and teams; five components of a compelling strategy; why, purpose, method and end state; structured brainstorm/create sessions; mind-mapping basic skills and more.

### PROGRAMS VS PROJECTS: WHAT YOU NEED TO KNOW

**October 23**  
9 am – Noon; **\$345**  
3 PDUs – 1 (T), 1 (L), 1 (S/B)  
Instructor: Lynda Carter

Are you an effective Project Manager who is now in the role of "Program Manager," balancing multiple, ongoing projects? Do you feel like you need more than just solid Project Management skills to be effective in your new role? If so, this half-day workshop is a perfect choice! Bring your program documentation, roll-up your sleeves and be ready to apply techniques that will fine-tune your program strategy.

### INTEGRATING AGILE CONCEPTS INTO YOUR TRADITIONAL PROJECT

**October 23**  
1 – 4pm; **\$345**  
3 PDUs – 2 (T), 1 (L)  
Instructor: Lynda Carter

Hearing all the buzz about agile? Wondering how you can get in on the game? There are many ways to gain the benefits of agile – from full-on methodology to a hybrid approach. If you're not ready to pick a project management method, or are interested in how you can use components of agile in your "traditional" PM practices, then this course is designed for you. *Integrating Agile Concepts* provides an overview of agile methods and maps the techniques to a traditional project management process.

### GOOD LEADERS ASK GREAT QUESTIONS

**October 27**  
9 am – Noon; **\$205**  
Instructor: Mike Nwankwo

In this course, you will learn to become a successful leader by asking the right questions. We will explore questions you should ask yourself, as well as members of your team, with the goal of connecting with people, challenging yourself and those you lead, and developing better ideas. Aimed at mid- to senior-leaders.

### LEAN SIX SIGMA GREEN BELT

**October 27-29 continues December 1-2**  
9 am – 4 pm; **\$3995**  
35 PDUs – 9.5 (T), 10.5 (L), 15 (S/B)  
Instructor: Steve Wall

Lean Six Sigma Green Belt is the most recognizable and valued quality management certification across all industries. This program combines comprehensive classroom training with real-world application to both enhance learning and validate capabilities. You will attend two sessions approximately one month apart, to complete five full training days. Between sessions, you will work on a process improvement project from your organization. Earning the Green Belt Certificate requires success with an in-class test and completion of project assignments.

Find Us on Social Media



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NOVEMBER						
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### INNOVATION 101 WORKSHOP

**November 12**

9 am – 4 pm; **\$495**

6 PDUs – 2 (T), 2 (L), 2 (S/B)

Instructor: The Innovation Garage

Everyone can innovate – NOW. No matter your role in the organization, being more innovative means you can create, communicate and accelerate ideas for anything. At this one-day program workshop, you'll experience the fundamentals of the innovation necessary for creating front-end ideas for products, processes and services.

### THE SCIENCE OF TASK ESTIMATING

**November 13**

9 am – Noon; **\$205**

3 PDUs – 3 (T)

Instructor: Pete Evangelista

Every project, no matter the size or type, requires some sort of estimating – from building a new facility to a two-week Agile Sprint. You don't have to rely purely on SWAGs! This half-day seminar will be a series of fun, hands-on exercises focused on reducing variability in estimating.

### CONFLICT MANAGEMENT

**December 2**

9 am – 4 pm; **\$545**

6 PDUs – 5 (L), 1 (S/B)

Instructor: Baldwin Wallace Faculty

As more employees are expected to work together in teams, adjust to multiple organizational changes, and focus on higher quality with fewer resources, conflict can become a natural by-product. Differences in personalities, opinions, values, needs, expectations and perceptions are just a few of the natural occurrences in the workplace that challenge already complex tasks. While unmanaged conflicts and disagreements can harm important working relationships, effectively managed conflict can promote cooperation and build stronger relationships.

*“Very applicable to my workplace and very timely. Great course!”*

- HR Generalist

### 360 COMMUNICATION FOR PROJECT MANAGERS

**December 3**

9 am – 4 pm; **\$545**

6 PDUs – 5 (L), 1 (S/B)

Instructor: Lynda Carter

One of the most important roles of a Project Manager is to ensure effective communication occurs with all groups that surround, and have an impact on, your project: sponsors, various department stakeholders, customers and team members. Think of your stakeholder map as a 360° circle, and your responsibility is communicating with, and influencing, all groups within that circle. This course is an opportunity to understand your leadership and communication style, to analyze your stakeholders and to develop effective ways to influence them. This one day, hands-on program will introduce you to a set of tools and techniques that you can immediately apply to a real-life project.

### BUILD THRIVING CULTURES

**December 4**

9 am – 4 pm; **\$545**

6 PDUs – 1 (T), 4 (L), 1 (S/B)

Instructor: Thrive at Work

Organizational cultures thrive when they share a sense of belonging, learning, purpose, courage, leadership, teamwork and well-being. Join the Thrive At Work Team to learn some flexible strategies that make these possible. Expect a highly interactive session with small group work, peer learning and learning-by-doing you will be able to apply immediately.

### SOLUTION DEPLOYMENT & EVALUATION

*“Delivering business value”*

**December 8-9**

9 am – 4 pm; **\$1195**

12 PDUs – 6 (T), 2 (L), 4 (S/B)

Instructor: Amanda Dietz

Creating an elegant, business-focused technology or process improvement solution is a worthy accomplishment; assuring proper implementation of the solution, and it generating value on an ongoing basis, is equally important. The skills and knowledge delivered in *Solution Deployment & Evaluation* help assure that mission-critical solutions live up to their potential.

### SOMETIMES YOU WIN, SOMETIMES YOU LEARN

**December 10**

9 am – Noon; **\$205**

Instructor: Mike Nwankwo

Every negative event or loss that occurs can become a great opportunity for you to grow. That is, if you are willing to learn from it. In this course, you will develop a healthy perspective of failure and learn how to bounce back from life's (and work's) disappointments.

### SUSTAINING OPERATIONAL EXCELLENCE

*“The evolving role of the process manager”*

**December 10-11**

9 am – 4 pm; **\$1195**

12 PDUs – 2(T), 4(L), 6(S/B)

Instructor: Orion Development Group

In the 21st Century, technology has exponentially increased the speed of interactions. However, it has not eliminated the silos in our organizations. As companies contemplate CX transformations, intelligent automation and new self-service options, cross-functional business processes will deliver ROI from these advances...and it is the Process Manager who will sustain that ROI. This seminar addresses the traditional and emerging challenges of enterprise process management. It delivers skills and techniques you need to make technology-driven process excellence a sustainable asset.

#### Get Social with Us

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### INNOVATION GARAGE – LIVE

**January 9 & September 1**

12:15 – 12:45 pm; **FREE**

Instructor: The Innovation Garage

Live webinar. Join The Innovation Garage® for this webinar and get a 30,000 ft view of what it takes your organization to build out its innovation and growth capability. Topics will vary each live session.



### ESSENTIALS OF BUSINESS PROCESS MANAGEMENT - LIVE

*“Leveraging operational excellence for strategic advantage”*

**February 25-27 & September 15-17**

9 am – 4 pm; **\$495**

6 PDUs – 2 (T), 2 (L), 2 (S/B)

Instructor: Paul King

Live webinar. True business process management addresses tactical improvement, strategic capabilities and organization-wide employee engagement. This six-hour program (three, 2-hour modules) is an overview of the foundations and potential of BPM. Provides foundational knowledge from the Association of Business Process Management Professionals' (ABPMP®) Comprehensive Body of Knowledge.



**BPMC**

### ESSENTIALS OF SIX SIGMA – ON DEMAND

90 minutes (one-time use); **\$145**

Instructor: Orion Development Group

Covers fundamental concepts and tools of Six Sigma, and evaluates how to use the methodology in your career/organization. The Six Sigma DMAIC methodology is the most widely used approach to process improvement of the last 30 years, making a Six Sigma Green Belt the most sought-after BPM certification. However, process management is not a one-size-fits-all discipline. Learn how it all fits together and what may be best for your organization.



### IMPLEMENTING PROCESS IMPROVEMENT SOLUTIONS – ON DEMAND

90 minutes (one-time use); **\$145**

Instructor: Mandy Dietz

In order to deliver meaningful ROI, process improvement cannot be a “laboratory” exercise. It must be executed in ways that assure real-world deployment and widespread adoption. This webinar will help you: select the best process or technology change alternative; implement that solution effectively; measure ROI; and support continuous improvement.



### CAREER CATALYST SERIES

**Monthly**

Evenings; **FREE**

Expert Presenters

Interested in improving your skills or gaining new knowledge that can advance your career? Explore BW's Career Catalyst Series for some of today's most important topics in business from people who challenge and inspire us to break-through and think bigger. Check the BW School of Business website ([bw.edu/catalyst](http://bw.edu/catalyst)) for information on these free monthly seminars/discussions.