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our case studies and white papers.



## TRAINING COURSE CATALOG

NOVACES is a leading implementer of today's most powerful process improvement methodologies that strengthen operational capabilities and financial performance. The company has grown to provide a portfolio of services that focus on the firm's passion to improve the operational performance of government, military, and business. Our long-standing commitment to applied research, investments in specialized talent, and a relentless pursuit of continuous improvement are the bedrock of our strategy to produce breakthroughs in performance for our clients.

Consulting Services

Lean Six Sigma Implementation

- Deployment Strategy
- Project Selection & Mentoring

Constraints Management

Project Management

- Project Portfolio Management
- Critical Chain Project Management

Lean Workshop Facilitation

- Value Stream Analysis
- Rapid Improvement Workshops

Training Services

- Lean Six Sigma
- Constraints Management
- Project Portfolio Management
- Critical Chain Project Management
- TRIZ Innovation Methods
- Leadership & Management Development
- Training Material Customization

Training Benefits At A Glance

- Industry-specific terminology, examples, and exercises
- Courses built upon industry-accepted bodies of knowledge
- Flexible, customized training solutions
- Instructors with extensive business experience in your industry
- Close attention to meeting your unique training objectives

Training Approach

NOVACES knows that our clients invest in training with us as part of an effort to dramatically improve their business results. For this reason, we have developed an array of training courses that expand and hone important business skills for future leaders of your organization. Our five unique training programs form an integrated approach to developing these skills:

- Leadership
- Management
- Facilitation
- Communication
- Analytics

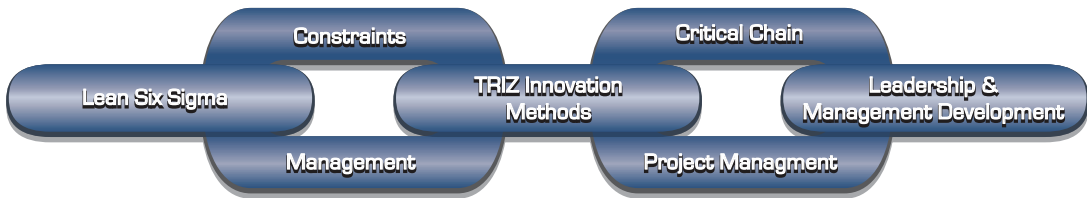
Our courses are built around industry accepted bodies of knowledge, such as the American Society for Quality's Lean Six Sigma Body of Knowledge and the Project Management Institute's Body of Knowledge. We match up your training engagement with highly qualified instructors who have experience working in your industry so that they can relate to your business challenges and needs.

NOVACES courses are never locked down or delivered out-of-the-box. Each course is prepared by working, closely with you and applying our customization process. During training sessions, we solicit daily feedback from the participants and make changes on-the-fly to meet participants' needs.

Lean Six Sigma Training • Constraints Management Training  
Critical Chain Project Management Training  
TRIZ Innovative Methods Training • Leadership & Management Training

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Notes





NOVACES provides Lean Six Sigma training courses that are proven to grow highly-skilled and capable experts.

At the same time, our approach always remains flexible for the different needs of our clients. Also built into our training courses are extra features that we know are part of producing important results for your organization. All of our training services are customized and produce benefits you can measure.





Additionally, our training courses are customized with terminology, simulations and examples specifically for the following industries:

- Government & Defense
- Healthcare & Military Healthcare
- Maintenance, Repair & Operations
- Manufacturing
- Maritime Operations
- Transactional Services
- Shipbuilding

Customized training produces benefits you can measure:

- Superior knowledge transfer
- Improved results from projects
- Better project completion rates
- Achievement of organizational maturity goals
- Decreased resistance to transformation
- Increased training return-on-investment

*“I was very much interested in learning about this process because I have aspirations of moving into a more challenging position.”*

Features	Yes	No
Complimentary organizational needs assessment		
Training course customization to match your objectives		
Assistance with project selection and chartering for best return on investment		
Flexible training course scheduling and agenda		
Industry-specific training materials		
Team-based, hands-on training approach		
Proactive project support after training completion		
Roadmap for strategic deployment		

LEAN SIX SIGMA EXECUTIVE TRAINING WORKSHOP

Workshop Length: 4 Hours

This workshop, geared for executive leaders, teaches valuable principles for guiding Lean Six Sigma Deployments, including fundamentals of Lean Six Sigma as a metric, methodology and management system. Participants learn the essential steps for implementing this proven process improvement methodology as an enabler of the organization’s strategy. Interactive workshops identify essential actions to successfully implement Lean Six Sigma in the enterprise. Leaders will leave the workshop with valuable tools, including a stakeholder analysis, which identifies the most critical stakeholders and creates the oundation for achieving their buy-in.

Course Objectives

- Understand the benefits of Lean Six Sigma in today’s business environment
- Explore how waste and variation impact customers
- Understand how Lean Six Sigma enables execution of strategy
- Know the roles and infrastructure required to support a Lean Six Sigma deployment

Primary Topics

- Enterprise View of Lean Six Sigma
- Implementation Approaches & Business Applications
- Right People, Right Projects
- Managing & Sustaining Change
- Project Charter Definition
- Project Tollgate Reviews
- Lean Six Sigma Roadmap
- Lean Six Sigma Tools Overview

LEAN SIX SIGMA CHAMPION TRAINING

Course Length: 2 days

This training is offered to senior managers who will fill the vital role of Champion in a Lean Six Sigma deployment. Leaders will learn the fundamentals of Lean Six Sigma and the process for selecting individuals for critical roles, such as Lean Experts, Green Belts and Black Belts. Participants learn various Lean Six Sigma implementation approaches along with applications of themethodology. Training for this critical role enables senior managers to drive improvement efforts by understanding how to select the right people and the right Lean Six Sigma projects. A hands-on workshop assists Champions to develop a Lean Six Sigma charter– the first step in solving the organization’s key business issues.

Course Objectives

- Identify the correct individuals for critical Lean Six Sigma roles
- Understand how to select appropriate projects
- Be able to understand how to properly scope a project
- Know how to create a project charter
- Understand tollgate process and its roles and responsibilities
- Learn how to better manage change

Primary Topics

- Enterprise View of Lean Six Sigma
- Implementation Approaches & Business Applications
- Right People, Right Projects
- Managing & Sustaining Change
- Project Charter Definition





LEAN SIX SIGMA MASTER BLACK BELT TRAINING

Course length: 2 weeks over 2 months plus apprenticeship period

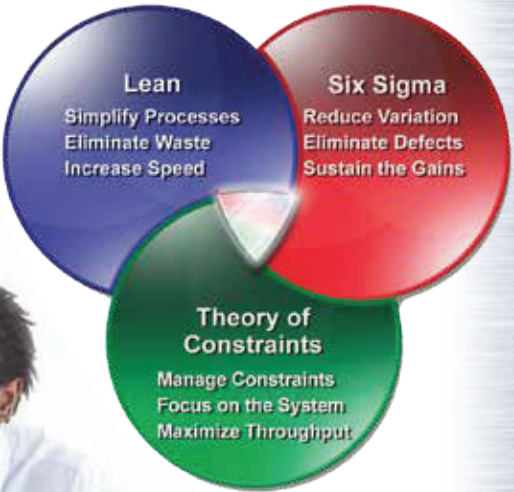
The development model for Lean Six Sigma Master Black Belts has evolved to mirror the traditional apprentice journeyman master model. This is largely based on the recognition that true mastery cannot be gained through didactic learning alone. Mentoring support is provided on a decreasing scale offset with increasing levels of autonomy and the assumption of responsibility for subordinate projects, training delivery and mentoring. The NOVACES Master Black Belt training is typically customized for the client organization. The topics presented below are included in the training portion of our Master Black Belt apprenticeship. The training is followed by a period of apprenticeship by a seasoned Master Black Belt, at which the candidate learns various advanced skills such as leadership, facilitation, mentoring, and statistical analysis.

Course Objectives

- Develop the major competencies required in Lean Six Sigma organizational deployment
- Understand organizational levers
- Understand how to prioritize improvement efforts in enterprise value streams
- Develop deep technical knowledge in Lean Six Sigma process improvement methods
- Master problem definition and scoping

Primary Topics

- Enterprise Deployment of Lean Six Sigma
- Leadership as a Master Black Belt
- Supporting Executive Leaders
- Strategy Alignment
- Process Management and Results
- Voice of the Customer
- Change Management
- Project Team Management
- Problem Definition and Chartering
- Current State Measurement
- Advanced Data Analysis
- Advanced Process Improvement Tools
- Advanced Control and Sustainment
- Mentoring and Coaching



LEAN SIX SIGMA BLACK BELT TRAINING

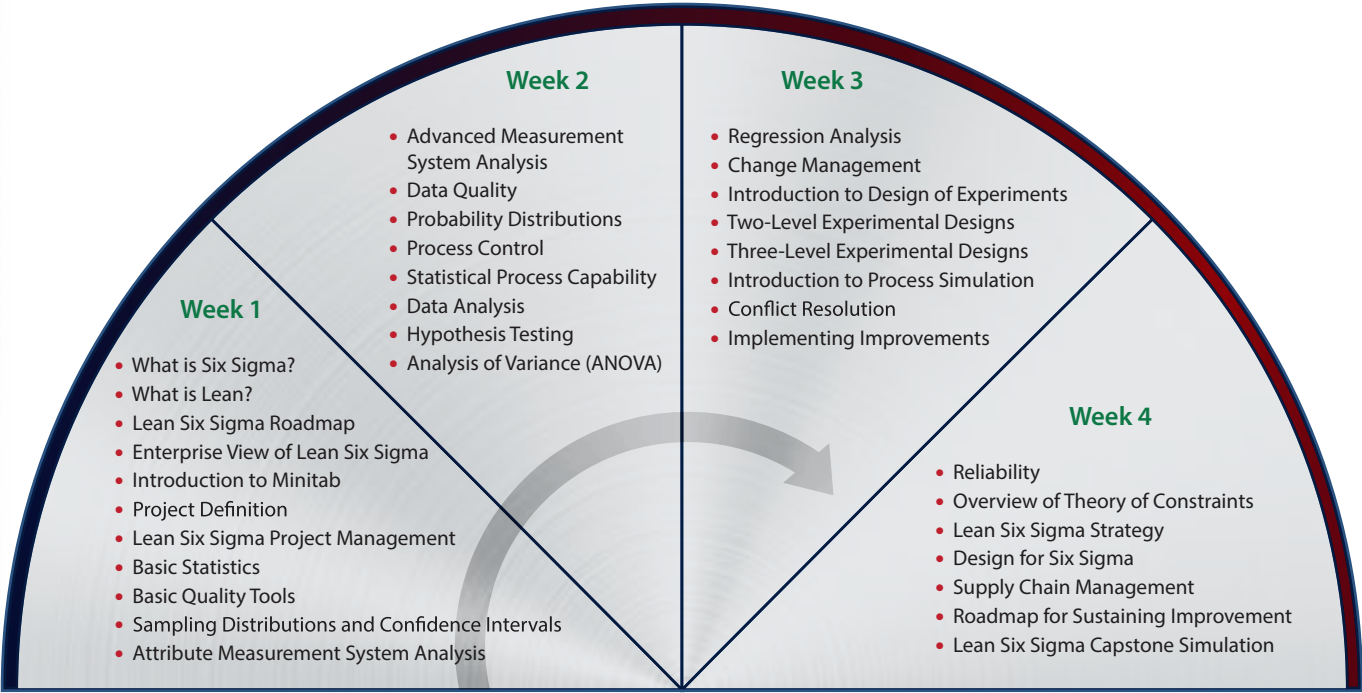
Course length: 4 weeks over 4 months

This course utilizes mixed classroom training and project workshops to teach an organization's primary Lean Six Sigma practitioners a broad set of change management skills and technical tools to solve complex problems crossing multiple functions. In this four-week course, taught one week per month for four consecutive months, students are guided step-by-step through the Lean Six Sigma DMAIC (Define-Measure-Analyze-Improve-Control) project roadmap. Additionally, Black Belt candidates apply their training under the instructor's coaching to complete a high-impact project and generate measurable, sustainable results. Training is tailored to the specific industry and organizational needs.

Course Objectives

- Use the Lean Six Sigma DMAIC roadmap to complete a Black Belt project with measurable results
- Employ leadership, change management and facilitation skills to guide cross-functional teams to project completion
- Develop deep knowledge of Lean Six Sigma tools
- Develop capability to coach and mentor Green Belts

Primary Topics



4 Weeks Over 4 Months





# Lean Six Sigma Training

## LEAN SIX SIGMA GREEN BELT TRAINING (2 WEEK VERSION)

Course Length: 2 weeks over 2 months

This two-week training course is comprised of mixed classroom training and project workshops to teach participants a set of change management skills and technical tools to solve organizational issues within the student's daily work activities. Green Belt candidates arrive at training with a pre-selected project and apply the tools they learn to identify and successfully address process issues. The first training week guides students through the Define and Measure phases of the Lean Six Sigma DMAIC (Define-Measure-Analyze-Improve-Control) project roadmap. Participants arrive at the second week with the Define and Measure phases of their projects completed and learn the remaining three phases, enabling Green Belt candidates to complete their first project within weeks after training completion. Training is tailored to a specific industry's organizational needs.

### Course Objectives

- Use the Lean Six Sigma DMAIC roadmap to complete a Green Belt project with measurable results
- Employ leadership, change management, and facilitation skills to guide teams to project completion
- Develop knowledge of fundamental Lean Six Sigma tools
- Use proper analysis to make data-driven decisions

### Primary Topics

#### Week 1

- What is Six Sigma?
- What is Lean?
- Lean Six Sigma Roadmap
- Enterprise View of Lean Six Sigma
- Introduction to Minitab
- Basic Statistics
- Basic Quality Tools
- Sampling Distributions and Confidence Intervals
- Measurement System Analysis

#### Week 2

- Process Capability & Control
- Data Analysis
- Hypothesis Testing
- Regression Analysis
- Introduction to Design of Experiments
- Implementing Improvements
- Roadmap for Sustaining Improvements

## LEAN SIX SIGMA GREEN BELT TRAINING (1 WEEK VERSION)

Course Length: 5 days

This one-week training course is comprised of mixed classroom training and project workshops to teach participants a general set of change management skills and technical tools to solve organizational issues within the participant's work area. This one-week course is designed to emphasize both Lean and Six Sigma tools and methods. Participants will be selected to facilitate a Value Stream Analysis or Rapid Improvement Workshop as a result of this training.

### Course Objectives

- Use the Lean Six Sigma DMAIC roadmap to complete a Green Belt project with measurable results
- Employ leadership, change management, and facilitation skills to guide teams to project completion
- Develop knowledge of fundamental Lean Six Sigma tools
- Use proper analysis to make data-driven decisions

### Primary Topics

- What is Lean Six Sigma?
- Rapid Improvement Workshops
- Basic Statistics
- Voice of the Customer
- Value Stream Analysis
- Root Cause Analysis
- Basic Quality Tools
- 5S System
- Creating Flow
- Mistake Proofing
- Visual Management
- Implementing Improvements
- Roadmap for Sustaining Improvements

# Lean Six Sigma Training

## LEAN EXPERT TRAINING

Course Length: 5 days

This week long course consists of classroom training, team workshops and simulations to learn how Lean concepts can be applied to simplify processes, reduce waste, improve cycle time and increase throughput. Participants work in teams to improve processes in realistic simulations and gain hands-on experience conducting a Value Stream Analysis and Rapid Improvement Workshop. The concept of process variation, statistics and basic quality tools also are introduced to form a foundation for understanding the fundamentals of Six Sigma.

### Course Objectives

- Understand how to apply Lean concepts to improve cycle time and increase throughput
- Understand how to achieve quick, positive change to processes and work areas using Rapid Improvement Workshops
- Use value stream maps to identify waste and complexity in processes
- Implement concepts like continuous flow, pull systems, standard operations, lean setup, mistake proofing, and 5S System
- Know basic Six Sigma tools and how it is integrated with Lean

### Primary Topics

- Lean Fundamentals
- Six Sigma Overview
- Rapid Improvement Workshops
- Improvement Opportunity Definition
- Voice of the Customer
- Value Stream Analysis
- Developing Performance Metrics
- Basic Statistics
- Data Collection and Sampling
- Root Cause Analysis
- 5S System
- Creating Flow
- Mistake Proofing
- Visual Management
- Implementing Improvements
- Roadmap for Sustaining Improvements





INTRODUCTION TO STATISTICAL ANALYSIS WITH MINITAB

Course Length: 1 day

This introductory course provides participants with the fundamental skills to operate Minitab and perform basic data analysis. Learners work through practical examples and data worksheets to identify root causes and create reports in Minitab ReportPad™. This is a perfect course for those wishing to progress from analysis using Microsoft® Excel® to a more powerful analysis tool. It is also an option for those who need additional exposure to the software after attending a Lean Six Sigma Green Belt or Black Belt course.

Course Objectives

- Practice using the basic functions of Minitab including data worksheets, the session window, ReportPad and Project Manager.
- Know how to conduct basic analysis of data sets including descriptive statistics, graphical summary, cause-effect diagrams, histograms, dotplots, Pareto charts, times series plots and more.

Primary Topics

- Minitab Menu Layout
- ReportPad and Project Manager
- Descriptive Statistics
- Graphical Tools
- Basic Quality Tools

ADVNCED STATISTICAL ANALYSIS WITH MINITAB

Course Length: 1 day

This course is a continuation of Introduction to Minitab. It teaches advanced analysis techniques that are typically applied in Black Belt projects. Participants will spend time, gaining hands-on experience in open-ended problems. They will identify which analysis tool is best to apply and learn to use Minitab for advanced analysis.

Course Objectives

- Know how to create various types of Minitab control charts for continuous and attribute data
- Analyze data and draw conclusions for attribute and continuous measurement system analysis
- Use Minitab tables for analyzing attribute data
- Be able to detect differences in data sets using hypothesis testing
- Use regression analysis to identify relationships between factors and predict future process results

Primary Topics

- Measurement System Analysis
- Analyzing Attribute Data
- Control Charts
- Hypothesis Testing
- Regression Analysis



CONSTRAINTS MANAGEMENT TRAINING

Course Length: 4 hours

This introductory training session covers the fundamentals of Constraints Management. Participants will learn how the basic principles such as 5 Focusing Steps and Logical Thinking processes are applied in various industries.

Learning Objectives

- Learn the fundamental Theory of Constraints principles
- Understand how Constraints Management is applied to various situations including operations, inventory management, strategic planning, supply chain management, project management and finance

Primary Topics

- 5 Focusing Steps
- Logical Thinking Process
- Drum-Buffer-Rope (DBR) and Simplified DBR
- Buffer Management
- Replenishment
- The Distribution Solution
- Critical Chain
- Throughput Decision Support

LOGICAL THINKING PROCESS

Course Length: 3 days

This intensive course targets senior executives with strategic or tactical management responsibilities or managers with responsibility for Continuous Improvement within their organizations. During the course, participants learn to use the logical thinking process to eliminate root causes of problems that are affecting a system. Participants will apply these tools to their actual business cases during the course and come out with an implementation road map for success.

Course Objective

- Apply the Logical Thinking Process in order to identify and eliminate core root causes to problems within a system

Primary Topics

- Intermediate Objectives Map
- Future Reality Tree
- Current Reality Tree
- Prerequisite Tree
- Evaporating Cloud
- Transition Tree

THROUGHPUT DECISION SUPPORT

Course Length: 1 day

In this session for finance professionals and key financial decision makers, participants will learn, in detail, the practical application of Throughput Decision Support (TDS). During the course, exercises enable participants to practice making business decisions using this technique and compare results with conventional decisionmaking methods.

Course Objectives

- Learn how TDS can be used to evaluate the total system level profitability of any financial decision
- Be able to perform product prioritization using TDS
- Compare the results of decisions using TDS versus conventional methods

Primary Topics

- System Level Profitability
- Product Prioritization
- Decisions in a Constrained/ Unconstrained Environment

THEORY OF CONSTRAINTS (TOC) THINKING PROCESSES

Course Length: 1 day

This intensive course targets senior executives with strategic or tactical management responsibilities or managers with responsibility for Continuous Improvement within their organizations. During the course, participants learn to use the logical thinking process to eliminate root causes of problems that are affecting a system. Participants will apply these tools to their actual business cases during the course and come out with an implementation road map for success.

Course Objectives

- Apply the Logical Thinking Process in order to identify and eliminate core root causes to problems within a system
- Construct Intermediate Objectives (IO) Map
- Develop Current Reality Tree, Evaporating Cloud, Future Reality Tree, Prerequisite Tree and Transition Tree

# Critical Chain Project Management (CCPM) Training

## CRITICAL CHAIN PROJECT MANAGEMENT FOR LEADERS

Course Length: 1 day

This one-day course teaches leaders how to manage an environment where CCPM is utilized and presents the leadership skills required to successfully utilize the concept in business and operations.

### Course Objectives

- Understand the expected results from implementation of Critical Chain
- Examine the impact of multi-tasking on the project environment
- Know the cultural environment required for Critical Chain
- Develop the leadership skills required to successfully execute critical chain
- Understand the construct of multi-project Critical Chain
- Be able to perform leader and subordinate roles and responsibilities in a Critical Chain environment

### Primary Topics

- The CCPM Leader Role
- Portfolio Management
- Rules of Engagement
- Project Behavior Development & Management

## CRITICAL CHAIN PROJECT MANAGEMENT FOR PROJECT MANAGERS

Course Length: 4 days

This course teaches project managers how to properly implement CCPM. It includes mixed classroom training, workshops and exercises to teach participants a set of Critical Chain Project Management (CCPM) tools, skills and methodologies to enhance individual, as well as, organizational performance. Each training module is composed of lecture, visuals and hands on application of CCPM.. Students participate in the training by actually conducting project manager tasks. As part of the course the student will prepare a plan to apply what they have learned when they return to their organization.

### Course Objectives

- How to properly scope a project that will be managed with CCPM
- How to reduce variability in projects and how to conduct a policy constraints workshop
- What is the Theory of Constraints and how it applies to CCPM and critical chain scheduling
- How to perform task estimations and use the tools to right-size task duration
- Project team facilitation and rules of engagement
- How to plan and execute the single-project and multi-project critical chain
- Multi-tasking and how to mitigate the impact of multi-tasking
- How to integrate Value Streaming (value added / non value added tasks) and Kanbans
- How to manage culture change for a sustainable implementation
- The role of technology in implementation
- How to establish, determine and implement task and project buffers
- An outline of a companywide implementation process and how to close out projects

### Primary Topics

- CCPM and Portfolio Management
- **Establishing and Managing Buffers**
- Project Team Facilitation and Rules of Engagement
- Critical Chain Scheduling
- Project Manager Tasks and Tools

# Critical Chain Project Management (CCPM) Training

## CRITICAL CHAIN TEAM

Course Length: 4 hours

This 4-hour course is designed to train Critical Chain Project Teams on the tactics, tools and techniques required to successfully execute as a team member on a Critical Chain project.

### Course Objectives

- Apply the run rules associated with CCPM
- Perform CCPM task estimation utilizing NOVACES tools
- Know how to mitigate the impact of multi-tasking
- Understand and apply task handoff

### Primary Topics

- Team Behaviors with CCPM Project Teams
- Tracking and Recording Project Process
- Team Member Responsibilities
- Management Tools for Task Managers
- Mitigation Methods for Multi-Tasking

## MULTI-PROJECT CRITICAL CHAIN

Course Length: 1 days

This course focuses on the "Enterprise" Project Management Office and the strategic alignment of the organizational portfolio for multi-project critical chain and the developmental project. Participants examine project portfolios and learn to not only align projects with organizational goals, but also to schedule them using CCPM to enable faster, more reliable completion times.

### Course Objectives

- Understand and apply strategic alignment of projects to organizational goals
- Know how CCPM complements a project portfolio
- Understand and apply the knowledge of CCPM targets
- Create focus of effort using the CCPM methodologies

### Primary Topics

- Resource Deconfliction
- Project Recovery Strategies
- Developmental vs. Service Strategies
- Alignment of Mult-Critical Chain Projects with Organizational Priorities
- CCPM Alignment Workshop Establishing the Critical Path in a Project Portfolio

## EARNED VALUE MANAGEMENT SYSTEM APPLICATION

Course Length: 3 days

This course teaches participants how to integrate CCPM into basic Earned Value Management Systems. Techniques for managing projects are discussed, including how to establish performance indicators using visual controls and how to recover a poorly performing project.

### Course Objectives

- Understand the basic applications of Earned Value
- Apply Critical Chain Project Management to the Earned Value Management System
- Be able to establish, track and execute Earned Value projects

### Primary Topics

- Project Setup Utilizing Earned Value Methodology
- Establishment of Cost Performance Indicators and Schedule Performance Indicators
- Visual Controls with Earned Value
- Project Recovery Techniques
- Integration of Earned Value and Critical Chain



# Critical Chain Project Management (CCPM) Training

## CRITICAL CHAIN PROJECT MANAGEMENT (CCPM) IMPROVEMENT WORKSHOP

Workshop Length: 4 days

The goal of this four day workshop is to demonstrate the effectiveness of the planning process in producing well thought out; credible and executable plans; as well as evaluate the potential for significant reduction in the typical time it takes to reliably complete strategically important projects using the Critical Chain Project Management (CCPM) methodology.

The workshop will take place over four consecutive days, and will endeavor to produce an aggressive but properly protected schedule that the team believes they can achieve. Workshop participants will consist of; the Project Manager, key full time project team members, as well as SME-level representation from each department that contribute substantially to the completion of the project

### Course Objectives

- Identify and agree on the goal and scope of the project
- Identify the major deliverables that need to be completed in order to achieve the goal
- Introduction to the Critical Chain network building process and guidelines
- Develop a logical network of the technical sequence of tasks
- Add duration estimates based on normal mode of operations
- Assign resources to establish expected resource requirements
- Resolve initial resource conflicts
- Identifying the initial critical chain of tasks and note initial duration of the project
- Validate with the team that result is consistent with data provided and expectations for the project
- Explain critical chain mode of operations and gain consensus on the need to modify estimates
- Modify duration estimates based on the Critical Chain mode of operations
- Analyze the critical chain for opportunities to shorten the schedule
- Add project and feeding buffers to establish a high-confidence due date
- Prepare for out brief to Division leadership
- Present the resulting critical chain schedule to the Design Interface / Maintenance Planning Division leadership for approval



# Critical Chain Project Management (CCPM) Training

## GETTING THE BOARDS ON BOARD - WHAT IT TAKES - LEADERSHIP WORKSHOP

Workshop Length: 4 hours

This four-hour workshop teaches leaders how to manage and engage boards of trustees or any kind of external stakeholders in public organizations. This course will educate public organization leaders on how to effectively use external stakeholders to provide input and guidance for the key leadership activities to assure that governance of public organization is meeting public needs.

### Course Objectives

- Learn how to set up corporate goals
- Understand how to manage using data
- Establish and monitor measures
- Change the environment, policies and culture
- Educate board members
- Establish executive accountability

*“This methodology will help me manage projects in the future. I learned many efficiencies that can be gained by using these concepts.”*





EARNED VALUE MANAGEMENT SYSTEM APPLICATION

Course Length: 3 days

This course teaches participants how to integrate CCPM into basic Earned Value Management Systems. Techniques for managing projects are discussed, including how to establish performance indicators using visual controls and how to recover a poorly performing project.

Course Objectives

- Understand the basic applications of Earned Value
- Apply Critical Chain Project Management to the Earned Value Management System
- Be able to establish, track and execute Earned Value projects

Primary Topics

- Project Setup Utilizing Earned Value Methodology
- Establishment of Cost Performance Indicators and Schedule Performance Indicators
- Visual Controls with Earned Value
- Project Recovery Techniques
- Integration of Earned Value and Critical Chain

*“This course provides a good foundation on how to implement a technique that can help us improve our ability to manage our projects.”*

CRITICAL CHAIN PROJECT MANAGEMENT (CCPM) Executive Workshop

Workshop Length: 4 hours

This four-hour workshop teaches leaders how to manage an environment where Critical Chain Project Management (CCPM) is utilized and presents the leadership skills required to successfully utilize the concept in business and operations.

Course Objectives

- Understand the expected results from implementation of Critical Chain
- Examine the impact of multi-tasking on the project environment
- Know the cultural environment required for Critical Chain
- Develop the leadership skills required to successfully execute critical chain
- Understand the construct of multi-project Critical Chain
- Be able to perform leader and subordinate roles and responsibilities in a Critical Chain environment

Primary Topics

- The CCPM Leader Role
- Portfolio Management
- Rules of Engagement
- Project Behavior Development and Management

DYNAMIC REPLENISHMENT SUPPLY CHAIN WORKSHOP

Workshop Length: 4 days

The goal of this four-day workshop is to demonstrate the effectiveness of a Demand Driven Dynamic Replenishment Supply Chain solution. This solution enables up to 99% service levels with about 40% less inventory compared to traditional methods such as Min/Max.

Course Objectives

- Understanding the difference between Pull and Push Systems
- Reviewing the Strategy and Tactics to transition to a Pull System
- Learning how to set up Internal Pull Distribution
- How to Deal with Suppliers
- How to Manage Internal Daily Ordering
- How to Set Ordering Targets
- How to track Behavior to Target
- How to Manage Distribution Centers
- Basics of Dynamic Buffer Management

Notes

PRINCIPALS OF INVENTORY MANAGEMENT

Course Length: 3 days

This three-day course is Principles of Inventory Management (PIM) training for selected personnel who work in and around inventory management. The purpose of this course is to provide students with the technical knowledge and skills to perform the duties of various logistical roles and responsibilities—as Chief Logistics Officers, Inventory Management Specialists, etc.

Course Objectives

- Define inventory and explain its financial impact on operating performance
- Identify and calculate carrying and ordering costs
- Explain the effects and benefits of lot sizing
- Determine the best, most cost-effective levels of safety stock
- Know the effects of random variation on forecasts, and how that relates to safety stock.
- Apply continuous improvement to reduce inventory and eliminate waste.

PROJECT MANAGEMENT TRAINING

Course Length: 3 days

This course includes classroom training and exercises to teach participants the basic project management tools and methodologies. Each training module is composed of lecture, visuals and hands-on application of the latest techniques in project management. The course topics build a solid foundation for project managers to be successful throughout the entire project life cycle. Students participate in the training by practicing essential project management activities in both team and individual exercises. As part of the course, students will prepare a plan on how they will apply what they have learned upon returning to their organizations.

Course Objectives

- Identify and charter projects that require a project management treatment
- Understand what is required to plan a project
- Be able to establish and manage high-performance project teams
- Know the process to develop a work breakdown structure and schedule projects
- Know techniques to manage project scope
- Apply decision-making techniques to balance cost and schedule
- Understand the project manager's role in each phase of the project life cycle
- Know basic Critical Chain Project Management tools and techniques

Primary Topics

- Introduction to the Project Managers Role
- Project Leadership vs. Management
- Project Life Cycle
- Project Charters
- Team Building for High Performance
- Facilitating Project Management Meetings
- Work Breakdown Structure & Task Estimation
- Network Logic and Project Scheduling
- Critical Chain Project Management
- Determining Cost Performance Indicators (CPI) and Schedule Performance Indicators (SPI)
- Resource Planning
- Change Management
- Conflict Management
- Critical Thinking Skills
- Influence without Authority
- Project Management Innovation



PROJECT MANAGEMENT PERFORMANCE EXCELLENCE - PMI-PMP® EXAM PREPARATION

Course Length: 5 days

This course, which is aligned with the "Project Management Body of Knowledge® (PMBOK®) Guide", 5th edition, is structured for rapid understanding of the most important project management content from a holistic perspective covering each Certified Associate in Project Management® (CAPM®) and Project Management Professional® (PMP®) exam objective: Initiating, Planning, Executing, Monitoring and Controlling, Closing, and Professional and Social Responsibility. Project management body of knowledge is progressively elaborated and conveyed in a concentrated, hierarchical manner. A multiple choice exam will be given each day to reinforce content presented and to test understanding of PMBOK® Guide readings, thereby contributing to understanding the fundamental knowledge needed to pass either the PMP® or the CAPM® certification exam.

Instruction encompasses a progressive series of proprietary models and exercises for immediate use as a project management practitioner as well as for career development. From a strategic, certification exam passing perspective, must know content is reinforced by examples that enhance comprehension and retention. Proven strategies and techniques used by instructor to pass both the PMP® as well as the PMI-RMP® certification examinations on his first exam attempt will be applied. This holistic and agile approach is designed for each participant to discover and close knowledge gaps and fortify confidence with an unwavering expectation necessary for completing the challenging certification process. This course is structured to for students with experience in project management who plan to take the PMP® or the CAPM® certification examination.

Course includes The PMBOK® Guide 5th edition and a workbook containing course materials.

\*Note: "PMI", "PMP", "PMBOK", and "CAPM" are registered marks of Project Management Institute, Inc.

PROJECT MANAGEMENT OVERVIEW TRAINING

Course Length: 2 days

This course includes classroom training and exercises to provide an introduction to project management tools and methodologies for individuals who manage projects as a collateral duty. Each training module is composed of lecture, visuals and hands-on application of the latest techniques in project management. The course topics are designed to provide project managers with the information required to be successful throughout the entire project life cycle. Students participate in the training by practicing essential project management activities in both team and individual exercises.

Primary Topics

- Introduction to the Project Managers Role
- Project Life Cycle
- Project Charters
- Work Breakdown Structure & Task Estimation
- Network Logic and Project Scheduling
- Determining Cost Performance Indicators (CPI) and Schedule Performance Indicators (SPI)
- Resource Planning
- Project Management Innovation





PROCESS DOCUMENTATION

Course Length: 1 day

This one-day course provides participants with the skill of documenting and outlining businesses processes within an organization. Process documentation outlines what the current processes are in in turn makes it easier to correct any flaws that may be in process. It also allows for an organization to adjust to the business changes or needs more readily.

Course Objectives

- Learn how to document business processes
- Define opportunities for improvement in your organization

*“This course provided a great new way of thinking and organizing solutions in my workplace.”*

INFLUENCE WITHOUT AUTHORITY

Course Length: 1 day

This training is focused on the skills, tactics, and techniques related to situational leaders who must lead cross-functional teams in which the leader does not have line and block authority over the group. This course also focuses the participant on the skills and techniques used to influence peers and leaders to accomplish the organizational and intended goals.

The participant will learn how to view the organization as a political system, understand the nature of power and influence in the organization, understand his or her own personal sources of influence, and know how to leverage personal political power. This course examines various methods of influence, when each is most appropriate, and provides tools for each.

Course Objectives

- Understand the primary methods of influence
- Know how to view the organization as a political system
- Apply currencies of exchange to leverage political power gaps and fortify confidence with an unwavering expectation necessary for completing the challenging certification process.

PROCESS ANALYSIS

Course Length: 2 days

This two-day course provides participants with the skill of analyzing business processes within an organization. One a process has been documented; it can be analyzed for improvement opportunities. During this course, employees learn data collection, basic statistics, quality tools and statistical process control.

Course Objectives

- Develop ways to Measure business process performance
- Analyze data using basic statistical and quality tools

PROCESS REDESIGN

Course Length: 2 days

This two-day course provides participants with the skill of redesigning business processes within an organization. Once a process has been analyzed and improvement opportunities have been identified; it can be redesigned to achieve measurable improvements. During this course, employees learn tools and techniques to implement business process improvement and develop a plan how to sustain improvements.

Course Objectives

- Use business process improvement tools and concepts to improve processes
- Create plans to Control processes and sustain improvements

BEING MANAGEMENT SOFTWARE

Course Length: 2 days

This two-day, instructor-led course is intended for individuals who need to develop their knowledge base and technical skills about Being Management software. The course begins with the basic concepts and leads students through all the functions they need to plan and manage a project using Critical Chain Project Management (CCPM) methodology, including software system admin functions, project planning functions and project executing functions. The course attendees should be software system administrators, resource managers, project pipeline managers, project managers, program managers and resource managers.

Course Objectives

- **System**
  - System Administrator - System Setup
  - Resource Manager (All resource Pools) – Managing Skills
  - Pipeline Manager (All pipelines) - Creating Pipelines
  - Pipeline Manager - Managing Pipeline Operational Policies and Settings
  - Resource Manager - Managing Project / Task Manager Roles and Skill Capacity for each Pipeline
- **Planning**
  - Pipeline Manager - Creating Projects
  - Pipeline Manager - Staggering
  - Project Manager - Project Planning and CCPM Scheduling
  - Resource Manager - Key Operations of Resource Manager
- **Executing**
  - Project Manager - Project Manager's Key Operations
  - Task Manager - Task Management



TRIZ INNOVATION METHODS

Course Length: 2 days

This training is offered to process improvement practitioners and deployment leaders to produce breakthrough solutions to problems. Using this training enables participants to practice the most popular innovation tools for their problems. Participants will understand how innovation leaders such as Intel, Honeywell, Cummins, Caterpillar, 3M, and many other Fortune 500 businesses, incorporate TRIZ tools into their Lean, Six Sigma and other improvement programs and how TRIZ tools help Green, Black and Master Black Belts to produce breakthrough process improvements

Course Objectives

- Understand how to use the TRIZ tools in combination with Lean, Six Sigma DMAIC and DFSS, TOC and other CPI methods in solving business challenges
- Know the fundamentals of creative problem solving; TRIZ history and philosophy
- Use the TRIZ matrix to solve technical and physical contradictions
- Understand the 40 Inventive Principles and 39 features
- Be able to solve difficult problems by optimizing and understanding resources

Primary Topics

- Fundamentals of Innovation with TRIZ
- Generating Superior Solutions without Compromise
- Ideal Final Result and Ideality
- Dealing with System Constraints
- Functional Analysis and Trimming
- Substance-Field Analysis
- Seventy-Six Standard Solutions
- Identification and Utilization of Idle Resources
- Talented Thinking
- Thinking in Time and Space



CLIENT NEEDS ASSESSMENT

Our leadership training program begins with an assessment of each client's unique needs. By working with executive leadership and conducting an assessment of the client's work environment, NOVACES will help your organization determine its high-level gaps and then work with you to create a plan tailored to the unique needs of your organization. We begin by surveying a sample across functional areas of your organization and follow this up with a walkthrough of process areas that are identified as potential improvement opportunity areas. The findings from the surveys, walkthrough and executive interviews are then aggregated to prioritize leadership and management development requirements as well as high-level organizational development opportunities. Senior Leadership will then set aligned objectives with quantifiable measures of progress so that your organization can visibly track its progress.

Course Objectives

- Determine leadership and management development requirements
- Determine organizational development requirements (e.g., infrastructure)
- Set objectives for each development requirement
- Create a plan to address leadership and management development requirements
- Set measures in place to determine progress towards meeting plan targets

Primary Topics

- Executive Management Interviews
- Cross-functional Organizational Surveys
- Work Environment Analysis
- Leadership Workshop

SENIOR LEADER TRAINING

Course Length: 3 days

Senior Leadership must actively support any type of change initiative. The support that the organization needs from Senior Leaders encompasses more than vocal support. This three-day course focuses on the skills and methods required of senior leaders to lead and manage a high performance organization. This tailored course addresses issues outlined in the surveys and executive interviews from the Client Needs Assessment, teaching the current best practices seen in industry. To ensure cohesion, the training is coupled with implementation plans and anchored to training subjects in the subsequent First-Line/Mid-Level Leader course.

Course Objectives

- Identify the difference between leadership versus management
- Know how to deploy a mission- and vision-aligned strategy
- Explore various methods to motivate the workforce to produce results

Primary Topics

- Executive Communication
- Leadership vs. Management
- Strategic, Operational and Tactical Goals
- Team Building for High Performance
- Conflict Management
- Diversity Management
- Recognizing and Rewarding Employees
- Taking Care of People
- Critical Thinking Skills
- Change Management





Leadership & Management Development Training

FIRST LINE LEADER/MID-LEVEL MANAGER TRAINING

Course Length: 5 days

An organization’s First-line Supervisors and Mid-level Managers make important decisions on a daily basis that are critical to the satisfaction of its internal and external customers. This five-day program is geared to train the basics of leadership and management to individuals in these critical positions, supplying them with the tools they need to make optimal decisions that are aligned to the organization’s strategy and lead their teams in execution.

This training is taught in a style that maximizes classroom participation. Learning exercises, case studies, and several scenario-based exercises are used to enhance the competencies and skills learned in each module. The course includes follow-on assignments to implement tools and concepts into the organization. Participants will identify one project in their area where they will employ the principles taught in the classroom.

Course Objectives

- Explore best practice leadership skills
- Practice using effective decision-making tools
- Understand how to manage conflict effectively
- Develop the ability to influence others, particularly in a position without authority

Primary Topics

- Leadership vs. Management
- Learning Work Styles
- DISC Behavior Profiles
- Influencing Others – Establishing Trust
- Leading the Organization During Crisis
- Mentoring and Coaching
- Recognizing and Rewarding Employees
- Taking Care of People
- Effective Communications
- Effective Listening
- Conflict Management
- Diversity Management
- Utilizing Critical Thinking Skills
- Time Management – Managing Priorities
- Team Building for High Performance
- Strategic, Operational & Tactical Goals
- Creating Positive Change

LEADERSHIP IN ACTION  
PROJECT IMPLEMENTATION

As an assignment from both the Senior Leader and First-Line/Mid-Level Manager courses, participants will take at least one concept or tool from the training and implement it in their organization under the direction of an experienced coach. The time frame for implementation varies between one week to three months, primarily dependent upon complexity.

A Senior Leader, for instance, might focus on applying the concepts learned in Executive Communication, with surveys to a random, anonymous sample of direct reports being the means of measuring success. A First-Line Supervisor might focus on Team Building for High Performance, with measures of Quality, Cost, and Delivery before and after as measures of success. Working with an experienced coach, these individuals will execute the plan they created and learn to make mid-stream adjustments as they progress toward their goals

Course Objectives

- Each participant will develop an executable plan with objectives, measurement criteria, and time frame
- Complete the project and demonstrate success

Primary Topics

- Topics are aligned to sections within the Senior Leader or First-Line/Mid-Level Manager courses

Leadership & Management Development Training

AFTER ACTION REVIEW AND PATH FORWARD

Workshop Length: 4 hours

This workshop is aimed at aggregating the lessons learned from the initial training and implementation. The workshop will examine the results of these activities, why they occurred, and the methods for sustaining or improving targeted aspects of the Leadership & Management development program.

Objective

- Create a roadmap prioritizing aspects of the Leadership and Management Development Program to bring the organization to the next level of excellence

Primary Topics

- Comparison of intended versus actual results for each objective identified during the Client Needs Assessment
- Roadmap Creation
- Prioritization of Roadmap Topics
- Creation of Metrics for Critical Roadmap Topics

*“This course provided very valuable information; I just wish I could have seen it earlier in my career!”*

ADVANCED LEADERSHIP AND MANAGEMENT COURSES

Course Length: 1-3 days

Each organization has its own unique issues that contribute to sub-optimal results. Based on the After Action Review and Path Forward Workshop, this series of courses, lasting one- to three-days, is targeted at closing the organizational gaps in leadership and management performance. Because the needs of each organization are different, these courses are targeted at specific issues. In these courses, each participant has assignments that are evaluated by both the instructor and peers. Participants are also required to identify near-term applications of the skills they learn during the course.

Sample Topics

- Presentation Skills
- Effective Meeting Management
- Change Management
- Basic Problem Solving and Process Improvement
- Advanced Communications
- Group Facilitation
- Influence Without Authority
- Negotiating Skills
- Advanced Conflict Management



Leadership & Management Development Training

EFFECTIVE MEETING FACILITATION

Course Length: 1-2 days, depending on needs

In this course, the participant learns how to properly plan, prepare and execute the more common meetings held in industry today (staff meetings, status meetings, decision meetings, information meetings, operational execution briefings and rehearsals). Additionally, participants will learn how to facilitate innovation and brainstorming techniques for crisis solutions. Applying the most common facilitation techniques, the student will utilize chart building techniques using PowerPoint, white board, and chart pack as well as conducting a meeting with the support of no media at all. The course is hands-on with each student actually planning and executing a meeting to deliver status, seek decisions and provide information to an audience. Each student will be scored among their peers on conformance to established standards for meeting protocols.

Course Objectives

- Understand when to conduct a meeting
- Develop an effective, efficient meeting agenda
- Develop meeting facilitation skills

Primary Topics

- Determining when meetings are necessary
- Meeting Objectives
- Meeting Pre-Work
- Setting up Meeting Environments
- Facilitating Meetings
- Managing Action Items
- Making Meeting More Effective – the Art of Continuous Improvement
- Strategic, Operational & Tactical Goals
- Creating Positive Change
- Influence without Authority

BASIC PROBLEM SOLVING AND PROCESS IMPROVEMENT

Course Length: 2 days

In this course, the participant will learn basic problem solving tools and skills such as root cause analysis, cause and effect diagrams, the 5 whys and basic data analysis techniques. This hands-on course covers some of the basic problem solving tools typically taught in a Lean Six Sigma Green Belt course. As part of the training, each participant is required to identify and develop a plan to improve at least one process in their organization. The training incorporates a simulation to enable participants to practice applying the tools. Participants are required to brief their leadership on their plan with expected outcomes and metrics for success.

Course Objectives

- Know how to identify and select the pertinent business problems
- Be able to write an effective problem statement
- Be able to determine the starting and ending process points of a given problem
- Gain experience using basic quality tools
- Know how to effectively measure process changes

Primary Topics

- Prioritizing Problems
- Generating Effective Problem Statements
- Effective Scoping
- Basic Quality Tools
- Measuring Impact

Leadership & Management Development Training

CHANGE MANAGEMENT

Course Length: 2 days

Guiding an organization through change successfully requires specific skills at all levels – from front-line supervision to executives. This course teaches participants the fundamental tenets of change management at any level, and supplies them with the tools they need to guide others through change. The course looks at change from the macro-perspective – including how the participants’ functions fit into the organization – to ensure strategy alignment, and from the micro-perspective – including how to guide one’s own team through organizational change.

Course Objectives

- Create plans to guide direct reports through change and execute those plans
- Understand the importance of leadership skills during periods of significant change
- Demonstrate the ability to measure the degree of success in change initiatives
- Participate with peers in aligned organizational change

Primary Topics

- Aligning Change to Organizational Goals
- Focusing on the Critical Few Changes
- Generating a Sense of Urgency
- Gaining Team Consensus
- Effective Communication
- Influence without Authority
- The DREC Change Model
- DISC Personality Profiles
- Creating and Executing Change Management Plans

“This course was very informative, looking forward to additional training sessions.”

BASIC PROJECT LEADERSHIP

Course Length: 2 days

Successful projects generally share common characteristics, none more foundational than the way in which they are led. This course teaches participants to be effective project leaders, generating measurable results that positively impact the organization’s strategy. From understanding what constitutes a solid project all the way through implementation and sustainment, this course gives participants several practical tools to employ in their project leadership roles.

Course Objectives

- Understand systems view of how processes work
- Understand the components of successful project preparation
- Be able to apply basic tools to successfully manage projects
- Apply control techniques to ensure that gains made are sustainable

Sample Topics

- Project Scoping
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Communication Management
- Project Risk Management





Leadership & Management Development Training

EMPOWERMENT AND DELEGATION

Course Length: 1 day

Sometimes used synonymously, the terms “Empowerment” and “Delegation” are two different things. Delegating entails passing along simple tasks that follow a prescribed process for completion. Empowerment implies trusting your employees’ ability to determine the optimal way to solve a problem. This course considers the similarities and differences between empowerment and delegation, along with the traits, behaviors, and communication styles that leaders can employ with each.

Course Objectives

- Understand when to empower employees versus when to delegate
- Demonstrate an understanding of the different levels of involvement for empowering and delegating
- Understand the impact of personal values, employee traits, and situational attributes on empowerment and delegation

Primary Topics

- Empowerment versus Delegation
- Levels of Involvement
- Factors Affecting Empowerment and Delegation
- Following Through

FACILITATION AND GOALS DEPLOYMENT

Course Length: 2 days

In this course, participants learn how to develop their own organization / departmental mission, goals, and objectives. Included in the training are techniques to identify specified tasks, implied tasks, and critical tasks. Additionally, participants learn to identify road blocks to task accomplishment and how to mitigate or avoid them. As a result of this course, leaders are given a blueprint for facilitating a Goals Deployment Workshop for their organization and to gain buy-in and consensus from employees. Each participant is required to develop a plan for their organization and to schedule a workshop soon after course completion. Instructor mentorship is advised for the execution of a Goals Deployment Workshop.

Course Objectives

- Generate objectives linked to a mission and vision statement
- Deploy objectives as measurable targets within a functional area

Primary Topics

- Mission Statements and Vision
- Deploying Objectives Using an X-Matrix
- Bowling Charts
- Goals Deployment Workshop Blueprint

Notes

Leadership & Management Development Training

CRUCIAL LEADERSHIP

Course Length: 1 day

This course is focused on training leaders in three specific and very important traits: Diagnosis, or determining others’ needs for direction and support; flexibility, or employing a variety of leadership styles comfortably; and partnering for performance, which is focused on opening communications and reaching agreements in order to better work together. This training consists of establishing beliefs and benefits of a leader and how a leader can diagnose his/her subordinates for demonstrated competence and commitment to the goals of the organization. This training teaches the skills to use directive and supportive leadership behaviors so that they can provide direction, support, feedback, and coaching.

Course Objectives

- Be able to determine the needs of subordinates
- Utilize the correct leadership style for given situations
- Employ innovative communication methods to reach consensus
- Improve abilities to provide direction, support, feedback and coaching to subordinates

Primary Topics

- Diagnosis
- Flexibility
- Partnering for Performance

“The exercises really helped drive home the concepts.”

INTERVIEW AND PERFORMANCE COUNSELING

Course Length: 1 day

In this training the participant will learn how to apply the general guidelines for effective interviews. The participant will learn how to structure successful goals, interview questions, and determine the next steps resulting from an interview. Participants will also learn how to provide appropriate performance counseling. This course is highly interactive with significant role playing and case studies used to support the learning objectives.

Course Objectives

- Identify interview types, such as information gathering interviews, employment selection interviews and performance appraisal interviews.
- Structure interview goals and aligned questions
- Apply appropriate techniques for various interview types
- Learn appropriate techniques for performance counseling

Primary Topics

- Information Gathering Interviews
- Employment Selection Interviews
- Performance Appraisal Interviews
- Performance Counseling



Leadership & Management Development Training

TIME AND STRESS MANAGEMENT

Course Length: 1 day

This course is focused on training leaders in three specific and very important traits: Diagnosis, or determining others’ needs for direction and support; flexibility, or employing a variety of leadership styles comfortably; and partnering for performance, which is focused on opening communications and reaching agreements in order to better work together. This training consists of establishing beliefs and benefits of a leader and how a leader can diagnose his/her subordinates for demonstrated competence and commitment to the goals of the organization. This training teaches the skills to use directive and supportive leadership behaviors so that they can provide direction, support, feedback, and coaching.

Course Objectives

- Learn how to reduce time and stress pressures

Primary Topics

- Skills Assessment
- Time Management Techniques
- Handling Interruptions
- Reducing Stress

Notes

INFLUENCE WITHOUT AUTHORITY

Course Length: 1 day

This training is focused on the skills, tactics, and techniques related to situational leaders who must lead cross-functional teams in which the leader does not have line and block authority over the group. This course also focuses the participant on the skills and techniques used to influence peers and leaders to accomplish the organizational and intended goals.

The participant will learn how to view the organization as a political system, understand the nature of power and influence in the organization, understand his or her own personal sources of influence, and know how to leverage personal political power. This course examines various methods of influence, when each is most appropriate, and provides tools for each.

Course Objectives

- Understand the primary methods of influence
- Know how to view the organization as a political system
- Apply currencies of exchange to leverage political power

Primary Topics

- The Influence Model: Reciprocity and Exchange
- Barriers to Influence
- The Currencies of Exchange

Leadership & Management Development Training

MOTIVATING OTHERS

Course Length: 1 day

This course will focus the participant on the tactics, techniques, and processes for motivating employees. Among the subjects covered are techniques to diagnose work performance problems, how to enhance individuals’ abilities, creating a motivating work environment, and establishing clear expectations. Using the DISC model (Dominance, Influence, Steadiness, and Conscientiousness), students will learn the techniques that are most effective with each behavioral style.

Course Objectives

- Understand the most common myths in motivating individuals
- Apply motivation tools effectively in case studies
- Be able to apply the DISC model to motivate employees

Primary Topics

- Motivation Principles
- Common Motivation Myths
- Motivator Checklist

*“I was very much interested in learning about this process because I have aspirations of moving into a more challenging position.”*

LEADERSHIP AND MANAGEMENT MENTORING/COACHING OPTION

Providing experienced coaches, who possess leadership and management mentoring skills, is critical to successfully ingraining those skills within an organization’s culture. The NOVACES methodology is based upon the Coach/Teach/Preach model. The frequency of this service is driven by the goals established by senior leadership and by the deliverables outlined in the NOVACES Mentoring Handbook.

Objectives

- Develop effective leaders who are capable of self-management
- Provide leaders with support and tools to address dynamic issues that do not fit typical problem solving molds
- Create an individual development plan
- Assist with change management initiatives
- Advise on strategies and tactics to deal with difficult situations and individuals
- Training on new and emergent leadership, management, and problem solving techniques

