THE NYS FORUM
TRAINING ACADEMY

IN PARTNERSHIP WITH

SKILLS DEVELOPMENT GROUP

TABLE OF CONTENTS

TABLE OF CONTENTS

Power Skills and Leadership Courses

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

Certification:

An AI for Business Analysis digital badge will be available upon successful completion of the course from Skills Development Group

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

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (12 Ways of Working and 2 Business Acumen).

Great for:
- Business Analysts
- Project Managers
- Software Developers
- Those in quality assurance

Prerequisites
To get the most out of this course, it is recommended that participants have foundational knowledge of business analysis through formal training like our Business Systems Analysis or Business Analysis Fundamentals courses or have relevant experience working in a business analysis context.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 AI
- 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

AI for Project Management
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certification:

An AI for Project Management digital badge will be available upon successful completion of the course from Skills Development Group

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 project management and become a leader in leveraging emerging technologies?

The future of project management lies at the intersection of human creativity and technological leverage. Our AI for Project Management course is an immersive and interactive journey to prepare experienced project management professionals for the AI-empowered future. Through real-world exercises with leading AI agents and tools, gain firsthand experience of applications in project lifecycle stages, risk and stakeholder management, and reporting as well as addressing the ethical considerations and data privacy concerns in AI assisted projects. Whilst balancing AI's power to create content with human judgment, you will discover how to use generative AI to augment enterprise project management.

Learning Outcomes:

During this course you will learn about:
- How generative AI impacts project management
- How to Identify AI automation opportunities and Integrate AI tools effectively with existing project management software
- Enhancing communication and reporting using AI capabilities
- Managing ethical and data privacy aspects in AI assisted projects
- Applying AI in various stages of the project lifecycle. and achieving improved decision-making and efficiency
- Navigating AI applications in risk and stakeholder management
- Developing a strategy for AI implementation in project environments
- Implementing practical AI solutions and strategies in your workplace.

AI for Project Management
14 PMI PDUs | 14 IIBA CDUs

This course will contribute 14 PMI®
professional development units
(PDUs) towards your chosen
certification (12 Ways of Working
and 2 Business Acumen).

Great for:
- Project Managers
- Project Director
- Software Developers
- Those in quality assurance

Prerequisites
To get the most out of this course,
it is recommended that participants
have foundational knowledge of
project management through
formal training like our Project
Management Fundamentals or
Project Management Professional
(PMP) courses or have relevant
experience working in a project
management context.

Lecturing is kept to the minimum necessary
where most of the learning is achieved by
applying the practices and techniques in group
exercises. Our LiveOnline delivery is over three
days (each four and a half hours in duration). The
instructor is 100% live and interaction and
learning objectives are the same as our in-person
classes with the added benefit of being able to
take this course from your home, your office or
your home office. Since this class is delivered
over half-days it allows for greater flexibility and
leaves you with time each day for other work or
activities.

Content:

Topics and exercises covered in the course include:

Generative AI Enablement
- AI Capabilities and Limitations
- Best Practices for Interacting with LLMs
- Identifying Automation Use Cases

AI-Enhanced Project Management Environments
- AI and Project Management Tooling
- Implementing an Internal LLM

Applying AI in daily PM work
- Content generation and communication assistance
- Dataset identification and capture
- Sentiment Analysis for Stakeholder Feedback
- Search and Information retrieval and extraction
- Text Summarization for Efficient Reporting

Implementing AI within a Project Management Framework
- Project Lifecycle and Governance
- Risk, Stakeholder and Change Management

Ethical Considerations in AI-assisted Projects
- Data Privacy and Security
- AI Bias
- Legal and Compliance Considerations

Developing your AI-enabled Project Management Approach
- Current State Assessment
- Creating an Adoption Roadmap

Future Trends

AI for Software Testing
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certification:

Certification
An AI for Software Testing digital badge will be available upon successful completion of the course from Skills Development Group.

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 software testing practice and become a leader in leveraging emerging technologies?

The future of software testing lies at the intersection of human ingenuity and technological leverage. Our AI for Software Testing course is an immersive and interactive journey to prepare experienced software testing professionals for the AI-empowered future. Through hands-on exercises with leading AI agents and tools, gain first-hand experience generating key artefacts from system test plans through to individual test cases. Sure, AI can automate the boring and repetitive work of generating test cases, but it can do so much more. You will learn how to use AI to evaluate existing tests, structure systems for more effective testing, interpret results, and maintain traceability from requirements to tests. Whilst balancing AI's power to create testing artefacts with human judgment, you will discover how AI can can help streamline the testing process through increased test automation.

Learning Outcomes:

During this course you will learn about:
- Developing test cases, executable automated test scripts and test suites with the assistance of AI
- Evaluating strengths and weaknesses of AI-created test artefacts
- Testing against specifications more thoroughly with AI augmentation
- Employing AI to design combinatorial and exploratory test sets
- Analysing test results and defect reports using AI.
- Developing test plans for non-functional requirements with AI
- Incorporating agile user stories into testing using AI
- Utilizing AI to amplify manual testing efforts

AI for Software Testing
14 PMI PDUs | 14 IIBA CDUs

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (12 Ways of Working and 2 Business Acumen).

Great for:

- Testers, Test Analysts and Developers wanting to utilise AI to automate and assess testing tasks and artefacts.
- Project Managers, Business Analysts and leaders wanting to accelerate the testing process whilst balancing responsible and ethical oversight.
- Anyone looking to be skilled in AI augmentation and innovation.

Prerequisites

To get the most out of this course, it is recommended that participants have foundational knowledge of software testing through formal training like our Software Testing Foundations or Agile Testing courses or have relevant experience working in a software testing context.

Content:

Topics and exercises covered in the course include:

- **Introducing Generative AI for Software Testing**
- **Let's Test with AI**
  - Use AI agents to generate and run tests
- **Modelling for Testing**
  - Apply different ways to structure a problem and organize the testing process
- **Test Planning with AI**
  - Use AI to help create an overall test strategy, using a Test Strategy Canvas and Testing Quadrants
- **Testing Single Functions**
  - Learn how AI can assist with equivalence partitioning, boundary value analysis, state and preconditions when defining tests
- **Evaluate Tests**
  - Identifying missing and redundant tests, as well as the level of test coverage
- **Activities and Processes**
  - Use AI to generate use cases in several forms (traditional, Given-When-Then and graphical) and generate detailed test cases
- **Planning the End Game**
  - Create AI-generated test plans for UAT, alpha, beta, and usability testing
- **Stories and Scenarios**
  - Use AI to present a user story in terms of a set of scenarios that need to pass
- **Automation**
  - Use AI to generate automated test cases
- **Quality Attributes & Non-functional Requirements**
- **Evaluating AI Readiness**
  - Ethical considerations and emerging trends

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

AI for Managers and Leaders

8 PMI PDUs | 8 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Two 4.5 hour sessions

Certification:

An AI for Mangers & Leaders digital badge will be available upon successful completion of the course from Skills Development Group.

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 Ready To Empower and Lead Your Teams Through The Use Of Artificial Intelligence (AI)?

Artificial Intelligence is reshaping the business landscape, and leaders must be prepared to harness its potential. Our AI for Managers and Leaders course is designed to equip you with the knowledge and skills needed to effectively integrate AI into your teams and organisation, drive innovation, and navigate the challenges of this rapidly evolving technology. Through interactive exercises, case studies, and real-world scenarios, you'll learn how to strategically implement AI, lead technological change, and optimize team performance and decision making with actionable insights you can apply immediately to drive your organisation forward.

This course will contribute 8 PMI® Professional Development Units (PDUs) towards your chosen certification (2 Ways of Working, 3 Power Skills and 3 Business Acumen).

Learning Outcomes:

During this course, you will learn about:
- The capabilities and limitations of current AI technologies and their applications in business
- Strategies for effective implementation of AI tools to optimize workflows and increase productivity
- Techniques for driving and managing technological change, overcoming resistance, and fostering an AI adaptive culture
- The impact of AI on team dynamics, roles, and responsibilities
- Ethical considerations and governance strategies for responsible AI use within organizations

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Accelerated Delivery Using AI
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certifications:

The ICAgile Certified Professional – Foundations of AI (ICP-FAI) certification is granted on the successful completion of this course.

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.

WANT TO LEARN HOW TO LEVERAGE AI TO ACCELERATE YOUR DELIVERY OF WORK?

Today's teams use all the tools available to them to respond quickly, adapt to changing needs and deliver value for their organizations and customers. Staying current, leading the pack and maximizing returns today means leveraging Artificial Intelligence (AI) tools in the workplace and partnering people with technology to accelerate work. Our Accelerated Delivery using AI course explores what's involved in adopting AI into your daily work. Aligned with modern agile principles, you'll gain insights into how AI can augment your delivery processes, enhance decision-making, and drive innovation. This includes understanding AI concepts, ethical considerations, prompt engineering techniques, and practical applications of AI in team environments. You'll acquire the skills needed to effectively implement AI-enhanced delivery methods, ensuring your organisation stays at the forefront of technological advancements while focusing on value delivery and ethical considerations.

This course will contribute 14 PMI® Professional Development Units (PDUs) towards your chosen certification (1 Power Skills, 1 Business Acumen and 12 Ways of Working).

Learning Outcome

During this course, you will learn about:

- The impact of AI on modern ways of working and its potential to accelerate delivery
- Ethical challenges in AI implementation and how to address them
- Prompt engineering techniques for effective interaction with AI tools
- Practices and behaviour of Integrating AI into team structures and the value lifecycle
- How to design an ethical framework for AI adoption

Accelerated Delivery Using AI
14 PMI PDUs | 14 IIBA CDUs

Great for

- Team members throughout all parts of the organisation looking to integrate AI into their delivery practices to boost efficiency and innovation
- Leaders wanting to use AI insights to drive significant improvements in workflows and decision-making
- Anyone interested in adopting and implementing AI solutions in their work

Prerequisites

There are no prerequisites for the Accelerated Delivery Using AI class.
It is beneficial, but not required, that participants have knowledge of modern ways of working through formal training like our Agile Fundamentals or Business Agility Fundamentals courses or have relevant experience working in the Agile context.

Content

Topics and exercises covered in the course include:

New Ways of Working Enhanced by AI
- Change and Complexity
- AI Adoption and Mindset

Prompt Engineering
- Creating Effective Prompts
- Beyond Text Output
- Toolchains
- Acting as a Role

Elements of Artificial Intelligence
- LLMs and RAG
- AI Hallucinations and Bias
- Ethical Challenges
- Measuring AI Generated Content
- AI Maturity

Practices and Behaviours for Adaptation
- Agile Behaviours in AI Implementation
- AI Enhanced Delivery Team and Effective Practices
- Governance and AI Initiatives

Delivering Value with AI
- Portfolio, Discovery, Delivery and Operate

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

AI for Learning and Development
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certifications:

An AI for Learning & Development digital badge will be available upon successful completion of the course from Skills Development Group.

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 role in learning and development and become a leader in levering emerging technologies?

The future of learning and development lies at the intersection of changing workforce needs and technological leverage. Our AI for Learning and Development course is an immersive and interactive journey to supercharge the operational efficiency of anyone who works in enterprise learning, training, talent development or corporate education. Through real-world exercises with leading AI agents and tools, you will be ready to harness generative AI to assist with instructional design, LMS reporting, learner engagement, and optimized learning outcomes as well as addressing the ethical considerations and data considerations. Whilst balancing AI's power to create content with human judgment, you will discover how to use generative AI to lead the charge in talent innovation

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (12 Ways of Working and 2 Business Acumen).

Learning Outcome

During this course you will learn about:
- Using AI for skills gap analysis, needs assessment, competency mapping, and SME collaboration.
- Developing AI-assisted learning content, assessment content and module descriptions.
- Quickly generating personalized learning pathways and curriculum taxonomies.
- Integrating AI tools and analysis with existing LMS and education platforms.
- Increase the quality and frequency of your stakeholder communication.
- Parse engagement metrics and learner-generated content for insights and recommendations.
- Apply AI in evaluating training effectiveness and learner engagement.
- Address ethical and privacy considerations in AI enabled learning environments

AI for Learning and Development
14 PMI PDUs | 14 IIBA CDUs

Great for:

- Training and Development Managers, Instructional and Learning Designers, Trainers and Facilitators or Learning and Development specialists wanting to utilize AI to automate and assist with learning and development tasks.
- Chief Learning Officers and Directors of Learning, HR and Talent Directors or senior leaders wanting to accelerate learning and development activities whilst balancing responsible and ethical oversight.
- Anyone looking to be skilled in AI augmentation and innovation.

Prerequisites

To get the most out of this course, it is recommended that participants have relevant experience working in a learning and development context

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Content:

Topics and exercises covered in the course include:

Introduction to Generative AI in L&D

Foundations of AI in L&D

AI-Driven Content Creation and Curriculum Design
- Instructional design and quality assurance
- Customizing AI tools for diverse learning styles.

Personalization and Adaptive Learning Pathways
- Integrating feedback and performance data into AI recommendations.

Data-Driven Insights and Learner Analytics
- Capturing and analyzing learning data.
- Translating data into actionable teaching and learning strategies.

Integrating AI with LMS and EdTech Platforms
- Accessing and analyzing LMS data.
- Developing an integration roadmap.

Enhancing Learner Engagement with AI
- Using AI for more compelling gamification, simulations, and interactive content.
- Personalized feedback and support.

AI for Talent Development and Skills Gap Analysis
- Using predictive models for future skills and competency needs.
- Measuring the impact of AI-driven talent development initiatives.

Ethical and Privacy Considerations in AI-assisted Work
- Balancing personalization with privacy.
- Developing an ethical AI use policy.

Developing Your AI-Enabled L&D Strategy

Preparing for the Future

Business Analysis Essentials
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 (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.

Want to learn the essential skills to be a great Business Analyst?

Leveraging the core skills of business analysis allows organizations to achieve their strategic objectives, deliver value to stakeholders, and stay competitive in today's dynamic business environment. Our Business Analysis Essentials course is designed for those new to the Business Analyst role or those seeking formal training.

Aligned to the Business Analysis Body of Knowledge® (BABOK®). you'll gain context for the role complete with a structured approach to provide value to your organisation. This includes understanding business analysis terminology, the business analysis framework and the skills and knowledge needed to elicit requirements, analyze business needs and recommend valuable solutions.

You'll gain the fundamental skills needed to be an effective Business Analyst to drive successful outcomes for your organisation and understand the right solution for the right problem.

Certification
If you're looking to get the IIBA® Entry Certificate in Business Analysis™ (ECBA™), Certification of Capability in Business Analysis™ (CCBA®), Certified Business Analysis Professional (CBAP®) or the PMI® Professional in Business Analysis (PMI-PBA)®, this course is one step to help prepare you for the exam. Further information and resources can be found on the IIBA® or PMI® websites. A Business Analysis Essentials digital badge will be available upon successful completion of the course from Skills Development Group

This course will contribute 21 Professional Development (PD) hours or Continuing Development Units (CDUs) towards certifications from the IIBA®.

This course will contribute 21 PMI® professional development units (PDUs) towards chosen certification (3 Power Skills, 1 Business Acumen and 17 Ways of Working)

Business Analysis Essentials

25 PMI PDUs | 25 IIBA CDUs

Learning Outcomes:

During this course you will learn about:
- The responsibilities, skills and knowledge of a Business Analyst and the value it brings to an organization
- Many analysis models and techniques and when to apply each of them
- How to produce effective requirements
- Creating use case diagrams and detailed use case descriptions
- Generating an entity-relationship diagram and a data dictionary
- Building decision trees and decision tables to represent and clarify business rules
- Planning and conducting stakeholder interviews
- The value of modelling
- Effectively providing and receiving feedback.

Great for:
- Business Analysts
- Systems Analysts
- Requirements Engineers
- Product Owners

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Content:

Topics and exercises covered in the course include:
- Business Analysis Key Concepts
  - Business Analysis Core Concept Model
  - Knowledge Areas
  - Underlying Competencies
  - Key Perspectives
- Strategic Analysis, Planning & Monitoring
  - Problem / Opportunity Statements
  - Product & Initiative Scope
  - Risk Analysis and Management
  - Context Diagrams
  - Business Analysis Planning & Monitoring
- Requirements Terminology
  - Functional & Non-Functional Requirements
  - Constraints & Business Rules
  - Sustainability and Transition Requirements
- Stakeholder Requirements
  - Stakeholder Modelling Techniques
  - Goal Levels & Functional Decomposition
  - Use Case Diagrams
- Elicitation
  - Interview & Workshop Skills
  - Elicitation Techniques
- Solution Requirements
  - Use Cases
  - Logic Tools (Decision Tables & Trees)
- Process Modelling
  - Business Process Model & Notation (BPMN)
  - Value Stream Mapping
- Data Modelling
  - Conceptual & Logical Modelling
  - Entity-Relationship Diagrams
  - Data Dictionary
- Reviews & Feedback

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 (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.

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.

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 (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.

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

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Agile Business Analysis
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (4 Power Skills and 10 Ways of Working).

HOW DO YOU COMBINE BUSINESS ANALYSIS SKILLS WITH AGILE APPROACHES AND PRACTICES?

Agile delivery teams need skilled business analysts that can bridge the gap between eliciting business requirements and just in time elaboration and collaboration.

Our Agile Business Analysis course will provide you with the techniques and tools to become an effective Business Analyst equipped to support value delivery teams. This course focuses on how to deliver business value and ensure product fit demonstrating practices that work in an agile development process. You will leave with the required tools and approaches that will enable collaboration with teams and stakeholders to identify the most important aspects and features of a product or initiative.

Certification
The ICAgile Certified Professional – Agile Product Ownership (ICPAPO) certification is granted on the successful completion of this course. This certification is part of the ICAgile Product Management Track along with our Product Management course.

Learning Outcomes:
During this course you will learn about:
- The skills and behaviours for Business Analysis and Product Ownership including developing relationships, making value-based decisions and creating shared understanding.
- The importance of starting with why and identifying value.
- Product discovery and planning techniques including understanding the customer, design thinking and product roadmaps.
- How to support the launching and landing of products and assess value delivered.

Agile Business Analysis
14 PMI PDUs | 14 IIBA CDUs

Great for:

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

Prerequisites

To get the most out of this course, it is recommended that participants have a foundational knowledge of agility through formal training like our Agile Fundamentals course and have at least 6 months of experience working in an agile team. This course builds on your existing knowledge of business analysis. If you are new to business analysis or want to learn how to perform core business analysis activities, we suggest you attend our Business Analysis Fundamentals course.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Content:

Product Ownership & Business Analysis Defined

- Value Focused Delivery Team
- Role Scope

Product Vision & Value

- Linking Strategy to Delivery
- Start with Why
- Stakeholders & Customers
- Initiative Canvas
- Opportunity Pitch
- Understanding & Identifying Value
- Success Tradeoff Sliders

Discovery: Defining Products

- Facilitating Continuous Collaboration
- Design Thinking
- Understand the Customer
- Ideation
- Prototypes
- Experiments & Metrics

Product Planning & Roadmaps

- Building a Roadmap

Product Backlog & Prioritization

- Qualitative & Quantitative Prioritization
- Minimum Viable Product
- User Story Mapping
- Splitting Work
- Agile Risk Management

Deliver & Operate: Launch & Land Products

- Elaboration with Examples
- Communications Roadmap
- Assessing Value Delivered
- Definition of Done
- Capturing Customer Feedback

Use Case / User Story Bootcamp
20 PDUs/CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Four 4.5 hour session

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.

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.

Use Case / User Story Bootcamp
20 PDUs/CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Four 4.5 hour session

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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certification:

A Business Process Modelling digital badge will be available upon successful completion of the course from Skills Development Group.

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 improve the efficiency and effectiveness of your organization's processes, streamline operations and eliminate bottlenecks?

Business process modelling is key to generating efficient and effective business processes to foster business improvement. Our Business Process Modelling course will teach you how to use a structured approach to understand 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.

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (12 Ways of Working and 2 Business Acumen).

Great for:
- Business Process Analysts
- Enterprise Analysts
- Project Managers
- Anyone responsible for analyzing and documenting their organization's business processes.

Prerequisites

To get the most out of this course, it is recommended that participants have foundational knowledge of business analysis through formal training like our Business Analysis Essentials course or have relevant experience working in a business analysis context.

Content:

Topics and exercises covered in the course include:

- Business Process Management Lifecycle
- Measures and Assessments
- Business Process Defined
- Change Management
- Modeling Notation
  - BPMN
  - Conversation & Choreography
- Plan and Scope
  - Business Process Architecture
  - Stakeholders
  - RASCI
- Understand Current State
  - SIPOC
  - IGOE
  - Process Decomposition
- Current State Analysis
  - SWOT
  - Assessment Tools
  - Leverage Points
  - FMEA
- Develop the Future State
  - SCAMPER
- Gap Analysis
  - MOST
  - Brainstorming
  - Ishikawa's Fishbone

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Format: Live Instructor-Led Online through Zoom
Duration: Four 4 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.

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

Format: Live Instructor-Led Online through Zoom
Duration: Four 4 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:

- 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

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Service Design & Design Thinking
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 understand and leverage service design and design thinking so that you can create better quality product and service experiences for your customers?

The best products and services emerge from a creative and iterative approach to defining, exploring and testing problems and opportunities. Our Service Design & Design Thinking course introduces the principles, tools, and techniques that underpin any successful service or product initiative. Bringing together elements of lean, agile and design thinking, this process encourages experimentation, continuous learning, adapting quickly and focusing on value so that you build the right solutions in the right way. You will interactively walk through a design thinking process and learn how to apply it in your own context.

Learning outcomes

During this course you will learn about:
- What is service design and design thinking and how it applies across a wide variety of challenges and opportunities
- How design thinking tangibly increases your organizational value
- How to explore the needs, motivations, and behaviours of users
- Service design and design thinking tools and techniques
- How to prepare and conduct user research
- How to test your design
- Using the 5-step design sprint process and different techniques that can be applied at each step

Service Design & Design Thinking
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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Content

- Service Design Defined
    - Core Service Offerings
    - Service Design Principles
- Design Thinking Explained
    - Design Terminology
    - Solving Wicked Problems
    - Mapping the Service Ecosystem
    - Design Thinking Mindsets
    - Design Thinking Process
- Research & Empathize
    - Start with the Customer
    - Personas
    - Empathy Maps
    - User Research
    - Customer Interviews
- Define
    - Initiative Canvas
    - Opportunity Pitch
    - Customer Journey
    - Service Blueprints
    - How Might We?
    - Understanding
    - Identifying Value
- Ideate
    - Brainstorming
    - Prioritization
- Prototype
    - Prototype Iteration
- Validation & Test
    - Experiments
    - Assumptions Mapping
    - Prototype Evaluation

Business Data Analytics

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 5 hour sessions

It's no secret that the best business decisions are driven by data, however, have you cracked the code of translating data into meaningful insights?

Business Data Analytics blends a range of techniques, competencies, and practices that focuses on extracting meaningful insights from business data, paving the way for enhanced, evidence-based decision-making for your products and organisation.

Our Business Data Analytics course will equip you with the tools and investigative skills you need to reveal patterns and trends empowering you to transform data into actionable knowledge to predict and drive business success. If you're looking to get certified, you'll learn everything you need to know to sit the IIBA® Certification in Data Analytics (CBDA) exam.

Certification
A Business Data Analytics digital badge will be available upon successful completion of the course from Skills Development Group.

If you're looking to get the IIBA® Certification in Data Analytics (CBDA), this course is one step to help prepare you for the exam. Further information and resources can be found on the IIBA® website.

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.

Learning Outcomes:

During this course you will learn about:
- Identifying research questions, framing the business situation and planning the analytics approach
- Identifying, planning and obtaining data and performing data setup and preparation
- Analyzing data and interpreting and reporting the results
- Using the results of business data analytics to influence business decision making
- How to guide company level strategy for Business Analytics

Business Data Analytics

14 PMI PDUs | 14 IIBA CDUs

This course will contribute 15 Professional Development (PD) hours or Continuing Development Units (CDUs) towards the CBAP® and CCBA® certifications from the IIBA®. This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (1 Power Skills, 1 Business Acumen and 12 Ways of Working).

Great for:

- Business Analysts
- Data Scientist
- Anyone interested in a solid grounding in data analytics or looking to prepare for the IIBA® Certification in Data Analytics (CBDA) exam.

Prerequisites

To get the most out of this course, it is recommended that participants have a foundational knowledge of business analysis through formal training like our Business Analysis Fundamentals course. It is also recommended that you have experience in reading and interpreting a data dictionary, entity relationship diagram and cluster diagram as well as some experience in using Microsoft Excel filtering, sorting, pivot tables and chart functionality.

Topics and exercises covered in the course include:

- **Business Data Analytics**
  - Key Steps
  - Data Analytics Methods
- **Identify Research Questions**
  - Define the Business Problem or Opportunity
  - Assess Current and Future State
  - Formulate Research Questions
- **Source Data**
  - Data Collection
  - Understanding Data
- **Analyze Data**
  - Developing a Data Analysis Plan
  - Preparing and Exploring Data
  - Data Analysis
  - Descriptive and Inferential Statistics
- **Interpret and Report Results**
  - Stakeholder Communication
  - Derive Insights from Data
  - Interpret Results
- **Use Results to Influence Decision Making**
  - Develop an Implementation Plan
  - Manage Change
- **Guide Organizational-Level Strategy for Business Data Analytics**
  - Talent Strategy
  - Data Strategy

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

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.

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 (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:

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

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

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Introduction to SQL

8 PMI PDUs | 8 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Two 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.

Do you need to analyze and work with large volumes of data?

For anyone looking to improve their knowledge of SQL (Structured Query Language) this course will teach you how to write SQL SELECT statements to retrieve and analyze your data from a relational database.

Learning Outcomes:

During this course you will learn about:
- Writing SQL SELECT statements in a structure way, starting with visualizing the desired output.
- Ordering the data according to your needs.
- Filtering the records to get only the relevant information.
- Using expressions and scalar functions to transform the data.
- Using inner joins to read data from multiple tables simultaneously.
- Finding unmatched records with outer joins.
- Using aggregate functions to summarize your data
- Reclassifying your data with new criteria.

Great for

Anyone who needs to be able to access relational data using SQL, including:

- Developers.
- Test analysts and engineers.
- Business and systems analysts.
- Data analysts.

Introduction to SQL
8 PMI PDUs | 8 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Two 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:

- Understand the nature of relational databases.
- Read records and fields with SELECT / FROM.
- Eliminate unwanted duplicate values with DISTINCT.
- Sort the records with ORDER BY.
- Filter the records with WHERE to select only those records you are interested in.
- Use the conditional operators with WHERE.
- Return the fields in the desired format with expressions.
- Apply the various scalar functions.
- Read records from two tables with inner joins.
- Read records from many tables.
- Know when and why to use outer joins, and how to implement them.
- Summarize data with aggregate functions.
- Group records with GROUP BY.
- Filter groups with HAVING.
- Derive new classifications of records with CASE

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

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'.

This course will contribute 14 PMI® Professional Development Units towards your chosen certification (10 Ways of Working and 4 Power Skills).

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

Agile Fundamentals

14 PMI PDUs | 14 IIBA CDUs

Great for:

- Team members starting out in an Agile workplace.
- Project managers entering the Agile environment.
- Managers of teams involved in Agile ways of working.
- Consultants looking for a solid grounding in an Agile approach.

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).

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Agile Product Ownership
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certification:

The ICAgile Certified Professional – Agile Product Ownership (ICPAPO) certification is granted on the successful completion of this course. This certification is part of the ICAgile Product Management Track along with our Product Management course.

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.

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

Agile delivery teams need an empowered Product Owner that has a clarity of vision, alignment with organizational strategy, an understanding of the development process and the ability to communicate with a wide variety of stakeholders.

Our Agile Product Ownership course will provide you with the techniques and tools to become an effective Product Owner equipped to guide product development and lead value delivery teams. This course focuses on how to deliver business value and ensure product fit demonstrating practices that work in an agile development process. You will leave with the required tools and approaches that will enable collaboration with teams and stakeholders to identify the most important aspects and features of a product or initiative.

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (4 Power Skills and 10 Ways of Working).

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

Agile Product Ownership
14 PMI PDUs | 14 IIBA CDUs

Great for:
- Project Managers
- Product Managers
- Product Owners
- Product Champions
- Agile Customers
- Subject Matter Experts

Prerequisites
To get the most out of this course, it is recommended that participants have a foundational knowledge of agility through formal training like our Agile Fundamentals course and have at least 6 months of experience working in an agile team. This course builds on your existing knowledge of business analysis. If you are new to business analysis or want to learn how to perform core business analysis activities, we suggest you attend our Business Analysis Fundamentals course.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Content:
Product Ownership & Business Analysis Defined
- Value Focused Delivery Team
- Role Scope

Product Vision & Value
- Linking Strategy to Delivery
- Start with Why
- Stakeholders & Customers
- Initiative Canvas
- Opportunity Pitch
- Understanding & Identifying Value
- Success Tradeoff Sliders

Discovery: Defining Products
- Facilitating Continuous Collaboration
- Design Thinking
- Understand the Customer
- Ideation
- Prototypes
- Experiments & Metrics

Product Planning & Roadmaps
- Building a Roadmap

Product Backlog & Prioritization
- Qualitative & Quantitative Prioritization
- Minimum Viable Product
- User Story Mapping
- Splitting Work
- Agile Risk Management

Deliver & Operate: Launch & Land Products
- Elaboration with Examples
- Communications Roadmap
- Assessing Value Delivered
- Definition of Done
- Capturing Customer Feedback

Agile Project Management
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

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.

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.

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.

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (12 Ways of Working and 2 Power Skills).

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

Agile Project Management

14 PMI PDUs | 14 IIBA CDUs

Great for:

- IT Directors
- IT Managers
- Scrum Masters
- Project Owners
- Software Developers
- Those in quality assurance

Prerequisites

This is an expert level course designed for people with prior experience and fundamental training within agile and project management. If you need to learn more about agile practices, we recommend our Agile Fundamentals course as a lead-in.

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

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Product Management
14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

Certification:

This is an ICAgile accredited course: ICAgile Certified Professional - Product Management (ICP-PDM) is granted on the successful completion of this course. This certification is part of the ICAgile Product Management Track along with our Agile Product Ownership course.

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.

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 organisation, 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 organisation 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.

Learning Outcomes:

During this course you will learn about:
- Analyzing a product across the adoption curve and the product lifecycle.
- Describing how a product can be positioned to meet market, customer, and organizational needs.
- Preparing a validating a product strategy.
- Building an outcome-oriented product roadmap.
- Building a low-fidelity prototype and how to collect and respond to feedback.
- How to write a hypothesis and how to run and measure experiments.
- How team composition changes as the product changes, scales, and moves through the product lifecycle

PDUS:

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (7 Ways of Working and 7 Business Accumen).

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

Topics and exercises covered in the course include:

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 Organization Ecosystem
- Product Organization Mindset
- Product Teams

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

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
- dentify 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.

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 (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:

- 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

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

Implementing DevOps

14 PMI PDUs | 14 IIBA CDUs

Format: Live Instructor-Led Online through Zoom
Duration: Three 4.5 hour sessions

This course will contribute 14 PMI® professional development units (PDUs) towards your chosen certification (2 Power Skills, 4 Business Acumen and 8 Ways of Working)

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 of 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.

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.

Implementing DevOps

14 PMI PDUs | 14 IIBA CDUs

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.

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,
  - Analyse 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.

Prerequisites

This is an advanced technical course. To get the most out of this course, you should have an understanding of fundamental agile and DevOps concepts. These are covered in our Agile Fundamentals and Foundation of DevOps courses. Experience using command lines is also important as some of the hands-on work is performed in a Bash shell.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

"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 and 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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 Interview 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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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 (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.

Lecturing is kept to the minimum necessary where most of the learning is achieved by applying the practices and techniques in group exercises. Our LiveOnline delivery is over three days (each four and a half hours in duration). The instructor is 100% live and interaction and learning objectives are the same as our in-person classes with the added benefit of being able to take this course from your home, your office or your home office. Since this class is delivered over half-days it allows for greater flexibility and leaves you with time each day for other work or activities.

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.

FACULTY

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.

FACULTY

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.

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.

FACULTY

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.

FACULTY

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.

FACULTY

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.

FACULTY

Razvan Radulian, M.S., MBA

Razvan Radulian brings over 20 years of business and IT experience both as an advanced Business Analyst and as a Project Manager, in both Traditional and Agile/Scaled Agile initiatives. He is an expert in Business and Enterprise Architecture, Business Analysis, Business Process Modeling, Analysis, and Design, User Experience, OOAD and UML within the Pharmaceutical, Clinical Trials, Clinical Testing, Non-Profit and Training industries. Razvan has used a wide-range of methodologies from highly formal (like Waterfall) to highly adaptive (like Scrum, Kanban, or SAFe).

As a member of the Business Process Simulation Working Group, Razvan was an active contributor to the development of the Business Process Simulation Interchange Standard (BPSim), a WfMC standard.

Prior to becoming a Trainer/Coach/Consultant, Razvan spent over 15 years working as a full-time employee (GlaxoSmithKline, Health Decisions) and as an Independent Consultant/Coach (with clients like Quintiles) developing and maintaining business analysis/design, business architecture, and project management strategies, processes, standards, training, and tools.

Razvan holds many advanced-level certifications as a Business Analyst, Project Management Professional, Agile/Scaled Agile practitioner/consultant, Coaching/Facilitation expert, Systems Engineering professional, and more.

Razvan has been an active member and speaker at local and global professional organizations, like International Institute of Business Analysis (IIBA), Project Management and Business Analysis Conferences.

About Skills DG

Skills Development Group 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.

Skills Development Group, a full-service international consultancy – working with businesses, industry bodies and governmental agencies from all over the globe. Learn more at www.skillsdg.com.