The Lean Manager Certification Program
Investing in your future

“LMAC has been tough, but probably the most rewarding class I have ever taken. It has/continues to open my eyes to the world of CI and to the endless opportunities it presents.”

Pat Blondell, Environmental and Security Manager, The Coca-Cola Company
For the past 20 years, we’ve been fortunate to have worked with many organizations in a wide variety of sectors. During this time, we’ve been asked one question more than any other: **HOW?**

**HOW** do I tie my efforts to organizational goals?  
**HOW** do I sustain the gains?  
**HOW** do we develop a CI culture?  
**HOW** can I ensure improvement happens absent a ‘kaizen’ event?  
**HOW** do we get leadership involved?

The answer is in creating a systemic approach to the implementation of Lean by developing the confidence, knowledge and skills of a Lean Manager. For 15 years, Productivity Inc. and the Fisher College of Business at The Ohio State University have been assisting individuals in their transformations to Lean Managers through our Lean Manager Certification Program, and we are proud to say that since 2001 we’ve had graduates from companies large and small from a wide array of industries.

**What is a lean manager?**

A lean manager is an individual or individuals responsible for:

- the systemic application of the principles and techniques of process improvement  
- ensuring all improvement initiatives are tied to organizational strategic objectives  
- establishing “bottom-up” and “top-down” improvement routines  
- developing an employee community of problems-solvers armed with the tools needed to solve the day’s problems

**PROGRAM DETAILS**

The Lean Manager Certification Program (LMAC) is a fully accredited program designed for managers and top-level executives seeking the knowledge and confidence necessary to drive Lean principles throughout their organizations. The program uses simulations, group exercises, problem solving discussion sessions as well as shop floor application exercises to transform theory into reality and classroom lessons into practical implementations.

Over four non-consecutive weeks, you will experience a series of learning modules focusing on the four key phases of Lean implementation: **Plan, Pilot, Deploy,** and **Integrate.** In between the weeks of training, you will apply the methods learned to operations at your own company and present the results during the next phase of your training.

If you are interested in developing the knowledge and confidence you need to engage people, systemically apply the Lean techniques and bring lasting change to your organization, the Lean Manager Certification Program is what you seek. Become a Lean Manager. **It's your move!**

**GET A RETURN ON YOUR INVESTMENT**

Most investments are inherently risky…but investing in the Lean Manager Certification Program is virtually risk free. You will most likely realize benefits in excess of the registration fee just from the implementation of the homework. In fact, this has been the case for most all past attendees! Imagine a return on your investment in only four months and the skills you need to establish a Lean program in your facility.

Graduates of the Lean Manager Certification are able to:

- Lead an organizational Lean implementation  
- Plan and lead a site-specific operations improvement initiative  
- Perform value stream assessments and baselining  
- Mentor project and natural work teams  
- Act as principal change agent  
- Coach project leaders, area managers, and supervisors in specific tools and methods  
- Coach and mentor suppliers’ change agents in addressing critical quality and delivery problems
**Lean Manager Certification Program**

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In-plant implementation takes place in the 3-4 weeks between the training weeks.

Bring the program to your facility. Ask about our in-house option.

**What graduates have said about the LMAC program:**

**Outstanding program—will leave with a wealth of knowledge to go out and “do good” in our world of manufacturing. Special thanks to Paul McGrath for hosting us, teaching us and mentoring us through the entire program…well done Paul. Bryan Gran, Asst. Production Manager, CLM, Spring 2011, Clopay Plastic Products**

The LMAC class exceeded my expectations. The instructors were exceptional and the materials were very well prepared. We were given many opportunities to apply what we learned during class exercises, at company visits, and during our personal project.

Aaron Skidmore, Plant Manager and CLM, Spring 2014 Mettler Toledo

**This program has been the best work-related course of study I’ve ever experienced. The instructors, course content and facilities are top-rate. Very well organized with content revealed in a logical progression. Thanks to all who make this possible! Tal Harris, Director, Operational Quality and CLM, Fall 2014 ATI Specialty Materials**

Hands down the best training I have ever attended.

Aaron Richmond, Continuous Improvement Leader, CLM, Spring 2012, CertainTeed Corporation

**Worth the investment! I clearly see that it is no accident that our most successful branches/locations excel on their lean journey. I also liked multiple instructors which give real-life broad perspective. Steven Acker, Sales Manager and CLM, Spring 2014 Oldcastle BuildingEnvelope**

**Certification Requirements**

Each participant who...

1. successfully completes the four-week training and mentoring program,
2. completes and submits all homework assignments and has demonstrated successful implementation in their own facility,
3. demonstrates classroom participation/team membership and,
4. passes the certification exam...

will be certified by Productivity Inc. and the Fisher College of Business at The Ohio State University as a Certified Lean Manager (CLM) and will earn 16 Continuing Education Units (CEUs).
Lean transformations start with developing a strategic framework for tactical initiatives and setting improvement priorities. LMAC Week 1 teaches a system for creating strategic objectives, connecting them to tactical initiatives, and establishing baseline metrics.

**MONDAY**  Registration:12:30pm  Program:1pm-5pm

**Introduction and DNA of Lean**

**Strategic Thinking**
Learn how to integrate Lean practices with the overall strategy of the firm. This module will focus on identifying how Lean manufacturing contributes to building value for the customer. Through a business case study you will learn a framework for thinking about strategy from an operations perspective and a method for segmenting customers based on salient manufacturing characteristics. This knowledge will allow you to focus your efforts so that the Lean transformation in your company translates directly to enhanced value for your customer. Module highlights: Strategic implications of Lean transformation; determine what “wins” customer orders and what “qualifies” you to compete for those orders; segment customers based on key order winners and qualifiers; develop a model for integrating manufacturing and marketplace concerns; marketing Lean throughout the enterprise and to customers.

**TUESDAY**  Program: 8am-5pm

**Strategy Deployment**
This module will detail the need for enterprise-wide waste elimination and demonstrate a systemic approach to get everyone in the enterprise involved in the process. Guided by the Lean business case and the discipline of policy deployment, participants will learn how to align corporate objectives/initiatives with workplace activities and day-to-day operations. We’ll explore implementation roadmaps and application of the Lean process improvement tool kit.

**Project Management**
Much of a successful Lean journey will be spent defining, opening, executing, and closing projects. Project management is central to Lean and continuous improvement. In this module we’ll explore project management principles, success factors, management guidelines, the easy to use practices of monitoring project status and the aggregate contribution of all projects to the company’s improvement strategy and initiatives. An overview of CEDAC (a cause and effect problem solving methodology) will be presented.

**WEDNESDAY**  Program: 8am-5pm

**Value Stream Management**
This module will lift-off the Lean journey by presenting the step-by-step methodology of value stream management. Value stream management is the cornerstone to planning the implementation of all Lean activities. Learn value stream mapping and storyboarding. Learn how to gather all the upstream and downstream information needed to make data-driven decisions regarding your Lean plan and the subsequent elimination of all non-value adding activities. In this module we’ll consider measurements such as Dock-to-Dock, First Time Through, On-Time-Delivery, and Build to Schedule. The learning is business case based.

**THURSDAY**

**Six Sigma**
Implementation of Lean production flow requires process variation reduction. Six Sigma is a data-driven, project to project scientific method that reduces defects and waste. This module will explore the fundamentals of Six Sigma and the appropriate place to conduct Six Sigma analysis of a process or processes for your organization. Learn how to discover the significant variables in a process and how knowledge of variation enhances management decisions and increases value to the customer. Through simulations participants will get a hands-on and visual demonstration of the Six Sigma methodology in action. An overview of the DMAIC methodology as well as the SIPOC process will be presented.

**FRIDAY**  Program: 8am-11am

**Project Chartering**
Project management is fundamental to a successful Lean journey. A project charting process is fundamental to project management. This module introduces a framework that provides the documentation and guidelines that govern the successful identification, monitoring, opening and closing of Lean projects.

**Re-cap:** A look at the week in review with a summary of key learning points.

**Homework Assignments:** Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.
Lean Manager Certification Program Module Summary

During LMAC Week 2 participants learn foundational techniques to enable a lean transformation. These techniques will be implemented throughout the value stream during deployment, but they are often started as small-group pilot projects in target areas identified from the value stream map created in the previous week.

**MONDAY** Program: 8am-5pm

Homework Reports: Participants will be expected to review their homework outcomes and progress with the instructors and other class members.

**Visual Workplace**
Learn the principles and techniques to apply 5S and establish visual management systems to improve workplace communication and adherence to standards. This module will teach you how to share information and establish standard work: we’ll deal with problems, abnormalities, waste, and unsafe conditions through visual display and controls, so that everyone understands at a glance what is going on in the workplace.

**TUESDAY** Program: 8am-5pm

**Quick Changeover**
Learn the methodology that minimizes the time wasted during changeovers and setups. This module will teach you to minimize waste found in the changeover process. Learn the difference between internal and external elements of work, how to streamline internal and external activities and how to significantly reduce changeover times at minimal cost. We’ll explore applying the changeover principles throughout the enterprise.

**Mistake Proofing**
The best way to prevent defects is to examine the process, determine what condition led to the defect, and then control that condition. Mistake-Proofing (poka-yoke) devices automatically inspect for errors or defective operating conditions. This module will demonstrate a scientific method to alert, avoid, and control defects and eliminate source errors.

**WEDNESDAY** Program: 8am-5pm

**Total Productive Maintenance Overview**
In this module we will explore an array of principals and methodologies essential to equipment reliability and the lowering of equipment life cycle cost in the context of a lean enterprise. During the session, we will review each of the eight TPM Pillars, how they relate to each other and how they link together to support an overall lean management system. We’ll discuss both basic and advanced practices, how these practices are applied in a variety of industries, and we will review the significance of Overall Equipment Effectiveness (OEE).

**THURSDAY** Program: 8am-5pm

**Plant Application**
Participants will travel to a local manufacturing facility for a hands-on application. While at the facility, participants will be assigned to specific project areas where they will work as a team to execute a variety of Lean applications taken from the classroom learning. Teams will apply the various process improvement tools, make recommendations for improvement, and report on their findings.

**FRIDAY** Program: 8am-11am

**Project Roundtable**
This is an opportunity for the participants to share in their individual Lean journey issues and obstacles to the implementation process. This is a joint-sharing of Lean perspectives and leveraging of the group’s first-hand learning and knowledge to assist with countermeasures and suggested course corrections. Participants will discuss what works and how to leverage the experience throughout the enterprise.

**Re-cap:** A look at the week in review with a summary of key learning points.

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**Homework Assignments:** Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.
LMAC Week 3 builds on the previous week by providing the more sophisticated techniques that allow the implementation to evolve into a true operating system. The focus is to enhance the capability for predictable performance and cement innovation and continuous improvement as integral components in the Lean transformation.

**MONDAY**  Program: 8am-5pm

Homework Reports: Participants will be expected to review their homework outcomes and progress with the instructors and other class members.

**Kanban Pull Production**

This module offers a deep dive into Kanban and flow production. Understand the methodology of Kanban and how it can stabilize production operations. Explore the ways Kanban can prevent expensive product shortages; how and where it fits in a Lean value stream; and how it interrelates and integrates with other Lean tools. Further, you’ll gain an understanding of what changes in human behavior are needed, the data collection process, the design and functionality of a Kanban board and card system and the Kanban equation—the formula necessary to determine the number of Kanban needed to establish your Lean inventory level.

**TUESDAY**  Program: 8am-5pm

**Standard Work and Flow**

Continuous flow is an operational strategy pointed-to achieving the shortest possible lead time(s) by eliminating waste and increasing the value-added work. Doing so across the enterprise will decrease the time it takes to get new products to market, the time between customer order, shipment, and cash collection. This module will demonstrate how to create flow by exploring the use of Heijunka [level sequential flow], Takt Time [the pace of the production system], cellular manufacturing, and pull production scheduling techniques such as Kanban.

**WEDNESDAY**  Program: 8am-5pm

**Plant Application**

Participants will travel to a local manufacturing facility for a hands-on application. While at the facility, participants will be assigned to specific project areas where they will work as a team to execute a variety of Lean applications taken from the classroom learning. Teams will apply the various process improvement tools, make recommendations for improvement, and report on their findings.

**THURSDAY**  Program: 8am-5pm

**3P (Production Preparation Process)**

Many of the techniques, methods, and concepts learned to this point have been based on waste elimination in pre-existing process and product designs. In the 3P module, we will look at how to conceptualize, develop, validate and deploy radical or revolutionary improvement in product and process design by adhering to a disciplined 3P methodology. The 3P methodology accomplishes this by 1. eliminating the waste at the product design stage, and 2. creating a truly Lean production process for manufacture of the product. The 3P module is simulation-based.

**Green in the Workplace**

What are you doing to reduce your carbon footprint? The good news is that many of the Lean initiatives already underway in your facility are having a positive impact on the environment by reducing wasted materials, energy, water, etc. However, since these benefits are by-products of your process improvement initiative, chances are you are leaving many environmental improvements on the table. In this module we will explore ways to better incorporate environmental issues into your Lean initiatives, link Lean to your company EH&S objectives, and review standard environmental metrics that can be added to your key performance indicators.

**FRIDAY**  Program: 8am-11am

**Lean Measurables Review**

We’ll revisit the measurements introduced in week 1 including Dock-to-Dock, First Time Through, On-Time-Delivery, Overall Equipment Effectiveness, and Build to Schedule. In this interactive module we’ll link Lean metrics to participant projects ensuring a process that allows measurement and monitoring of improvement initiatives to be certain they are on time and on target.

**Re-cap:** A look at the week in review with a summary of key learning points.

**Homework Assignments:** Homework assignments will be made at the conclusion of the week. This assignment will be structured to reinforce the learning that has taken place during the classroom sessions through actual application. Homework assignments will be applied in the participants defined Project Areas.
Lean Manager Certification Program Module Summary

LMAC Week 4 elevates the Lean system implementations from the previous week to encompass business model opportunities for improvement. The focus is to look beyond the local level to the complete Value Chain and finally connect the project work from Weeks 1, 2 & 3 to the financial impact on our business.

**MONDAY** Program: 8am-5pm

Homework Reports: Participants will be expected to review their homework outcomes and progress with the instructors and other class members.

**Lean Logistics**
In this module we’ll explore that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customer requirements. This Lean logistics module is simulation-based and brings together the realities of supply chain management in today’s fast paced operating environment.

**Lean Supply Chain**
Learn about the new technologies for a Lean supply chain. A system where inventory, transportation, warehousing, demand information, and sourcing and procurement both up and down the supply chain are integrated almost seamlessly. We’ll discuss the coordination and collaboration with channel partners: suppliers, intermediaries, third party service providers, and customers.

**TUESDAY** Program: 8am-5pm

**Lean Finance**
Lean makes the numbers move in the right direction. In this module we will discuss the connections between financial systems and the measurements used for decision making in the Lean organization. There are distinct differences in the way a Lean organization is measured to that of a traditional large batch or silo driven process environment. This session will explore how Lean impacts a company’s balance sheet, profit and loss statement, and resulting decisions that direct the course of a company’s strategy. This is a business case-based learning module.

**Lean Leadership**
The overall success of a Lean initiative depends on leadership. In this session we look at the fundamental challenges of leading a Lean transformation, address the most common transformational issues, and discuss the options and alternatives to providing remedial corrective-actions, and countermeasures.

**Final Project Prep**

**WEDNESDAY** Program: 8am-5pm

Final Project Reports
Program Review

Before sending the students off to study on their own, the instructors will take participants through a review of each of the program module’s key learning objectives.

**Exam Prep**

**THURSDAY**

Certification Exam Exam: 8am-12:30pm
Graduation Dinner 5:30pm-7:30pm

**ABOUT YOUR HOSTS**

**Productivity Inc.** is the only complete resource for implementing a Lean methodology into your organization. From theory to practice, from shop floor to office suite, Productivity Inc.’s public events, training programs, and on-site consulting services help businesses worldwide build capabilities, grow, and achieve lasting cost savings.

The Lean Manager Certification Program is held on the campus of the **Fisher College of Business at The Ohio State University**. For more than 80 years, the Fisher College of Business (www.cob.ohio-state.edu) has produced exceptional leaders who meet the challenges of a changing global business environment through creative and effective solutions.
Lean Certification Programs
Productivity offers several Lean certification programs designed for individuals who will lead the change effort in their facilities and offices. Each program teaches a carefully sequenced arrangement of concepts and tools focusing on either Lean, TPM or Lean for service industry professionals. Over 3 or 4 non-consecutive weeks, participants will take part in classroom learning, group discussions, simulations, and hands-on application exercises. Participants who successfully complete the program, pass the certification exam and demonstrate successful implementation in their facilities or office are then certified. These programs are offered in collaboration with The Ohio State University and are held on the University campus. Certification programs include:

- Lean Manager Certification
- Lean Manager Certification for Services
- TPM Manager Certification

One-week Certificate Programs
Co-developed by Productivity Inc. and the Fisher College of Business at The Ohio State University, these 5-day, fully accredited programs focus on providing the knowledge base and foundational tools needed to establish a world-class maintenance or lean transformation in your organization. Earn 4 CEUs. Certificate programs include:

- Lean Tool Awareness Certificate (LTAC)
- Manager of Maintenance Improvement Certificate (MMIC)

On-Site Training
Productivity offers a strong suite of Lean Tool workshops designed to remove roadblocks to Lean transformation. Hands-on, results driven sessions ranging from 1.5 to 4 days are delivered at your site. Whether you are looking for the basics to help you get started, or a more advanced tool to move your implementation to the next level, Productivity can help. We can also customize existing programs or design new ones tailored to address specific challenges facing your company.

On-Site Consulting
Working with small groups of employees from the boardroom to the manufacturing floor, our consultants will provide prescriptive solutions to your toughest implementation issues. Productivity’s senior consultants are manufacturing process improvement professionals with real-world, hands-on experience implementing Lean and continuous improvement strategies in both the manufacturing and transactional environments. They are first generation Lean instructors—having worked with the originators of process improvement strategies such as Shigeo Shingo, Yoshiki Iwata, Ryuji Fukuda, Iwao Kobayashi, and Kenichi Sekine. Whether you are looking for an experienced mind to help with a specific issue or someone to assist in the development and execution of a Lean conversion, Productivity’s skilled team can help.

Maintenance Miracle: An Autonomous Maintenance Kaizen Event
During this four day kaizen event learn the steps necessary to involve operators in maintaining their own equipment through daily inspections, lubrications, parts replacement, simple repairs, detecting abnormalities and precision checks. At a host facility participants will apply the methods learned in the classroom to a real work environment.

Annual Conferences
These dynamic events are aimed at helping you learn directly from practitioners who have had success implementing effective Lean and TPM principles to help you reach your improvement goals. These events include attendee certification, in-depth knowledge transfer modules, case studies, gemba activities, networking opportunities, and more.

Lean Principles in Service Industries
Service organizations face the continuous challenge of having to provide the highest level of customer service while remaining competitive. This means improving profitability, reducing time to market, improving response quality, and reducing costs. Application of Lean techniques can help meet these challenges by providing the framework to constantly design new and improve existing operational processes. Productivity offers several training options for understanding and implementing Lean in the Service Industry or the Service Function of any organization:

- Executive Awareness Session: Applying Lean in Service
- Introduction to Lean Techniques in Service
- Advancing Lean Principles in Service

Results-Focused Workshops
All of the following workshops are taught using some combination of classroom lecture, group discussion, case study, and interactive simulation. Workshop length varies from 1-3 day sessions. To learn more, visit us at www.productivityinc.com/workshops/.

- Empowering Your Workforce
- Creating Culture Change Through the 5S’s
- 3P Production Preparation Process
- Lean Facilitator Training
- Achieving Quick Changeover
- Standardized Work
- Policy Deployment
- Visual Workplace
- Focused Equipment Improvement
- Value Stream Management

And more! Visit our website for details. www.productivityinc.com

Productivity Healthcare Solutions
Bringing Lean Techniques to the Healthcare Industry
Productivity’s Healthcare professionals have worked alongside providers, administrators, and payers to improve unique patient-care value streams. Productivity will customize an approach to build and integrate these capabilities in your organization. Our patient focused process improvement practices have been used in hospitals, clinics, insurance, and government sources to discover and remedy systemic causes resulting in measurable patient-care improvements.

For more information visit www.LeanHealthcareConsulting.org.

Productivity Strategic Innovation
Following years of research and experimentation, Productivity has developed a major new suite of services on Strategic Innovation. Maintaining strategic focus on growing the top line, while improving the bottom line, is the significant challenge organizations must meet in order to sustain success. Productivity’s Strategic Innovation System provides a comprehensive, flexible approach to building innovation capabilities. Using our scalable and configurable system, we can help you clarify existing value propositions, identify and create new ones, and cultivate a meaningful and sustainable strategy for top-line growth. To ensure that your improvement and growth strategies are working in tandem and aligned with your business strategy, get the process started by contacting us for more information and your own copy of our Innovation Primer Kit.

For more information visit http://www.productivityinc.com/innovation/
Lean Manager Certification Program
Registration Information

To register for this program, please call (203) 225-0451
or register online at www.productivityinc.com

Program Tuition: $20,000*

Qualification Requirements: To qualify, all participants must have a management sponsor, who will attest to the results achieved in the assignments completed back in their own facilities. Participants must be affiliated with a manufacturing or service organization actively pursuing process improvement techniques.

Payment Options: Payment must be received BEFORE the event. This event fills up quickly therefore we cannot confirm reservations until payment is received. Payment installments available. (This option includes a $150 processing fee.)

Cancellation Policy: Conference registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notice of cancellation in writing no later than 21 business days prior to the event. Cancellations received within 21 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. If no notification of cancellation is provided, registration fees will be forfeited. There is a $200 processing fee for all cancellations. On rare occasions, circumstances may make it necessary to cancel or postpone an event. As such, we encourage attendees to book refundable/reusable airline tickets. We will not be responsible for incidental costs incurred by registrants.

By registering for this event, the registrant hereby acknowledges and agrees that any photographs or videos taken during the event may be used in marketing efforts, including but not limited to news and promotions (web/print) without compensation to the registrant.

Accommodations: A block of rooms is being held for Productivity Inc. LMAC attendees at the Blackwell Hotel on The Ohio State University campus. The address is 2110 Tuttle Park Place, Columbus, OH 43210. Productivity Inc. attendees have been given a reduced rate of $139.00 per night single or double occupancy. Please call 614-247-4000 or toll free 866-247-4003 for reservations and identify yourself as a Productivity LMAC attendee. The special rate is available up to four weeks prior to the event; after this date the hotel cannot guarantee availability. For more information on the Blackwell Hotel, please visit www.theblackwell.com. The hotel is approximately 8 miles from the Columbus International Airport.

Note: All registrant applications will be evaluated for acceptance into the program. Graduates will be certified by Productivity Inc. and the Fisher College of Business at The Ohio State University as a Certified Lean Manager (CLM) and will earn 16 Continuing Education Units (CEUs).

Consultants and university faculty may not be eligible to attend.

*Group and other discounts may apply. Call us to see if you qualify.

REGISTER ONLINE: www.productivityinc.com