Professional and Executive Education Course Calendar
FEBRUARY-JUNE 2019

COURSES AND CERTIFICATE PROGRAMS FOR PROFESSIONALS, MANAGERS AND EXECUTIVES

- Project Management
- Business Analysis
- Design Thinking & Customer Experience Transformation
- Leadership Development
- Process Improvement
- Lean Six Sigma
- Business Process Management
- Digital Transformation

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WHAT OUR CUSTOMERS ARE SAYING:

"Amazing presenter. Truly enjoyed the course and the company of the BW instructors. Clearly BW hires world-class talent and people."
– R&D MANAGER, SHERWIN-WILLIAMS

"Great class that was able to add additional emphasis to concepts. Class was even more effective with my team in the room as classmates."
– ANALYST, GOODYEAR

"BW and its Professional Development program are wonderful. The instructors are extremely knowledgeable and go beyond to apply courses to real-life scenarios."
– PROGRAM MANAGER, EATON

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UPCOMING OPEN ENROLLMENT, PUBLIC COURSES FEBRUARY–JUNE 2019

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Whether your professional development interest is individual or team-based, Baldwin Wallace Professional Development has public, open enrollment programs that address your needs and exceed your expectation.

All noncredit courses involve hands-on, applicable interaction that develops skills, incorporates interactive methods and strategies, and contains collaborative discussions to ensure all techniques learned are implementable the minute you get back to the office.

The BW Center for Professional Development features a team of dedicated educators and advisors who work with you in the classroom, going beyond business theory, and offering real-world knowledge and perspective that provides positive, tangible results. Our focus is on you, and with that, we work with you to select training paths that are relevant and tailored to your goals – individual or team.

You can choose to take courses independently or take the series of courses and earn a certificate.

BW Certificate Programs are courses grouped together and specifically designed to offer an enhanced learning experience. Certificates further expand your knowledge and provide a deeper understanding in each specific topic area. Save 15% off the listed course prices when you enroll as a Certificate Series. See our website at www.bw.edu/cpd for more details.

CERTIFICATE PROGRAMS

PMC PROJECT MANAGEMENT (PMC)
In today's business world, project management is a critical skill for everyone in the organization. This certificate consists of four courses intended for individuals who want to enhance their knowledge of the concepts, processes and communication skills involved in project management. No prior project skill required.

BAC BUSINESS ANALYSIS (BAC)
The Business Analyst plays a critical role in assuring an organization's significant investments in IT deliver meaningful and lasting business value. IT is one of the most important professions of the 21st century. To help you and your organization gain the benefits of business analysis, BW and Orion Development Group have created the four-course BAC. Baldwin Wallace University is an Educational Partner with the Cleveland Chapter of the International Institute of Business Analysis (IIBA™).

LDC LEADERSHIP DEVELOPMENT (LDC)
Programs in this certificate focus on developing important technical and behavioral skills and techniques involved in leading and managing teams or other individuals. These four courses benefit everyone from new managers to seasoned leaders.

BPM BUSINESS PROCESS MANAGEMENT (BPMC)
In the 21st century, it's imperative that organizational leaders in all sectors, master process management. 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, and prepare 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 to deploy solutions that enable you to sustain superior performance.

EDC DLC DIGITAL TRANSFORMATION (EDC and DLC)
Digital transformation is the process of strategically infusing business functions and operations with digital technology to optimize performance, enhance experiences, and leverage data. The goal of digital transformation isn't to recreate existing functions in digital form, but to transform those functions into something new and more powerful. Common technologies include: Cloud Computing, Internet of Things, Software-as-a-Service, Artificial Intelligence and Data Science. Learn how to transform your existing functions into something new and more powerful. Digital transformation is not a destination; it's a state of being.

training
consultancy
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EXECUTIVE AND PROFESSIONAL DEVELOPMENT

CRITICAL THINKING
February 19
9 am – 4 pm; $495
6 PDU – 3 (T), 3 (L)
Instructor: Lynda Carter

LDC

In order to reach logical, optimal decisions, it's important to master the ability to examine a conversation or issue, remove all emotion, and analyze the facts without bias to personal opinion or feelings. Termed "critical thinking", this skill is even more of an advantage in business as it avoids mistakes, errors in judgement, and reaching the wrong conclusions However, critical thinking is often contradictory to our nature and upbringing which, in most cases, is to react with emotion not statistics. 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.

FOUNDATIONS OF PROJECT MANAGEMENT
February 20
9 am – 4 pm; $495
6 PDU – 6 (T)
Instructor: Lynda Carter

PMC

Project Manager may not be in your job title, but pretty much everyone in business manages some sort of project. Because every definition of a project can be summed with saying: "an individual or collaborative enterprise planned to achieve a particular aim". 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.

Build an understanding of the principal components of project management concepts, processes and best practices. Receive tips, tools and techniques to implement at the workplace. You will learn to: Understand project management methodology, learn to accurately track and prioritize project components, confidently estimate costs and schedules, and effectively communicate with project team members.

INNOVATION 101: WHAT, WHY & HOW
February 20
9 am – 4 pm; $495
6 PDU – 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 1-day program workshop, you'll experience the fundamentals of the innovation necessary for creating front-end ideas for products, processes and services. In this workshop, you will learn:
• How to create ideas and problem solve (with methods 8x more effective than brainstorming)
• How to communicate ideas in a way that builds them up and sells
• How to take ideas from inspiration to reality - FAST

FOUNDATIONS of BUSINESS ANALYSIS
"How to deliver strategic value to mission-critical projects"
February 26-27
9 am – 4 pm; $1195
12 PDU – 2 (T), 2 (L), 8 (S/B)
Instructor: Amanda Dietz

BAC

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. To maximize the positive impact of recommended solutions, the BA must gather accurate requirements from users, and understand the strategic context for a given project and guide solution design. BA success should be measured by the value an implemented solution adds for the organization and its customers. Learn to: apply strategy and organizational tools to define the business need; understand and apply IIBA Knowledge Areas and Business Analysis Core Concept Model; identify and analyze stakeholders, and create a roadmap for BA activities and outcomes.

ELICITING & DOCUMENTING REQUIREMENTS
"Collaborating to capture the true business needs"
March 12-13
9 am – 4 pm; $1195
12 PDU – 7 (T), 3 (L), 2 (S/B)
Instructor: Amanda Dietz

BAC

Describe the 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 IT departments and the business organizations they support. 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. You will discover new tools and techniques to strengthen elicitation and collaboration results; develop a framework for improved stakeholder collaboration; learn how to maintain stakeholder engagement and commitment through the processes; identify and create use cases and user stories; write effective requirements; and ensure focus on business value delivery.

CAREER CATALYST SERIES – BLOCKCHAIN FOR BUSINESS: WHO, WHAT, WHEN, WHY & HOW?
March 12
6 – 8 pm; **FREE**
Presenters: Experts from DriveIT, Meyers-Roman, and MCPc

"Blockchain promises to do for transactions what the internet did for the internet," said Eric Ward, CIO & Co-Founder of DriveIT. From a business and government perspective, blockchain promises to greatly enhance the way we currently transfer value, by introducing an anonymous, secure application that can be applied across industries.

Join us for a panel discussion bringing in the experts on blockchain to talk about who, what, when, why and how does this (even) apply to you and your business!

DESIGN THINKING & the CUSTOMER EXPERIENCE TRANSFORMATION
March 14
9 am – 4 pm; $595
6 PDUs – 2(T), 1(L), 3(S/B)
Instructor: Mandy Dietz

Design Thinking: touted as the new strategic Holy Grail that will unlock new market share, wallet share and long-term relationships. Many are chasing design-driven customer experience transformations; few have reached the promised rewards.

Transforming your organization requires more than a technology silver bullet. It requires an enterprise-wide approach that considers changes in strategic planning, business processes, culture, and performance metrics. Only this level of holistic thinking will deliver a sustainable competitive advantage.

Design Thinking & Customer Experience Transformation will demonstrate proven principles and a roadmap you can use to:
• Evaluate your organization's strategic need for CX transformation
• Look at your business from your customer's perspective
• Select improvement/innovation projects that will have the greatest impact on your success

STRATEGY TRANSFORMATION
March 14
9 am – 4 pm; $495
6 PDUs – 2 (T), 1 (L), 3 (S/B)
Instructor: Thrive at Work

LDC

Ready to take a fresh approach to strategic thinking, planning and organizing? Learn a simple process to plan and organize anything from entire strategic plans, large-scale initiatives to small team projects. It works for any size or scale of planning and design. The Agile Canvas is made up of four conversations that:
• Effectively address uncertainties, concerns, risks, and unknowns
• Engage the strengths and assets of individuals, teams, and organizations and;
• Create action by applying global best practices of agile project management.

The Agile Canvas is simple to learn and works every time. Learn how to use it in your own work and how to facilitate it with your team. This is a highly interactive day where you'll experience learning the Agile Canvas by doing.

PLANNING, SCHEDULING & CONTROLLING
March 19-21
9 am – 4 pm; $1495
18 PDU – 16 (T), 2 (L)
Instructor: Lynda Carter

PMC

One can attribute successful project management to a manager's effective use of techniques, coupled with skillfully applying their knowledge gained from best practices. Project management techniques employed are critical to planning, implementing and completing projects on time, within budget and while meeting requirements. 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 course is for anyone involved in projects who wish to improve their understanding and application of best practices in project management planning, scheduling and controlling.

INNOVATION QUICK START 360
March 19-21
9 am – 4 pm; $3495
21 PDU – 7 (T), 7 (L), 7 (S/B)
Instructor: The Innovation Garage

How do you increase innovation speed-to-market by a factor of 6X? Based on the 12 core skills that reinforce systems-driven leadership, the Innovation Quick Start course teaches you how to transform innovation from a random art into a reliable, scientific system for profitable growth. This real world and pressure-tested program has been designed and proven to give you the essential knowledge, tools and step-by-step instruction manual necessary for innovation success. Expect to experience, learn and gain: 32 short, digital classes of pre-work; 3 in-depth, hands-on and practical days of learning on 12 fundamental innovation skills; 60-days expert coaching and mentoring from a certified, Innovation Garage Master Black Belt; 60-days access and support to the Innovation Engineering Labs' Innovation Technology Suite of Tools; and Innovation Engineering Blue Belt Certification upon completion of full program.

ETHEREUM ARCHITECTURE AND TECHNOLOGY
March 27-28
9 am – 4 pm; $995
Instructor: DriveIT

`EDC`

Learn about the architecture and technology used in blockchain in general, and the Ethereum network specifically. Participants learn blockchain basics and history, study the Ethereum whitepaper, gain an understanding of smart contracts and decentralized applications, and take a high-level look at Quorum, a permissioned fork of Ethereum.
- The history of blockchain and an overview of the technologies involved
- High-level look at the Ethereum Virtual Machine, smart contracts, and decentralized applications (DApps)
- The architecture of Quorum – an Ethereum-based, permissioned blockchain that allows private transactions between parties
- The final assessment has participants explain the history, basic technology, and architecture of blockchain systems in general, and Ethereum in particular

LEAN SIX SIGMA YELLOW BELT
April 2-3
9 am – 4 pm; $995
12 PDU – 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. Yellow Belts can be employees who will participate on a continuous improvement team, or executive champions who require an overview of LSS. This Certification will deliver fundamental process improvement skills that applicable to any industry. It will focus on the value analysis components of Lean and integrate these methods into the Six Sigma Define-Measure-Analyze-Improve-Control (DMAIC) problem-solving structure. Participants will be able to use basic quality tools as members of a process improvement team. Certification is based on a multiple-choice test administered online upon completion.

LEADING VIRTUAL & GLOBAL TEAMS
April 3
9 am – 4 pm; $545
6 PDUs – 6 (L)
Instructor: Sue Russell

Flex schedules, global partners, and flatter organizations are now the norms in many companies, and because of this, the composition of teams is rapidly changing. With the increased availability and ongoing development of communication technology, the use of use of virtual and global teams is here to stay. This adds an increased level of complexity for managers and project teams to ensure ongoing team performance and results. It is critical for leaders today to have the necessary skills, tools and techniques to ensure effective collaboration among team members. This course will focus on specific strategies and tactics that succeed when working with geographically dispersed teams.

360 COMMUNICATION for PROJECT MANAGERS
April 4
9 am – 4 pm; $545
6 PDU – 5 (L), 1 (S/B)
Instructor: Sue Russell

`PMC`

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 in communicating with and influencing all groups within that circle. As a Project Manager, you have to be able to identify the style, information, and frequency of communication necessary in this multi-dimensional environment. In other words, you need to get work done through others to achieve your project objectives. 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 will apply to a real life project.

CONFLICT MANAGEMENT
April 5
9 am – 4 pm; $545
6 PDUs – 5 (L), 1 (S/B)
Instructor: Sue Russell

`LDC`

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. This session explores the reasons why people sometimes act the way they do, and provides skills and tools for leaders to manage conflict constructively.

REQUIREMENTS ANALYSIS & DESIGN DEFINITION
"Converting business needs to solutions"
April 9-10
9 am – 4 pm; $1195
12 PDU – 7 (T), 3 (L), 2 (S/B)
Instructor: Peter Johnson

`BAC`

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. Verification and validation techniques will be used to assure proposed solutions meet the needs of users and customers. Learn to help evaluate requirements for completeness; create models that improve communication of business need and potential solutions; manage requirements throughout the life cycle; identify solutions to fulfil the business needs; evaluate and recommend "best" solution(s); and enhance skills which further faster collaboration and creativity.

INTRO TO SOLIDITY: DEV TOOLS AND LANGUAGE BASICS
April 11-12
9 am – 4 pm; $995
Instructor: DriveIT

`EDC`

Participants will be introduced to the Solidity language and learn how to write Solidity programs. This workshop covers the installation, configuration, and use of Ethereum development tools.

Learning Objectives:
- Introduces participants to the Remix in-browser IDE, the Metamask Ethereum wallet, and the Ropsten test network. The session culminates in participants creating and deploying their first smart contract
- Learn how to install, configure and use a standalone Solidity development environment. Solidity language basics such as variables, types, flow of control, and basic data structures are covered
- Cover the functions, object-oriented Solidity development and Solidity program structure
- The final assessment has participants create a Solidity program that utilizes all of the Solidity features covered in the workshop

INTEGRATING AGILE CONCEPTS INTO YOUR TRADITIONAL PROJECT
April 17
9 am – noon; $345
3 PDU – 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 over view of Agile methods and maps the techniques to a traditional project management process.

PROGRAMS VS PROJECTS: WHAT YOU NEED TO KNOW
April 17
1 – 4pm; $345
3 PDU – 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 for you! Bring your program documentation, roll-up your sleeves and be ready to apply techniques that will fine-tune your program strategy.

INNOVATION GROWTH COMMUNITY MEETING
April 18
8:30 – 10:30 am; **FREE**
Instructor: The Innovation Garage

This is a learn more & share gathering of Innovation Practioners 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
- Strategies for getting other departments (outside of R&D) involved in innovation

Hear organization updates from attendees with specific discussion areas such as, the Innovation System each company uses. Also experience the success, failures, and learning from implementing their Innovation System. These Community Meetings are FREE and open to all industries.

PROCESS MAPPING & SYSTEMS THINKING
"Using Process Analysis to Define & Solve Business Challenges"
April 23-24
9 am – 4 pm; $1195
12 PDU – 7(T), 2(L), 3(S/B)
Instructor: Bob Boehringer

`BPM`

Before mapping and improving how work gets done, it is essential to understand the business system in which a process operates, lest we create a more efficient system for garbage-in, garbage-out.

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.

What You Will Learn:
- Identify and understand your organization's true core processes
- Recognize and remove activities that do not add value
- Eliminate systemic flaws that result in poor quality
- Document processes for knowledge management or BPM initiatives
- Identify critical "pulse points" or lead measurements
- View customer/supplier relationships and their impact on your system
- Engage business leaders, users and customers in process change efforts

INTRODUCTION TO DATA
April 30-May 1
9 am – 4 pm; $995
Instructor: DriveIT

`DLC`

The introduction to Data workshop is appropriate for all business professionals. Participants will gain conceptual understanding and fluency of common data and statistical terms and techniques as well as a high-level understanding of data modeling including interpretation and creation of simple relational models.

Our partners often use this workshop as a sorting mechanism to identify which participants have the aptitude and interest to progress deeper into analytical languages and tools.

PROJECT SHARP-SHOOTING
May 1
9 am – Noon; $345
3 PDUs – 1 (T), 1 (L), 1 (S/B)
Instructor: Pete Evangelista

Communicating effectively in projects is challenging work. You've seen how well the Shotgun "Spray and Pray" method works (i.e. Spray communications out and Pray that somebody cares). In this half-day, hands-on seminar, you practice techniques that help you 'read the landscape' of your project, and determine exactly who needs to know what when, then, targeting communications to hit the mark.

STRATEGY EXECUTION: MANAGING PROJECT PORTFOLIOS
May 1
1 – 4 pm; $345
3 PDU – 1 (T), 2 (S/B)
Instructor: Pete Evangelista

One key aspect to effective Project Portfolio Management is selecting the projects, which actually advance the organization's strategy. This half-day overview looks at practical methods for selecting a portfolio of projects. (HINT: despite what you hear, they are NOT all "#1 priority projects"). We will create a scoring model that shows which projects are valued by the organization and why. We will also examine and share techniques for monitoring the portfolio.

BUSINESS ETHICS
May 2
9 am – 4 pm; $495
6 PDUs – 6 (L)
Instructor: Baldwin Wallace

`LDC`

"Business Ethics" defined: "moral principles that guide a way a business behaves", but that all starts with individual employees. A company's ethical reputation is dependent upon the ethics of its employees, and is even more dependent on the ethics of its leadership. In this course, participants will examine how these beliefs influence their behavior as human beings, employees and managers. Participants will examine the concept of business ethics and their influence on an organization's business practices.

LEAN SIX SIGMA GREEN BELT
May 7-9 continues **June 20-21**
9 am – 4 pm; $3995
35 PDUs – 9.5 (T), 10.5 (L), 15 (S/B)
Instructor: Steve Wall

The 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 Certificate requires success with in-class test and completion of project assignments. The real-world project you complete will more than pay for your Lean Six Sigma Green Belt investment! You will work closely with the class instructor, Steve Wall, the founding director of the LeanOhio program, who has worked with thousands of people in directing programs that have saved taxpayers more than $700 million.

ETHEREUM UTILITY TOKENS AND SMART CONTRACTS
May 9-10
9 am – 4 pm; $995
Instructor: DriveIT

`EDC`

Understand the installation, configuration, and use of Ethereum development tools. Participants will be introduced to the Solidity language and learn how to write Solidity programs.

MS PROJECT FUNDAMENTALS
May 22
9 am – 4 pm; $495
6 PDUs – 5 (T), 1 (L)
Instructor: Pete Evangelista

`PMC`

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.

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INNOVATION 101: WHAT, WHY & HOW
May 22
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 1-day program workshop, you'll experience the fundamentals of the innovation necessary for creating front-end ideas for products, processes and services. In this workshop, you will learn:
- How to create ideas and problem-solve (with methods 8x more effective than brainstorming)
- How to communicate ideas in a way that builds them up and sells
- How to take an idea from inspiration to reality - FAST

OPERATIONAL EXCELLENCE STRATEGIES
"Using Lean, Six Sigma and Reengineering to Improve Performance"
May 29-30   BPM
9 am – 4 pm; $1195
12 PDUs – 8(T), 2(L), 2(S/B)
Instructor: Orion Development Group
Think about it, all performance improvement methodologies (PDCA, Six Sigma, TQM, Reengineering, etc) have four elements in common: Customer value, process maps and measures, root cause analysis and improvement strategies. The tools and other techniques taught in this seminar will enable you to use the right data and right tools to craft the right solution to improve performance.
What You Will Learn:
- Evaluate which "tools" should be in your process improvement toolbox
- Measure and analyze process performance
- Recognize trends in performance
- Identify the factors that limit quality, slow service time and increase costs (Lean)
- Understand variability and how it drives your improvement tactics (Six Sigma)
- Evaluate and apply process improvement alternatives
- Develop results-oriented solutions that will yield improved business results

NAVIGATING CHANGE
"How to Gain Organization-Wide Ownership for New Solutions"
May 31
9 am – 4 pm; $595
6 PDUs – 4 (T), 2 (S/B)
Instructor: Ralph Smith
A famous phrase states, "the only constant is change"… and this is increasingly true in today's fast-paced business environment. Constant improvements in technology and process capabilities, coupled with increasing customer demands, continue to redefine the nature of the workplace. This workshop will address critical behavioral change management concepts, and arm you with the strategies and tools that will help you manage change at both the organization and individual level.

Think about all the situations within a typical organization in which change management is required. Organizational redesign often forces role and responsibility shifts that can be very difficult for staff to accept. Cross-functional improvement projects usually result in changes that make some departments apparent "winners" and others seemingly "losers." On a more micro level, fear of change can undermine brainstorming and problems-solving meetings. In short: the techniques learned in this course have broad application in your workplace. It is not the strongest organization that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.

SOLUTION DEPLOYMENT & EVALUATION
"Delivering business value"
June 4-5   BAC
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 generating value on an ongoing basis is equally important. The skills and knowledge delivers in this course help assure that mission-critical solutions live up to their potential. Learn to: trace value from inception to fulfillment; set the stage for successful solution implementations; assess the organization's readiness for change; identify barriers to realizing full return on investment; identify business-driven performance measures; address gaps in value fulfillment; and validate achievement of the desired business value.

RELATIONAL DATABASES - SQL 1
June 5-6   DLC
9 am – 4 pm; $995
Instructor: DriveIT
Now that participants have gained an understanding of relational structures and metadata concepts in Introduction to Data, they are ready to tackle querying relational data stores using the SQL language. The content strives for database vendor agnostic formats, relying on ANSI standard SQL as much as possible.

BUILD THRIVING TEAMS
June 6
9 am – 4 pm; $545
6 PDUs – 1 (T), 4 (L), 1 (S/B)
Instructor: Thrive at Work
Do you want a culture that creates new levels of alignment and velocity? Do you want to make an impact on the root causes of your team engagement levels? Do you want a culture that attracts, grows and sustains the best talent possible? Teams thrive when they share individual and team habits of belonging, learning, purpose, courage and self-care. Join the Thrive at Work team and BW to map out how 82 habits of thriving exist in yourself and your teams now, and what habits you would prioritize to grow. Learn the latest science to help you build new habits, and facilitate and support their growth at work. This is a highly interactive session with small group work, peer learning and learning by doing in the context of your own work and team.

INNOVATION QUICK START 360
June 11-13
9 am – 4 pm; $3495
21 PDUs – 7 (T), 7 (L), 7 (S/B)
Instructor: The Innovation Garage
How do you increase innovation speed-to-market by a factor of 6X? Based on the 12 core skills that reinforce systems-driven leadership, the Innovation Quick Start course teaches you how to transform innovation from a random art into a reliable, scientific system for profitable growth. This real world and pressure-tested program has been designed and proven to give you the essential knowledge, tools and step-by-step instruction manual necessary for innovation success. You will experience, learn and gain: 32 short, digital classes of pre-work; 3 in-depth, hands-on and practical days of learning on 12 fundamental innovation skills; 60-days expert coaching and mentoring from a certified Master Black Belt from the Innovation Garage; 60-days access and support to the Innovation Engineering Labs' Innovation Technology Suite of Tools; and Innovation Engineering Blue Belt Certification upon completion of full program.

DECENTRALIZED APPLICATION (DApp) DEVELOPMENT
June 20-21   EDC
9 am – 4 pm; $995
Instructor: DriveIT
Participants in this workshop will learn how to design, build, and deploy a DApp. Topics include DApp architecture, backend development, and user interface creation.

RELATIONAL DATABASES - SQL 2
July 18-19   DLC
9 am – 4 pm; $995
Instructor: DriveIT
Expanding on our knowledge of SQL, we take participants into more complicated query scenarios including aggregates, subqueries, case statements, date and time functions, and pivots.

QUORUM: PERMISSIONED ENTERPRISED ETHEREUM
July 25-26   EDC
9 am – 4 pm; $995
Instructor: DriveIT
This workshop covers the Ethereum-derived, Quorum blockchain. Participants learn about the architecture of Quorum, how it relates/compares to Ethereum, Quorum use cases, and how Quorum implements private transactions on a public blockchain.

CREATING DATA MODELS - POWER PIVOT 1
August 8-9   DLC
9 am – 4 pm; $995
Instructor: DriveIT
Now that we understand how to query and interpret relational data structures, we will jump into a familiar business tool, Microsoft Excel, and explore the Power Pivot add-on, which allows us to import data from multiple sources into custom models, expand on those models via relationships and calculated columns using DAX, and shaping data into pivot tables and charts.

DATA VISUALIZATION - POWER BI 1
September 19-20   DLC
9 am – 4 pm; $995
Instructor: DriveIT
Excel is an excellent tool for developing analytic solutions in small groups, but when it's time to "go pro" and share your results with a broader audience, it's time to reach for the enterprise tools. Power BI is the natural next step for your skills as it also uses Power Query to get, clean and shape data and the model designer has many similarities with Power Pivot, making this next step intuitive.

ENROLLMENT AND PAYMENT PROCESS

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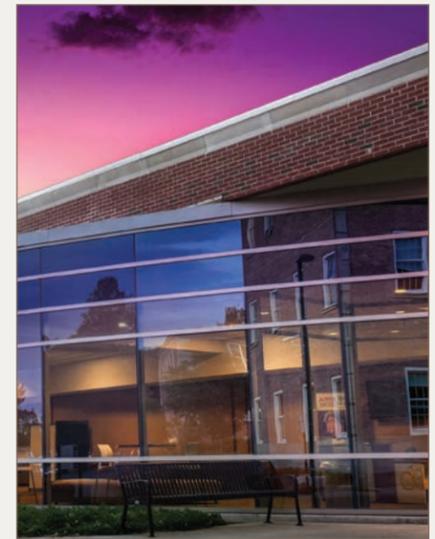
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