



 **THE NYS FORUM**
TRAINING ACADEMY

IN PARTNERSHIP WITH
SoftEd
part of
SKILLS DEVELOPMENT GROUP 

TABLE OF CONTENTS

About New York State Forum	4
----------------------------------	---

Generative AI Courses

AI for Business Analysis	5
Generative AI for Project Managers	7

Business Analysis Courses

Business Analysis Bootcamp	8
Critical Skills for Writing Better Requirements	10
Agile Business Analysis	11
Use Case/User Story Bootcamp.....	12
Business Process Modeling	13
Business Architecture	15
Design Thinking Essentials	16

Data Analysis Courses

Introduction to Business Data Analytics	17
Data Analysis Bootcamp	18

Agile Courses

Agile Fundamentals	20
Agile Product Ownership	21
Agile Project Management	22
Delivery at Scale	23
Product Management	24

DevOps Training Courses

DevOps Bootcamp	25
Implementing DevOps	26

TABLE OF CONTENTS

Power Skills and Leadership Courses

Leading with Agility: Self -Leadership -----	28
Leadership Fundamentals -----	30
The Power of Presentation -----	31
Vital Encounters -----	32
Vital Coaching -----	33
Vital Negotiations -----	34
Influence Without Authority -----	35
Plain & Simple Business Writing-----	36
Building Powerful Teams -----	37
Mastering Interviewing Skills -----	38
Mastering Time Management -----	39
Faculty -----	40
About SoftEd -----	46

ABOUT NEW YORK STATE FORUM

Since 2011, the New York State Forum has provided high-quality professional training and development services to employees of New York State and City. During this period, we have trained over 10,000 state and city employees in critical skills essential for supporting the operations of state and city services.

The pandemic necessitated changes in our service delivery. Starting in 2021, we began offering live, instructor-led training online using tools like Zoom and Miro. This approach has, in some instances, led to levels of engagement that surpass traditional face-to-face instruction.

Since 2021, the training needs of State and City employees have grown significantly. Through surveys and pilot classes, we have expanded our services to include:

- Generative AI Skills
- Business Analysis
- Agile Methods and Skills
- DevSecOps
- Data Analysis
- Power Skills for Professional Success
- Leadership
- Professional Assessment

We currently offer a curriculum of 30 classes.

With our increased capabilities and course offerings, we are excited to introduce the New York State Training Academy. The Academy aims to provide high-quality, industry-recognized training, certifications, and assessments at competitive prices unavailable elsewhere. In partnership with Skills Development Group (formerly SoftEd), we will source essential training tailored to the evolving needs of agencies.

Skills redevelopment should not be hampered by logistical concerns. The Forum offers a simple registration process, consistent marketing, and awareness of available classes, and collaborates closely with State and City agencies to simplify payment.

This catalogue serves as an easy-to-use guide to our current offerings. For any specific needs, including requests for closed private classes, please feel free to contact us. Reach out to Chris Remmert at cremmert@nysforum.org.

AI for Business Analysis

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser (Chrome or Edge - used to access Miro, a collaboration tool), Zoom, a microphone and speaker. For ICAgile certification, camera must be on at all times and you must be actively participating.

Are you looking to expand your skills in using Artificial Intelligence (AI) to transform your business analysis and become a leader in leveraging emerging technologies ?

The future of business analysis lies at the intersection of human creativity and technological leverage. Our AI for Business Analysis course is an immersive and interactive journey to prepare experienced BA professionals for the AI-empowered future. Through real-world exercises with leading AI agents and tools, gain first-hand experience planning initiatives, analyzing requirements and devising solutions. You will learn methods of “prompt engineering” for using generative AI agents to produce key BA artifacts, research new subject matters, evaluate work, and conduct interviews with subject matter experts. Whilst balancing AI’s power to create content with human judgment, you will discover AI dialog techniques that will enable iterative and incremental analysis and development.

Learning Outcomes:

During this course you will learn about:

- Automating analytical tasks using AI assistants
- Rapidly developing key project artefacts like charters, stories and models
- Using natural language generators to accelerate documentation and prototyping
- Training generative AI to simulate stakeholder interviews and surveys
- Strategies and techniques for managing the vast content created by AI
- Creating frameworks for validating and refining AI outputs for accuracy
- Providing effective feedback to progressively improve AI understanding
- Maintaining clear human oversight and control while leveraging AI capabilities
- Developing ethical and responsible adoption practices for AI in business analysis

AI for Business Analysis

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser (Chrome or Edge - used to access Miro, a collaboration tool), Zoom, a microphone and speaker. For ICAgile certification, camera must be on at all times and you must be actively participating.

Content:

Topics and exercises covered in the course include:

- Understanding AI's Role in Business Analysis
- Using AI to Jumpstart a Project
 - Applying prompt engineering techniques to plan and refine a product
- Organizing AI-Created Content
 - Transforming AI outputs and transforming them into coherent, valuable resources
- Crafting User Stories with AI
- AI and Stakeholder Interviews
 - Training simulated interviews by taking on personas and responding to questions
- Potential Pitfalls and Social Risks
 - Detecting "hallucinations" and critically evaluating and validating AI results
- Requirements Analysis and Solution Design
 - Using AI to create many valuable BA artefacts such as process models and ERDs
- AI-Assisted UI Design
 - Transforming AI outputs into visual representations to produce UI prototypes
- Writing Tests with AI
 - Creating test scenarios and evaluating results to catch errors or gaps in coverage
- AI for Complete, Consistent Coherent Analysis
 - Strategies for responsible creation of AI created artifacts under human supervision
- Creative Applications of Generative A
 - Using generative AI for writing, education and presentation design .
- Implementing AI-Driven Business Analysis
 - Responsibly leveraging AI's potential in business analysis under human supervision

Generative AI for Project Managers

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser (Chrome or Edge - used to access Miro, a collaboration tool), Zoom, a microphone and speaker. For ICAgile certification, camera must be on at all times and you must be actively participating.

Practical enablement for using generative AI to augment enterprise project management. This class focuses on hands-on exercises and realistic practice, leaving you equipped with actionable AI strategies and resources for your PM role. This two-day class is designed for experienced project managers in enterprise environments.

The class provides a comprehensive understanding of how generative AI can be applied in project management, covering AI capabilities, limitations, and practical tool integrations. Attendees will engage in hands-on exercises to explore AI applications in project lifecycle stages, risk and stakeholder management, and reporting. The course also addresses ethical considerations and data privacy in AI-assisted projects. By the end of day 2, participants will be ready to apply a more AI-enabled project management approach to their work, applicable across various frameworks and tools.

Learning Outcomes:

By the end of this practice-based class, you'll be able to:

- Understand how generative AI impacts project management.
- Identify AI automation opportunities within your projects.
- Integrate AI tools effectively with existing project management software.
- Enhance communication and reporting using AI capabilities.
- Manage ethical and data privacy aspects in AI-assisted projects.
- Apply AI in various stages of the project lifecycle.
- Navigate AI applications in risk and stakeholder management.
- Develop a strategy for AI implementation in project environments.
- Utilize AI for improved decision-making and efficiency.
- Implement practical AI solutions and strategies in your workplace.

This class is for:

- Project Managers
- IT Project Managers
- Program Managers
- Agile Coaches/Scrum Masters
- Product Managers
- Project Directors/Portfolio Managers
- Project Coordinators
- PMO Managers
- Business Analysts
- Operations/Digital Transformation Managers

Business Analysis Bootcamp

25 PMI PDUs | 25 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Five 5.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Gain the critical skills needed to be a successful business analyst. This course is designed to provide a complete and detailed training experience covering most aspects of business analysis. It is a powerful experience for those new to the analyst role or those with experience seeking formal training.

You will gain context for the role complete with a structured approach to provide value to your organization. This includes understanding business analysis terminology, the business analysis lifecycle, and how to perform core business analyst activities such as engaging with stakeholders, development requirements, utilizing Use Case and using other formal modeling techniques.

You will gain the fundamental skills needed to be a great BA including understand the integral parts of a business system and understanding the right solution for the right problem.

Content:

1. Introduction to business systems analysis
 - Best practices in business analysis (IIBA)
 - Best practices in project management
2. Business systems analysis overview
 - Business analyst role and their value
 - System lifecycle frameworks
 - Cost of defects
 - Exercise: case study
3. Planning and scoping
 - System definition
 - Product vs. project scope
 - Exercise: create context diagram
 - Define scope boundary
 - Exercise: scope list and RACI
 - Project competing factors
 - Exercise: project sliders and RAIDS

Business Analysis Bootcamp

25 PMI PDUs | 25 IIBA CDUs

Content:

4. Planning and scoping

- Terminology
- Classifications
- Exercise: refine business requirement
- Business rules
- Exercise: uncover business rules
- Personas
- Exercise: create persona
- Requirement management with class discussion

5. Business Systems Elements (B5)

- Elements and their relationships
- Business processes and entities
- Exercise: create matrix

6. Elicitation and Interviews

- Eliciting challenges
- Organizational dynamics
- Interviews
- Discussion – listening
- Exercise: Interview to elicit requirements
- Other elicitation techniques

7. User stories

- Agile at-a-glance with class discussion
- Features and stories
- Exercise: create story wall
- Prioritization
- Exercise: role play and prioritize user stories
- Story elaboration
- Exercise: elaborate a user story
- Behavior driven development
- Exercise: add acceptance criteria

8. Textual use cases

- Use case terminology
- Use case header
- Use case primary flow
- Exercise: create a use case
- Use case extensions
- Exercise: add extensions
- Use case scenarios

9. Modeling overview

- Modeling benefits, tips, and types
- Entity model overview, types, and components
- Exercise: list entities and some relationships
- Cardinality and optionality
- Exercise: update entity model
- Data dictionary
- Process modeling overview, types, and components
- Exercise: produce a swim lane
- State transition diagram
- Decision table overview
- Exercise: produce a decision table

10. Reviews and feedback

- Content for reviews
- Critical appraisal
- Exercise: create an agenda for a review

Critical Skills for Writing Better Requirements

8 PMI PDUs | 8 IIBA CDUs

Format: Live Instructor Led Online through Zoom and Miro

Duration: Two 4.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Good requirements are crucial for any type of product development. Begin with the end in mind, have a clear vision of success and articulate the customer needs in clear, testable ways that work for different stakeholders in the software development lifecycle.

Industry studies around the world suggest that five out of every six software projects fail or are “challenged” - over time and/or over budget. Looking through a requirements lense, we see that some of the main contributors are:

- A poor understanding of the VISION or expected business outcome affecting top-down requirements practices
- Poorly defined requirements, especially the lack of emphasis on Quality or Non-Functional requirements
- Poor management of changes to requirements (affecting scope management in particular)
- Insufficient customer and user involvement in defining, confirming and managing requirements.

A vague understanding of expected business outcomes combined with insufficient skills to write, communicate and control effective requirements (whether for Agile or more linear approaches to software development) will lead to the invention of requirements - usually by the programmer. But the decisions that software developers make are often different from the decisions a subject matter expert would make under the same circumstances. Where a project fails - it is often seen as a direct result of poor requirements practices.

This hands-on one-day (2 x half day remote sessions) workshop builds on your existing business analysis knowledge through practical exercises and examples.

Learning Outcomes:

- What is a requirement?
- Characteristics of good requirements
- Requirement types and levels
- Business rules and other constraints
- Deriving requirements from use cases
- Deriving requirements from user stories
- Deriving requirements from data models
- Maintaining requirements as change happens
- Requirements in agile projects

Agile Business Analysis

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

If you are in project management, business analysis, software development or testing and you need to understand agile business analysis, this is the class for you. The course will help you understand how to operate in an agile environment so that you're better equipped in deliver value to your organization. You will learn how to build the right products, for the right customers, at the right time while reducing waste.

Certification:

ICAgile accredited course: **Successful completion of this course will enable you to become a 'ICAgile Certified Professional, Agile Product Ownership'.**



Learning Outcomes:

By the end of the course you will be able to understand:

- The agile mindset and key agile principles
- The role of the business analyst in agile teams
- How modelling techniques are used in agile
- How to integrate requirements management into an agile process
- How to derive user stories from analysis models such as process models, class diagrams, use cases and other tools of the analysis trade
- Utilizing guidelines and practices for designing and deploying an effective agile business analysis process.

Content:

- The value management team and the role of the BA and Product Owner
- Explore the techniques from the Agile Extension to the Business Analysis Body of Knowledge strategies and practices for integrating the BA with agile teams
- The agile lifecycle
- The discovery process and design thinking
- Building a roadmap
- Backlog management and prioritization
- Using existing analysis models in agile projects to identify and extract user stories: use cases, process models, class diagrams, decision tools, state transition diagrams
- Enabling valuable delivery by understanding the role of the BA in agile team events, story elaboration and when to elaborate. Defining quality and the role of the BA in agile testing, and the Definition of Done

Great for:

- Business Analysts
- Project Managers
- Software Developers
- Those in quality assurance

If you are primarily intending to be a Product Owner, we suggest you attend our Agile Product Ownership course.

Use Case / User Story Bootcamp

20 PDUs | 20 CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Four 4.5 hour session

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Developing Requirements with Use Cases and User Stories

Use Cases are a proven tool to uncover behavioral and functional requirements of computer software systems. Having good Use Cases has been shown to significantly improve the overall development process by enhancing understanding of requirements early in the software development life cycle. Writing effective Use Case descriptions is part art, part science and not a skill that comes easily to most people.

User Stories are also critical. To successfully deliver a product, the team needs to elicit information from a wide number of people and communicate this information effectively to developers, testers, trainers, business owners and other stakeholders. Over time, many practices have been developed to bring order and predictability to software projects by detailing requirements in an increasingly more ordered and focused manner.

The use case and user story approach to requirements elicitation turns the traditional way of working on its head, gathering just enough information to make the necessary decisions at the right point in time.

This course covers the fundamentals of requirements elicitation with Use Cases, and provides the participants with examples and experience in writing Use Case descriptions, drawing on best practice from experts in the field. The course aims to answer the vexing questions about deciding on the appropriate level of detail to present based on the context of the system under development. Participants are shown how to analyze Use Case descriptions to uncover specific requirements to be recorded in a Software Requirements Specification or similar document. This hands-on bootcamp also provides an end to end approach to developing and using user stories.

Content

- Overview discussion of Use Cases
- Essential elements of Use Cases:
 - Actors
 - Stakeholders
 - Design Scope
 - Level
 - Scenarios
 - Goals
 - Exceptions
 - Extensions
 - Inclusions
- The writing process . . .
 - Analyzing Use Case text to uncover specific system requirements
 - Converting Use Case description sentences into well-formed requirement statements
 - Using Use Cases to identify User Stories
 - A style guide with suggested formats for different levels of Use Case
 - List of time-saving Use Case writing tips
- A proven methodology for taking advantage of Use Cases
- Templates for different styles of Use Cases with discussion on when and how they should be employed
- Overview and introduction to user stories
- Why user stories
- Characteristics of good user stories
- Start with who – personas
- Mockups & prototypes
- Story mapping – epics, features and stories
- Planning using the story map
- Elaborating stories to be useful without wasting time or effort

Business Process Modeling

21 PMI PDUs | 21 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Four 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Need to drive organizational efficiencies? Business process modeling is key to generating efficient and effective business processes to foster business improvement.

During this course, you'll learn to use a structured approach to understanding the context of business process modeling through scoping, identifying, analyzing, developing and documenting business processes. Particular emphasis is placed on identifying metrics to support the analysis and evaluation of business processes to ensure the alignment to business objectives.

Learning Outcomes

By the end of this course you will be able to:

- Understand in which contexts business process modeling is performed
- Conduct a business process discovery assignment to elicit existing business processes in context of a previously defined scope
- Follow a logical framework to analyze the current state business process and derive a future state business process model using various techniques
- Present these processes using the BPMN 2.0 notation
- Identify effective measures that will contribute to understanding the performance characteristics of the processes and surrounding enablers and constraints
- Understand that business process modeling initiatives happen in the context of a strategy requiring change and risk management.

Intended for

- Business Process Analysts and Enterprise Analysts who need a solid business process management framework to work within
- New and experienced Business Analysts who need practical tools and techniques that will help them model business processes at various degrees of granularity in the context of their role
- Project Managers who have responsibility for projects with significant business process change impact
- Any other roles responsible for analyzing and documenting their organization's business processes

Prerequisites

You will need to have an end-to-end understanding of business analysis activities. A suggested lead-in course is our Business Systems Analysis course.

Business Process Modeling

21 PMI PDUs | 21 IIBA CDUs

Content

Analyze Current State Business Process

Planning and scoping

- Planning and scoping for process modeling
- Stakeholder identification and analysis
- Where to start?
- Practice scoping your processes
- Discover the contextual elements of a business process using IGOE's
- Create a hand-off diagram

Modeling the as-is

- Move from a hand-off diagram to a more detailed level diagram (service level and/or task level) by asking the right questions or performing a token test
- Create a service level view process model

Defining metrics

- Define SMART metrics to assess the performance of processes, considering not just the workflow but also external influential factors
- Assess processes through the four lenses: time, cost, quality, risk
- Define process related performance metrics
- Assessing the current state business process
- Discover leverage points through SWOT, value stream mapping and process enablers
- Identify leverage points by evaluating related process enablers

Develop Future State Business Process

Identify process improvements

- Develop future state process ideas using various techniques
- Develop a future state process model

Perform gap analysis

- Understand the need for gap analysis to develop an implementation plan for the new process
- Perform a gap analysis on a given case study

Implement, Monitor and Evaluate Business Processes

- Get an overview of the remaining phases of the business process lifecycle
- Revisit the knowledge imparted on you during the course

Introduction and overview

- Gain an overview of business process management and the value it provides to the business
- Understand in which contexts business process modeling is performed
- Learn about the different perspectives of process assessments
- Learn about the importance of change management as part of a business process initiative

Business process modeling using BPMN 2.0

- Practical guides on effective process modeling (e.g. naming conventions, fragmentation)
- A step-by-step introduction to the BPMN 2.0 notation
 - Level 1: Descriptive
 - Level 2: Analytical
 - Level 3: Executable (modeling at this level depends on classroom participants technical understanding and need for such level of detail)
- Learn about the different types of BPMN diagrams
 - Private process
 - Collaboration
 - Conversation
 - Choreography
- Practice developing process diagrams using BPMN 2.0

Method Used

Lecturing is kept to the minimum necessary, most of the learning is achieved through applying the practices and techniques in group exercises and a case study.

Certification

IIBA endorsed: This course is endorsed by the International Institute of Business Analysis (IIBA) and is aligned with the Business Analysis Body of Knowledge® (BABOK®). This course will contribute 21 professional development units (PDUs) towards the IIBA certification requirements for ECBA, CCBA, CBAP and CBATL. Please note the PDU requirements may vary between certifications, please check the IIBA website for full certification requirements. SoftEd's EEP number for this course is E48087-002.

Business Architecture

21 PMI PDUs | 21 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Four 4 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Business architecture is a holistic view of the business defined by multiple components. The business architecture decreases costs of business analysis activities for initiatives at both the enterprise analysis strategic level and at the project tactical level by using its components. It assures alignment of technology to business valued processes and improves business decision making by having visibility into business assets.

In this course you will gain a better understanding of what the business architecture is, what the components are within it, what is needed to build it and how it can be leveraged. Because the business architecture can have many components and artifacts, they may not all be applicable to every business. The key is to gain a “good enough” understanding to communicate benefits of relevant enterprise architecture components and artifacts and know which will provide the most business value.

Learning Outcomes:

By the end of this course you will be able to:

- Gain an understanding of the overall business architecture structure
- Be able to communicate the value of a business architecture
- Be exposed to the various enterprise or business architecture frameworks and tools available
- Address business concerns by leveraging business architecture stakeholder views
- Practice building various components within a business architecture knowledge base
- Use various tools to gain a better understanding of the business when a business architecture is not currently present or planned

Content:

- Business architecture context and key concepts
- Building a case for a business architecture
- Applicable bodies of knowledge and frameworks
- Importance of understanding the business
- Components of the knowledge base
- Leveraging the business architecture

Design Thinking Essentials

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Design Thinking is a creative and iterative approach to defining, exploring and testing problems and opportunities for products and services. In this introductory course, we will cover the key principles, processes and toolsets that underpin design thinking whilst working through a case study that simulates a design challenge. You will walk through a design thinking process and learn how to apply it in your own context.

PDUs

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (2 leadership hours, 2 strategic hours and 10 technical hours).

Learning outcomes

During this course you will learn about:

- What is design thinking and how it applies across a wide variety of challenges and opportunities
- How design thinking tangibly increases your organisational value.
- How to explore the needs, motivations, and behaviours of users
- Design thinking tools and techniques
- How to prepare and conduct user research
- How to test your design
- How to plan and execute the 5-step design sprint process

Content

Design Thinking Explained

- Design Thinking Overview
- Wicked Problems
- ROI & Impact of Poor Design
- Design Thinking Mindset & Skills
- Design Thinking Process

Research & Empathize

- Start with the Customer
- Personas
- Empathy Maps
- Forms of Research
- Customer Interviews

Define

- Initiative Canvas
- Problem Statements
- Customer Journeys
- Value Stream Mapping and How Might We?
- Understanding & Identifying Value

Ideate

- Ideation
- Brainstorming
- Convergence

Prototype

- Prototypes

Validation & Test

- MVP & Metrics
- Experiments
- Running Experiments
- What Comes Next?

Introduction to Business Data Analytics

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

This class is for professionals gathering requirements for Data Analysis projects who need an understanding of Data Analysis and Data Analysis Work.

If data rules the world, then who rules the data? This Business Data Analytics course will combine your in-depth business knowledge and problem-solving skills with your technical and mathematical savvy.

Designed for entry level data analysts, and practicing business analysts, and project managers. This immersive course will give you the tools you need to prepare and transform data into insightful information that can drive decision-making and solve business problems. You'll also learn how to present those insights and communicate them with key stakeholders. All learning will be applied using a data-rich case study.

This Business Data Analytics course is aligned with the principles of the IIBA Guide to Business Data Analytics. It will provide a strong foundation to prepare for the IIBA Data Analytics examination and accreditation.

Learning Outcomes:

During this course, you will learn about:

- How to identify and frame the business situation and associated research questions
- How to plan and practice an analytics approach
- Where to identify and source appropriate data
- How and when to obtain data
- How to perform data set up and preparation
- How to analyze data and apply it in practice
- How to interpret and report results and apply them in practice
- How to use data to recommend strategies for organizations to respond
- Data evaluation and applying it in practice
- Metadata management and how to curate data
- How to guide strategy
- Continuous performance improvement.

You'll need:

To get the most out of this course, you will need to have a demonstrated ability to:

- Prepare a business canvas and other tools to assist in the understanding of a business problem
- Read and interpret a data dictionary
- Read and interpret an Entity Relationship Diagram
- Read and interpret a cluster diagram.

Data Analysis Bootcamp

21 PMI PDUs | 21 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Five 5.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Want to unlock the mysteries and myths of business data? Data is one of the most important assets of any organization. The efficient use of data can help businesses understand and optimize their processes, improve decision-making, enhance customers' experience, and save time, money and wasted effort. But how do you turn data from a bunch of numbers and graphs into useable information?

This highly interactive course will equip you with the best practices and essential concepts you need to take large datasets containing structured and unstructured data and identify hidden patterns to extract actionable insights.

You'll also learn about modern data disciplines, techniques, and technologies, including Big Data ecosystems and artificial intelligence.

Learning Outcomes:

During this course, you will learn about:

- The concept of data science and designing data for efficient analysis
- Identifying the difference between predictive models and pattern finding ones
- Comparing solutions related to Data Analysis vs. Machine Learning
- The concept of "proprietary" and "open source" technologies
- Creating a modern data flow outline from sources to reports.

Content:

Introduction: Data Analysis and Visualization Business Intelligence Forecasting

- Types of data and data visualization • Business Intelligence
- Evaluating the representative quality of Databases: collection and sources data
- ETL
- Using descriptive statistics to summarize Storage: Data warehouses, data marts data and data lakes

Simple Linear Regression Analytics: BI Tools, OLAP, Dashboards,

- Simple Logistic Regression etc.
- Managing and removing outliers
- Forecasting
- Trends

Exponential smoothing: Additive and Machine Learning multiplicative methods

- Multiple linear regressions

Time Series: Additive and multiplicative

- Multiple logistic regressions methods

Discriminant analysis: Functions and ARIMA models probabilistic models R vs. Python

Data Analysis Bootcamp

21 PMI PDUs | 21 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Five 5.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Content:

Decision trees: CART – CHAID and Statistical Tests

- Random Forests
- Machine Learning algorithms
- Support vector machines
- Big Data and Big Data Management
- K-nearest neighbors
- IoT essentials - M2M and Embedded
- Naïve Bayes Systems
- Neural networks, deep learning and AI
- Basic IoT protocols possibilities

Big Data: “where” and “when”

- Principle Component Analysis
- Big Data distributed files with HDFS
- Clustering: Hierarchical and K Means
- Map Reduce vs. Spark Data Sharing
- Simple correspondence analysis
- Big Data Ecosystem bird’s eye view:
- Multi-dimensional scaling Spark, Mongo DB, Cassandra, Flume,
- Quadrant analysis Cloudera, Oozie, Mahout

Agile Fundamentals

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Want to know what agile is all about? If you're new to the agile world and need a solid introduction to the agile way of thinking and doing – our Agile Fundamentals course is a perfect fit.

Ideal for both business and technical teams, this course examines the roles and responsibilities of team members working in an agile way. It delves into the specific practices used in agile projects, explains the theory and concepts behind the agile approach, and prepares you to work confidently and effectively in an agile environment. Not only that, you will also learn about the structure for defining value to ensure you and your team work on the right product at the right time for the right customer. This is one of our most popular agile course for individuals, teams, and organizations seeking introductory agile training.

Certification:

ICAgile accredited course: Successful completion of this course will enable you to become a 'Certified ICAgile Professional'.



Learning Outcomes:

By the end of the course you will be able to understand:

- The background of participating in an agile workplace
- The roles and responsibilities of a typical agile team
- The various tools available to agile teams to facilitate conversation about priorities
- How agile teams cooperate and collaborate to deliver business value
- The important interpersonal skills agile environments encourage and foster
- How discipline and standards contribute to agility

Content:

An agile mindset:

- Why agile?
- Key values
- Lifecycle and frameworks
- Agile teams - roles and responsibilities
- Collaboration and mindset
- Tools to help create agility

Core agile concepts:

- Workflow and transparency
- Product vs. project
- Changing the way we work

Discover:

- Aligning the idea
- Design
- Stories and story mapping
- Quality, definition of done and estimation
- Release planning

Deliver and operate:

- Deliver
- Operate

What's Next:

- Agile Ri (creating your own list of work-on and improvements).

Agile Product Ownership

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

How do we ensure that the right product is built in the right way to most effectively solve the right business problem?

To answer this question, Product Owners need clarity of vision, alignment with organizational strategy, an understanding of the development process and the ability to communicate with a wide variety of stakeholders.

Through this course you will gain the techniques and tools to enable you to become an effective Product Owner who is equipped to guide product development, and lead product ownership teams. Our course focuses on the leadership needed to ensure product fit, and how these practices work in an Agile development process. You will also cover value management, and how collaboration is so important to identifying the most important aspects and features of a product.

Learning Outcomes:

During this course you will learn about:

- The roles and responsibilities involved in product ownership
- How to help identify which products should be built to maximize business value using tools such as purpose alignment model, Kano analysis, value stream mapping
- How to build a product roadmap and link that to business outcomes
- How to use personas and product design workshops to help define features and quality goals for building a product roadmap
- The shape of a well-formed backlog and how to populate it progressively
- Techniques such as story mapping, prioritization and backlog grooming to build a release plan
- How to use paper prototyping and usability heuristics to guide the design of the product
- How to write stories for development on a just-in-time basis while ensuring the design principles and architectural guidelines are adhered to

Content:

- The Product Owner role
- Prioritization
- The value management team
- Backlog grooming
- The product development lifecycle
- Story splitting
- Vision
- Story elaboration
- Product roadmap
- Frequent releases
- Personas
- Successful closure
- Design workshops

Intended For:

- Project Managers
- Product Managers
- Product Owners
- Product Champions
- Agile Customers
- Subject Matter Experts

And those that form part of the extended team of people supporting the product owner including:

- Technical architects
- UX designers
- Business analysts
- IV & V specialist testers
- Auditors

Agile Project Management

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Want to learn about modern delivery approaches to ensure you're adding maximum value? Our Agile Project Management course is designed for those working in a project, product or no-project context who seek to work in a more adaptive way.

This course will help you to learn the skills, techniques, and mindset needed to manage work using an agile approach. You will learn how to collaborate with stakeholders and support self-organizing teams to develop solutions incrementally to increase efficiency and effectiveness. You will also gain the agile project management toolkit needed to work more cohesively, communicate more effectively, and support teams with leadership and coordination and facilitation.

Certification:

ICAgile accredited course: The ICP-APM Certification from ICAgile is granted on the successful completion of this course. This certification is part of the ICAgile Delivery Management Track along with our Agile Fundamentals and Delivery at Scale courses.

Learning Outcomes:

During this course you will learn about:

- The background to and the driving forces for adopting agile
- The role of the project manager in an agile team
- How to structure and coordinate self-organizing teams
- How to use agile techniques and tools to plan, monitor and manage agile projects, programs and portfolios
- The importance of value-driven delivery and continuous customer and user feedback in increasing efficiency
- How to provide guidance and a decision-making framework to ensure their continuous alignment with organizational goals
- How to understand and manage stakeholders needs
- How to use adaptive planning to maximize flow
- How to assess, manage and monitor risk



Content:

- Agile principles and practices
- Project team formation, 'teaming' culture, and self-organizing teams
- Stakeholder analysis, management, and engagement
- Collaboration, coordination, and communication
- Complex adaptive systems and adaptive planning
- Delivery management
- Agile project flow
- Defining value
- Governance
- Risk assessment and mitigation
- Performance metrics

Delivery at Scale

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Many teams are seeing the benefits of applying an agile approach to their work, including increased collaboration and engagement, more adaptability, faster delivery and improved quality. But how do we apply those same practices and principles across different portfolios, products or projects?

Our Delivery at Scale course will give you the tools and frameworks needed to apply agile to the broader context of product delivery so you can ensure that you're delivering working products or solutions while balancing competing demands across the organization.

This experiential course focuses on real-life examples and hands-on exercises to help you uncover various key concepts for implementing agile at scale. You will learn about adaptive planning techniques and a people-centric transformation approach that can help you achieve the best outcomes for your organization.

Certification:



ICAgile accredited course: The ICP-DAS Certification from ICAgile is granted on the successful completion of this course. This certification is part of the ICAgile Delivery Management Track along with our Agile Fundamentals and Agile Project Management courses.

Learning Outcomes:

During this course you will learn about:

- Visualizing the flow of value to optimize the entire system
- Designing for organizational agility
- Empowering the organization to deliver effective outcomes
- Aligning value to implement delivery at scale
- Sustaining continuous improvement.

Content:

- Defining, visualizing and optimizing the system – understanding the system in an organizational context, making sense of complexity, visualizing the flow and prioritization of work, and optimizing the system through identifying constraints and delays
- Scaling agility – characteristics of scaling frameworks and scaling up vs tailoring down
- Enabling change – organizing around value and culture change in an organisation
- Value delivery at scale – defining and measuring strategic objectives, alignment of work and big room planning
- Measuring, learning and growing – agile metrics and characteristics of a learning organization.

Product Management

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

How can you bring products to market that your customers love in a way that is more expedient and more efficient?



Product Management is the role of overseeing the product lifecycle and creating and advancing the product strategy – carefully balancing concerns between market conditions, business strategy, and tactical delivery.

Effectively managing a product requires you to embrace the needs of all three to add value to your organization, your stakeholders, and most importantly, your customers.

In our Product Management course you will build an understanding of the product lifecycle and how to manage the product through its phases. You will learn how to bring the customer voice, competitive analysis, market trends and other knowledge into the organization to drive better business decisions. You will gain new techniques for communicating your product vision and roadmap as well as a toolkit to deliver better products.

Intended for

- Product Managers who want to build their skills around the strategic direction of products and services that will meet their customers' needs
- Product Owners, Directors of Product, Business Owners and senior leaders who want to increase their understanding of leadership in the product space
- Anyone interested in developing product delivery and strategy skills to understand customers better and deliver winning products that align with your organisations purpose

Prerequisites

This is an advanced Agile course designed for senior leaders and people. To get the most out of this course, you will need to have completed formal agile fundamentals training such as our Agile Fundamentals or Business Agility Fundamentals courses and have at least 6 months' experience working in an agile team. It is highly recommended that you also complete our Agile Product Ownership course to understand product delivery at the team level.

Content

Product Characteristics

- Product Defined
- Types of Product
- Products and Outcomes
- Product Lifecycle
- Product Adoption Curve

Identifying Product Ideas

- Market Analysis
- Business Drivers
- Research
- Product opportunity Assessment

Product Strategy & Design

- Vision
- Design Approach
- Understanding Customers
- Metrics that Matter
- Ethical Products

Experimenting and Building

- Prototypes and Storyboards
- Hypotheses and Experiments
- Iterating on Feedback

Product Planning and Roadmaps

- Products and Stakeholders
- Idea Filtering
- Outcome-Oriented Roadmaps
- Slicing the Product

Product Organisation Ecosystem

- Product Organisation Mindset
- Product Teams

DevOps Bootcamp

18 PMI PDUs | 18 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Four 5 hour sessions

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Any project professional wanting an introduction into DevOps value stream mindset, workflows and requirements.

This course will cover DevOps Fundamentals and DevOps Security. In solving one problem, agile has created a new bottleneck at the interface between development and operations teams (and others such as security teams), each having very different goals. DevOps has evolved as a way to bring these teams together and accelerate the delivery of value to the users and customers.

Taking a holistic view, the course looks at what is needed from the perspectives of the people and culture, the processes followed, and the technology used. The experiences of organizations successfully applying DevOps is used to drive an evidence-based approach to change. Emphasis is placed on using value stream mapping to understand the big picture and identify any improvements to make.

DevSecOps is taking DevOps and integrating IT teams and security experts, from the beginning, to plan and develop in stages and looking at security in those stages instead of just looking at security at the end of the project. To understand what you need to be “concerned” about you will learn vulnerabilities and security risks so that you can prevent them and build a secure DevOps operation and move your DevOps to DevSecOps.

Learning Outcomes:

- Identify practices to support the desired culture
- Evaluate how effectively the current technical practices support the delivery of value
- Use value stream mapping to understand the needs and constraints
- identify what changes to make as part of continuous improvement
- Identify cyber security risks and stay up to date with the latest threat tactics as they emerge and change
- Assess the impact of security threats on different phases of the software development lifecycle (SDLC)
- Use good practices for building a secure DevOps pipeline.

Content:

- History and challenges that led to DevOps
- Cultural challenges and effective leadership
- Changing the culture and processes
- Value stream mapping
- Effective use of the supporting technical practices (e.g. continuous integration, infrastructure as code)
- Getting useful telemetry to understand where any problems are
- Architecture and its impact on delivering value
- Incorporating security / DevSecOps
- Building a pipeline for CI (Continuous Integration) / CD (Continuous Delivery)
- Continuity planning, SRE (Site Reliability Engineering), and ITIL (IT Infrastructure Library)
- Understand Security risks and threats
- Securing DevOps Pipeline

Implementing DevOps

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Are you a developer or operations staff member working in a DevOps environment? Applying DevOps requires well-defined goals and a good understanding of the different tools available and which ones are right for you.

This course will provide you with hands-on experience in a DevOps environment: planning and setting the strategy; designing and implementing the pipeline; automating the provisioning and configuration of infrastructure and deployment of systems; monitoring the pipeline and the systems with telemetry; identifying bottlenecks; and applying continuous improvement to evolve the pipeline and the architecture.

Certification:



ICAgile accredited course: The ICAgile Certified Professional, Implementing DevOps certification is granted on the successful completion of this course. This certification is part of the ICAgile DevOps track along with our Agile Fundamentals and Foundation of DevOps courses. We offer the complete ICAgile DevOps Track for those looking to become an ICAgile Certified Expert in DevOps (ICD-DO).

Learning Outcomes:

During this course you will learn about:

- Identifying policies and processes to support DevOps and prepare a strategy for continuous delivery
- The impact of various architectural patterns on DevOps
- Designing a deployment pipeline and implement it
- Automating the provisioning and configuring of environments in the cloud
- Implementing telemetry monitoring to support continuous improvement
- Techniques for involving the customer in continuous improvement efforts
- Maturing the pipeline, including evolving the architecture, using virtualization and cloud computing, and ensuring compliance and governance is maintained.

Contents:

Continuous improvement follows a Plan-Do-Study-Act cycle, and this course follows that cycle.

Plan – identify the objectives.

- Identify what changes are needed in the culture, policies, and processes.
- Use Value Stream Mapping to identify waste in the process.
- Apply the Theory of Constraints to improve the process.
- Define an architecture, including the pipeline and its stages, to support the goals.

Implementing DevOps

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Contents:

Do – build the pipeline.

- Implement the pipeline (as code) in Go CD.
- Evaluate the benefits of automating each stage in the pipeline.
- Provision a VM in AWS EC2 with Terraform.
- Configure the VM and deploy the system with Ansible.

Study – monitor the pipeline.

- Manage log data with the Elastic stack:
 - Collect log events with Logstash,
 - Aggregate them in Elasticsearch,
 - Analyze them with Kibana.
- Evaluate the benefits of different types of telemetry and the policies around it.
- Diagnose problems using the telemetry.
- Identify symptoms of security problems using the telemetry – DevSecOps.
- Evaluate policies and practices for support in production.
- Use formal techniques to elicit feedback from the users and customers.

Act – mature the pipeline

- Evolve the architecture in response to issues identified, for example:
 - Moving to microservices to address deployment problems.
 - Using cloud computing and containers to address performance and scalability.
- Evolve the pipeline in response to issues identified:
 - Evaluate release patterns to address deployment problems.
 - Engineer the pipeline to make it more robust.
 - Ensure compliance and governance needs are satisfied.

Leading with Agility: Self-Leadership

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Do you have the effective leadership skills to lead both yourself and your people in a constantly adapting and changing work environment?

In the new world of work, leadership is a competency and attitude that everyone needs to develop. Our Leading Self: Leading with Agility course is an immersive and interactive journey that uncovers how important leadership is to modern working practices and the differences between management and leadership and how it needs to be considered in all contexts and levels inside the organisation. We will then amplify the learning to discuss how this influences and is influenced by agility so that you can lead yourself first and then create an environment that will allow agility to thrive.

Certification:



The ICAgile Certified Professional Leading with Agility (ICP-LEA) certification is granted on the successful completion of this course. This certification is part of the ICAgile Agility in Leadership Track.

Learning Outcomes:

During this course you will learn about:

- The new organizational and leadership capabilities that are needed today, including an innovative culture, collaborative environments, continuous engagement and organizational learning and sense-making
- The behaviours that increase agility including leading with influence and different leadership styles
- The skills of self development through self awareness and mindfulness
- Developing relationship agility and thinking about organizations as human systems
- Using conversations and storytelling as a key vehicle for communication
- Supporting organizational change and transformation for agility

Leading with Agility: Self-Leadership

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: Three 4.5 hour sessions

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Content:

Topics and exercises covered in the course include:

- Leadership Capability
 - Organizational Agility
 - Management Compared to Leadership
- Behaviors to Increase Agility
 - Complexity
 - Leadership Styles
 - Power vs Influence
 - Team Dynamics and Leadership
 - Leadership and Culture
- Developing Personal Agility
 - Self Awareness and Emotional Intelligence
 - Mindfulness
 - Personal Purpose and Values
- Developing Relationship Agility
 - Emotional Intelligence
 - Organizations as Human Systems
 - Leading with Empathy
- Agility in Key Conversations
 - Conversations
 - Story Telling
- Leading to Agility
 - Organizational Change and Transformation
 - Leading from the Future
 - Creating a Vision § Creative Tension
 - Staying the Course

Leadership Fundamentals

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

One of the biggest challenges for new leaders is developing the skills required to lead. Leading an engaged team means knowing how to build and maintain relationships, from setting foundations of trust to guiding employees through the key phases of their career development.

Leadership Fundamentals covers the essential skills you need to effectively manage both individuals and teams. Once you learn how to use the language of leadership, you will see more cohesive employee relationships and better results.

This experiential course focuses on realistic examples and hands-on exercises to help you uncover various key concepts for developing crucial leadership skills. You will learn how to build trusting relationships, give effective feedback, and facilitate career development discussions.

Learning Outcomes:

During this course you will learn how to:

- Build strong working relationships with your employees
- Foster trusting environments
- Provide meaningful performance feedback
- Enable productive career development discussions
- Use a practical framework for navigating difficult situations

Content:

- You will analyze a case study to identify the trust builders and trust breakers that leaders encounter.
- You will work with your fellow participants to develop a plan for building trust foundations within your teams.
- You will practice using a simple framework for giving effective performance feedback through role plays and case study analysis.
- You will explore emotional intelligence principles to keep you and your employee focused during difficult conversations.
- You will learn how to identify employees' skill gaps related to their career development and help them create development goals.

The Power of Presentation

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: 4.5 hours

Technology and

Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Everyone gets nervous when they are in the spotlight. Whether talking to a small group of colleagues or presenting at a conference to hundreds, public speaking can be frightening! Knowing how to confidently design and deliver a compelling presentation can unlock countless possibilities for your career.

This course walks you through the process of designing and delivering a business presentation, from message creation to storyboarding to stage presence.

This experiential course focuses on realistic examples and hands-on exercises to help you uncover various key concepts for creating effective business presentations. You will learn how to respond to the communication situation, how to structure and design business presentations, and how to develop engaging professional presence.

Learning Outcomes:

During this course you will learn how to:

- Assess the audience to which you will be presenting
- Develop a compelling message tailored to your audience's needs
- Create visual aids that capture audiences' attention and tell a clear story
- Master your voice and body language to create an engaging professional presence
- Create the perfect presentation environment, whether live or virtual
- Give concise impromptu answers during Q&A sessions

Content:

- You will conduct an audience analysis of an upcoming presentation.
- You will brainstorm talking points for your presentation.
- You will draft an outline of your presentation.
- You will design engaging slides that complement your presentation's talking points.
- You will explore vocal exercises to improve your vocal clarity.
- You will practice impromptu speaking to prepare you for Q&A sessions.
- You will develop and deliver a short presentation.

Vital Encounters

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Conflict is often messy, confusing, and multifaceted – but how you respond to it doesn't have to be. Vital Talent has created a simple framework that clears away the obstacles to conflict resolution and strengthens your bond with your colleagues.

This workshop is structured to provide a comprehensive approach to conflict management and engaging in difficult conversations. You'll practice using a simple process that you can apply to any conflict situation.

This experiential course focuses on realistic examples and hands-on exercises to help you uncover various key concepts for implementing effective conflict resolution strategies. You will learn how to assess a conflict situation, how to prepare for a difficult conversation, and how to engage in productive dialogues.

Learning Outcomes:

During this course you will learn how to:

- Analyze the cause of a conflict
- Apply different conflict styles to difficult conversations
- Identify traps that cause escalation
- Develop a communication plan for difficult conversations
- Heighten your emotional intelligence

Content:

- You will analyze case studies to identify the root causes of conflict situations.
- You will learn how to use a perspectives analysis grid and apply it to a case study.
- You will explore conflict handling styles and their implications.
- You will practice emotion regulation techniques that will keep you focused in difficult conversations.
- You will learn a simple framework for navigating difficult conversations and develop a plan to apply it to your own work.
- You will participate in triad role plays featuring multiple conflict scenarios.

Vital Coaching

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Manager? Coach? Both? It's not a trade-off. The best managers build trusting relationships with their employees and foster high performance and engagement by providing the right coaching at the right time. They understand that their role is more than simply measuring results, and they adopt a coaching mindset—partnering with employees to establish clear objectives, staying aligned on progress, providing the right support and direction to achieve results, and helping employees grow and develop.

Our Vital Coaching course will give you the tools and frameworks needed to help you improve your employees' performance and develop talent.

This experiential course focuses on realistic examples and hands-on exercises to help you uncover various key concepts for implementing effective coaching strategies. You will learn where and when to use different coaching approaches, how to prepare for a coaching conversation, and how to engage in a productive dialogue with your employees.

Learning Outcomes:

During this course you will learn how to:

- Unlock the power of a flexible leadership approach that meets coachees where they are
- Foster high performance by working with coachees to align on clear expectations and assess progress
- Provide effective feedback that reinforces strengths and promotes development
- Partner with coachees on action plans that drive growth, results, and engagement

Content:

- You will explore different types of coaching and how to use them to align your employee on expectations.
- You will practice using tools, such as the perspectives analysis grid and conversational recipes, to develop key listening and emotional intelligence skills.
- You will work with your fellow participants to analyze a challenging coaching case study and develop an accompanying coaching plan.
- You will role play a realistic coaching conversation in small groups using a case background.
- You will create a coaching journal to keep track of your progress during your coaching journey.

Vital Negotiations

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom

Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Successful negotiation begins with understanding your own and the other party's interests, separating people from the problem and knowing how to invent options where both parties feel they are being treated fairly and their needs have been addressed. It takes skillful communication to achieve positive, long-term outcomes.

This workshop provides participants with practical negotiation skills they can use with customers, suppliers or inside of their organizations when they are seeking mutually acceptable agreements.

This experiential course features a case simulation and role play where participants will prepare for and engage in a fictional negotiation.

Learning Outcomes:

During this course you will learn how to:

- Focus on interests and not positions
- Separate the people from the problem
- Understand your alternatives
- Create options for mutual gain
- Avoid 6 common mistakes that inexperienced negotiators make

Content:

- You will learn to move from win-lose situations to win-win outcomes.
- You will learn the difference between positions and interests.
- You will learn how to separate the people from the problem.
- You will learn to generate ideas that increase options for agreement.
- With your small group, you will prepare for a fictional negotiation by applying the concepts taught in the session.
- With your small group, you will participate in a negotiation role play.

Influence Without Authority

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

“Influence Without Authority” is designed to empower you with the knowledge and techniques to navigate complex organizational landscapes and achieve objectives through effective persuasion and influence. Participants will leave with a personalized influence toolkit and a heightened ability to navigate complex professional relationships, driving positive outcomes even in situations where formal authority is limited.

This experiential course features interactive activities such as small group discussion, problem-solving activities, and role-play case scenarios. You will learn how to differentiate between influence and persuasion, assess your influence level, and develop strong networks through trust.

Learning Outcomes:

During this course you will learn how to:

- Improve your influence skills in situations where you have little or no authority
- Differentiate between influence and persuasion and how and when to use each
- Create a plan to develop key internal and external business relationships
- Develop relationships through trust
- Improve influence communication

Content:

- You will participate in a simulation activity to illustrate the importance of influence.
- You will assess your current level of influence within your role and organization.
- You will identify your influence goals.
- You will map your influence within your network.
- You will assess resources you can use to improve your influence.
- You will create a plan to develop key influence skills using the concepts discussed in this course.

Plain & Simple Business Writing

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Strong writing skills are essential to your career success. Whether it's a detailed project update, a proposal, or a simple email, written documents are often the first – and sometimes only – part of our work that others see. The ability to write clearly and concisely makes a difference in your productivity and professional credibility.

This Plain & Simple Business Writing course is designed to teach you the fundamentals of effective business writing, from the importance of using clear and concise language to creating engaging business correspondence. You'll practice adapting information to different audiences, designing easily navigable documents, adhering to standard etiquette for different types of business correspondence, and proofreading your writing.

Learning Outcomes:

During this course you will learn how to:

- Tailor your message to diverse readerships
- Use clear, concise language to communicate your ideas
- Intuitively design your documents to improve readability
- Create effective email, reports, and letters of recommendation
- Meet your goals when writing to colleagues, clients, and supervisors

Content:

- You will learn techniques for analyzing the characteristics and expectations of your readers.
- You will practice tailoring messages for different hypothetical business scenarios.
- You will work in groups to redesign sample business documents to improve readability.
- You will learn tools and techniques for effective collaborative writing.
- You will practice proofreading business documents using self-editing techniques.

Building Powerful Teams

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Unlock the full potential of your teams with our "Building Powerful Teams" workshop—a comprehensive online experience. Dive into the intricacies of team dynamics, honing essential skills in effective communication, trust-building, and conflict resolution tailored to the 21st century business landscape.

Through engaging activities and real-world IT project scenarios, you will master the art of leadership, decision-making, and collaborative problem-solving. Walk away with strategies to elevate your team's performance immediately.

Learning Outcomes:

During this course you will learn how to:

- Recognize the impact of effective teamwork on productivity, innovation, and employee engagement
- Analyze common challenges faced by teams at each development stage and strategies to overcome them
- Promote collaboration and cooperation among team members
- Use conflict resolution strategies and techniques to address and manage conflicts constructively
- Identify measurable goals for ongoing team development

Content:

- You will take part in multiple team-building exercises to experience the importance of trust and communication.
- You will learn about various approaches to group decision making and practice applying techniques.
- You will explore conflict resolution strategies.
- You will learn how to build a team charter to aid future team development.

Mastering Interviewing Skills

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

Hiring the candidates who best fit your organization can prevent high turnover, low employee retention, and lost revenue - and it all starts with conducting an effective interview. Whether you are an experienced interviewer looking to refine your techniques or someone new to the process, “Mastering Interviewing Skills” provides a hands-on, immersive experience designed to help you identify the best candidate.

This experiential course is designed to equip participants with the essential skills and knowledge needed to conduct effective interviews in a professional setting. You will learn how to use a structured interview approach, ask probing questions, handle challenging situations during interviews, and evaluate candidates’ responses.

Learning Outcomes:

During this course you will learn how to:

- Effectively prepare for an interview
- Use a structured interview method to successfully lead an interview
- Develop and deliver structured interview questions
- Ask probing questions to best understand the candidate’s skills and experience
- Evaluate different interviews to determine the best possible candidate

Content:

- You will learn how to use a structured interview method.
- You will practice developing structured interview questions.
- You will practice evaluating candidate responses.
- You will create and ask probing questions to uncover missing information from sample interview responses.
- You will apply techniques for handling challenging situations during interviews.
- You will participate in a realistic interview role play.

Mastering Time Management

4.5 PMI PDUs | 4.5 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: 4.5 hours

Technology and Attendance Requirements:

Computer with a browser, Zoom, a microphone and speaker. For this workshop, camera should be on if possible and you must be actively participating.

One of the biggest issues we face in our day-to-day work is managing our time wisely. Time management leads to increased productivity, goals being met, and improved work-life balance. From effective task prioritization to organization, “Mastering Time Management” empowers you to optimize productivity and reclaim control of your time.

This experiential course covers simple techniques and tools you can use to effectively manage your time. You will learn how to avoid distractions, prioritize your tasks, utilize task management tools, and create development goals to improve your time management skills.

Learning Outcomes:

During this course you will learn how to:

- Recognize and overcome common procrastination triggers
- Categorize and prioritize different tasks
- Utilize task management tools
- Apply stress reduction techniques for improved well-being
- Develop a personal action plan

Content:

- You will identify common triggers for procrastination and develop strategies to avoid them.
- You will learn different time management styles and determine your preferred approach.
- You will explore using different task management tools.
- You will apply a prioritization method to your current task list.
- You will set goals to develop your time management skills beyond this course.
- You will create a personal action plan to implement the strategies you learn in this course to your own work.

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Tyler Grant
Knowledge Engineer

Tyler Grant is a skilled Agile Coach and Consultant, known for his practical approach and proficiency in methodologies like Scrum and SAFe. He has effectively led teams in both the public and private sectors, enhancing performance through data-driven strategies. With a track record of success at major companies like Capital One and Allstate, Tyler has excelled in roles ranging from building and mentoring Agile teams to implementing enterprise-wide Agile transformations. His focus on team building, workflow optimization, and delivering value has significantly contributed to efficient organizational changes.



Todd Duchaine
Agile Coach and Trainer

Todd Duchaine is an accomplished Agile Coach and Trainer with a proven track record of success in leading innovative IT projects. With expertise in Scrum, Agile Techniques, and Project Management, Todd excels in driving Agile transformations, training teams, and achieving organizational goals. Known for his ability to maintain strong business relationships, foster customer loyalty, and maximize team performance, Todd brings a dynamic and results-oriented approach to every endeavor. With solid management skills, an entrepreneurial mindset, and a meticulous approach to process improvement, Todd is dedicated to delivering service that goes beyond expectations, creating a win-win scenario for all stakeholders involved.

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Mary Zarba
Knowledge Engineer

Mary C. Zarba, an experienced healthcare management professional, has transitioned to an Agile coach role. With over 30 years of experience, she has a blend of healthcare, IT expertise, and strong leadership skills. She has managed complex projects and led large-scale Agile transformations at Rocky Mountain Cardiology and High Country Health Care. Mary's MBA from the University of Phoenix and CBAP certification ensure her understanding of business needs and industry trends.



Bonnie Baldus
Knowledge Engineer

Bonnie Baldus is a skilled Agile instructor, consultant, facilitator, coach, and educational program designer. She has taught ICAgile-accredited courses at SoftEd and held roles at Turnberry Solutions, Principal Financial Group, and Cap Gemini America. She holds PMP, PMI-ACP, CSM, CPO, and multiple certifications.

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George Bridges
Knowledge Engineer

Over the past 30 years, the author has worked as a business analyst and project manager, helping companies like Unisys and Ford Motor streamline their systems and improve project success. They discovered the key to successful delivery is engaging stakeholders, which inspired their book, *Stakeholder in Your World*. They became passionate about teaching agile, working as a trainer, coach, and consultant, and as an adjunct professor at Lawrence Technological University. They have also used agile practices in their personal life, such as renovating their home and participating in their church community.



Krista Pritchard
Knowledge Engineer

Krista Pritchard is a seasoned Business Analyst and Agile Facilitator with 15 years of experience. With a Bachelor of Commerce and multiple certifications, she excels in building relationships, facilitating dialogues, strategic thinking, problem-solving, and change management. With a keen interest in data, she has held key positions in organizations like Flight and New Zealand Young Farmers.

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Shane Hastie
Global Delivery Lead

Drawing on over 35 years of experience in agile, business analysis, software testing, product development, and organizational change, I am passionate about guiding people as they transform from traditional to modern, more healthy ways of working. My work and experience inspired my first book, [#noprojects - A Culture of Continuous Value](#), which I co-authored with Evan Leybourn.



Colin Garlick
Knowledge Engineer

I began my career as a biostatistician, but my interest in computer programming made pivoting into the IT space a natural transition. For the last 30 years, I have been delivering software solutions as a developer, designer, and architect. Leveraging my vast knowledge of programming languages, I've designed and delivered systems for businesses in the medical, building, telecommunications, and finance industries. I even created the security and access control system for the first internet café in New Zealand.

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Andy van der Gugten
Knowledge Engineer

I've always worked in an agile way – even before I knew what that meant. When I was an IT project manager, others often wondered why I was never at my desk. Instead, I was spending most of my time with our business teams or customers, trying to understand their needs and frustrations so I could find the best solution for their problems.

As a certified trainer, facilitator and coach, I find the most joy in equipping teams with the skills, knowledge, freedom, and support they need to solve problems and delight customers. Creating team cultures that thrive on open communication and collaboration is also what drew me to DevOps. Agile and DevOps go hand-in-hand in that sense.



Tommy Re
President, Vital Talent

Tommy has over 30 years of experience in organizational development and training. He holds a master's degree in Corporate Communication from Seton Hall University and has taught public speaking at the University of Phoenix. Additionally, he is a guest speaker on leadership at NC State University's MSW program and an author of "The Power of Presentation: A Vital Guide to Delivering Compelling Business Presentations". He started his career as a professional actor, with a notable appearance in the Tony Award-winning original production of "A Chorus Line" on Broadway.

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Chris Knotts
Principal Consultant

Chris is an experienced leader in enterprise technology with over two decades in training, coaching, and emergent technology enablement, particularly in project management. He excels in creating transformative technology training programs focused on software development, data environments, and agile methodologies. His expertise encompasses enterprise software engineering, advanced analytics, data engineering, and the application of AI and machine learning in business. Chris combines design thinking and lean technology management to innovate in product development and operational strategies, impacting various sectors such as government, education, and multinational corporations.



About SoftEd

SoftEd is a global training company assisting organizations to build internal talent for over 30 years. We help teams drive efficiencies, build agility, and adopt new technologies. Our training programs span both business and technical domains in areas such as agile, business analysis, software testing, generative AI, and DevOps. We offer many certification courses and are authorized training partners of Project Management Institute (PMI), International Institute of Business Analysis (IIBA), International Software Testing Qualifications Board (ISTQB), Scaled Agile (SAFe®), and International Consortium for Agile (ICAgile). Our trainers offer real-world technical skills and experience to help your organization adapt when confronted with customer, market, and technological changes.

SoftEd is part of Skills Development Group, a full-service international consultancy – working with businesses, industry bodies and governmental agencies from all over the globe.

