

2012

ISO/Management Development Public Training Schedule



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Bonza Training Solutions is an experienced training provider offering public and on-site training courses and workshops in the ISO, Manufacturing, Leadership Development and Occupational Health & Safety Fields. For each of the following public courses, a brief outline will be listed, along with upcoming dates. The Occupational Health & Safety Training Schedule is a separate document. Please contact us for full course outlines or more information.

info@bonzatraining.com

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ISO / Manufacturing

Understanding ISO 9001:2008 Quality Management System (QMS)

This workshop will provide an understanding of the requirements of the ISO 9001:2008 standard and will assist participants in appreciating the impact and benefits of implementing a quality management system in their organization. Participants will be provided with guidance that will help to clarify and simplify what is needed to implement a practical, working quality management system in any business environment.

Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the ISO 9001:2008 Quality Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about ISO and its relationship to the management of an organization.

Prerequisite: None

Course Fee: \$495 + HST

| | |
|------------------|---------------|
| January 30, 2012 | Cambridge, ON |
| April 24, 2012 | Port Hope, ON |
| June 12, 2012 | London, ON |



ISO 9001:2008 Internal Auditor - Quality Management System (QMS)

This course provides comprehensive training in the proven techniques and accepted methods used for internal auditing to the ISO 9000 series of international standards.

Through lectures, discussions, workshops and role-playing you will:

- Understand and learn to interpret the requirements for your own company based on the ISO 9001:2008 requirements
- Develop skills to participate in internal and supplier audits
- Increase your knowledge levels of the auditing principles and techniques provided in ISO 19011:2002
- Understand how to bring “value” to this important process within your organization’s Quality Management System

Workshops will give you the tools and techniques you need to carry out effective audits that will benefit your organization.

Who should attend? This course is suitable for individuals responsible for conducting, managing or participating in supplier or internal audits, and for those involved in developing and implementing an ISO 9001 quality system.

Prerequisite: None

Course Fee: \$895 + HST

| | |
|---------------------|---------------|
| January 30-31, 2012 | Cambridge, ON |
| April 24-25, 2012 | Port Hope, ON |
| June 12-13, 2012 | London, ON |

Understanding ISO 14001:2004 Environmental Management System (EMS)

This workshop will provide an understanding of the requirements of the ISO 14001:2004 standard and will assist participants in appreciating the impact and benefits of implementing an environmental management system in their organization. Participants will be provided with guidance that will help to clarify and simplify what is needed to implement a practical, working environmental management system in any business environment.



Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the ISO 14001:2004 Environmental Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about ISO and its relationship to the management of an organization.

Prerequisite: None

Course Fee: \$495 + HST

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|---------------|--------------|
| March 5, 2012 | London, ON |
| June 18, 2012 | Cambridge ON |

ISO 14001:2004 Internal Auditor - Environmental Management System (EMS)

This two-day course develops participants' understanding of the requirements of ISO 14001:2004. In general, participants will obtain the skills to understand and audit to the requirements of the standard.

Through lectures, discussions, and workshops, you will:

- Understand and learn to interpret the ISO 14001:2004 environmental management standard and its application to your own company.
- Learn the principles and practices of environmental management systems (EMS) and management system auditing based on this standard.
- Develop skills to plan, prepare, and perform value-added ISO 14001 audits.

Who should attend? This course is valuable for individuals involved in planning and implementing ISO 14001 environmental management systems as well as for personnel who will manage, conduct or participate in internal audits.

Prerequisite: This course is intended for participants with little or no knowledge of the ISO 14001 requirements and little or no experience in conducting audits.

Course Fee: \$895 +HST

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| March 5-6, 2012 | London, ON |
| June 18-19, 2012 | Cambridge ON |

Understanding OHSAS 18001:2007 - Health & Safety Specification

This workshop will provide an understanding of the requirements of the OHSAS 18001:2007 specification, and will assist participants in interpreting these requirements as it relates to their organization.

Through lectures and discussions, participants will discover theories, best practices and benefits of implementing and operating an Occupational Health & Safety management system.

Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the OHSAS 18001:2007 Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about this specification and its relationship to the management of an organization.

Prerequisite: None

Course fee: \$495 + HST

| | |
|-------------------|---------------|
| February 27, 2012 | Cambridge, ON |
| June 25, 2012 | Port Hope, ON |



OHSAS 18001:2007 Internal Auditor – Health & Safety Specification

This two-day course develops participants' understanding of the requirements of the OHSAS 18001:2007 Standard. In general, participants will obtain the skills to understand and conduct internal audits to the requirements of this standard.

Through lectures, discussions, and workshops, you will:

- Understand and learn to interpret the OHSAS 18001 health & safety management standard and its application to your own company.
- Learn the principles and practices of health & safety management systems (OHSMS) and management system auditing based on ISO 19011 (Guideline for quality and/or environmental management systems auditing).
- Develop skills to plan, prepare, and perform value-added OHSAS 18001 audits.

Who should attend? This course is valuable for individuals involved in planning and implementing OHSAS 18001 health & safety management systems as well as for personnel who will manage, conduct or participate in internal audits.

Prerequisite: This course is intended for participants with little or no knowledge of the OHSAS 18001 requirements and little or no experience in conducting audits.

Course fee: \$895 + HST

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| February 27-28, 2012 | Cambridge, ON |
| June 25-26, 2012 | Port Hope, ON |

Understanding ISO/TS 16949:2009 - Automotive Quality Management System

The objective of this course is to ensure an understanding of the linkages between ISO 9001:2008 and the ISO/TS 16949 standard requirements, and provide guidance that will help clarify and simplify what is needed to implement a practical, working quality system in a variety of production and service environments.

All elements will be covered in detail with practical implementation examples and suggestions for each element discussed and illustrated. This workshop is conducted using lectures and discussions about the various requirements.

Who should attend? Anyone in the organization with the responsibility for implementing ISO/TS 16949:2009 Quality Management System or anyone who expects to have significant involvement in support of these activities.

Prerequisite: Basic knowledge of the ISO 9001:2008 standard would be beneficial.

Course fee: \$495 + HST

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| January 18, 2012 | Cambridge, ON |
| May 14, 2012 | Port Hope, ON |



ISO/TS 16949:2009 Internal Auditor - Automotive Quality Management System

This 3-day course develops participants' understanding of internal auditing for ISO / TS 16949. Participants will understand the specific requirements of ISO / TS 16949 and the three types of internal audits required by ISO / TS 16949 (system, process and product auditing). The audit phases of planning, execution and follow-up are covered in detail.

Participants will gain the skills to create audit schedules, follow audit trails and write non-conformance and audit reports. The training will use case studies, audit scenarios, group exercises and practice in identifying and writing nonconformities.

Who should attend? Those individuals who are involved in quality systems and wanting to learn about the requirements and the auditing of the ISO / TS 16949 standard. Individuals who will manage, conduct or participate in internal audits will require this formal training to be able to conduct internal audits.

It will help organizations wishing to become registered to ISO / TS 16949 or wishing to upgrade to the newest revision, by identifying the elements they need to address.

Prerequisite: Some experience with ISO 9001 or ISO/TS standards would be beneficial but not mandatory.

Course Fee: \$1095 +HST

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| January 18-20, 2012 | Cambridge, ON |
| May 14-16, 2012 | Port Hope, ON |

Understanding ISO 13485:2003 - Medical Devices Quality Management System

This workshop will provide an understanding of the requirements of the ISO 13485:2003 standard, and will assist participants in interpreting these requirements as it relates to their organization.

Through lectures and discussions, participants will discover theories, best practices and benefits of implementing and operating a medical devices quality management system.

Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the ISO 13485:2003 Quality Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about this specification and its relationship to the management of an organization.

Prerequisite: Basic knowledge of the ISO 9001:2008 standard would be beneficial.

Course fee: \$495 + HST

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| March 1, 2012 | Cambridge, ON |
|---------------|---------------|

ISO 13485:2003 Internal Auditor – Medical Devices Quality Management System



This course provides participants with comprehensive training in an understanding of the ISO 13485:2003 standard and its requirements. Through training in basic auditing principles, students will be given guidelines for establishing, carrying out and documenting audits of Quality Systems.

Participants will learn the specific requirements for medical devices in a Quality Management System, including the need for organizations to demonstrate ability to provide medical devices that consistently meet customer and regulatory requirements.

The course material will outline the particular requirements for ISO 13485:2003 Medical Devices and what is excluded from the ISO 9001:2000 requirements.

Through workshops and exercises participants will learn to:

- Interpret the ISO 13485:2003 requirements for their own company
- Increase their knowledge of planning and conducting audits
- Develop skills to participate in Internal and Supplier Audits

Who should attend? Individuals who will be responsible for implementation of the standard and conducting, managing or participating in the internal audits of their company's quality management system.

Prerequisite: Basic knowledge of ISO 9001:2000 standard or the ISO 13485 Standard

Course Fee: \$495 +HST

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| March 1-2, 2012 | Cambridge, ON |
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Understanding ISO/IEC 17025:2005 Competence of Testing & Calibration Laboratories

This workshop will provide an understanding of the requirements of the ISO/IEC 17025:2005 standard, and will assist participants in interpreting these requirements as it relates to their organization.

Through lectures and discussions, participants will discover theories, best practices and benefits of implementing and operating a medical devices quality management system.

Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the ISO/IEC 17025:2005 Quality Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about this specification and its relationship to the management of an organization.

Prerequisite: Basic knowledge of the ISO 9001:2008 standard would be beneficial.

Course fee: \$495 + HST

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| April 2, 2012 | Burlington, ON |
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ISO/IEC 17025:2005 Internal Auditor Competence of Testing & Calibration Labs

This International Standard contains all the requirements that testing and calibration laboratories have to meet if they wish to demonstrate that they operate a quality system, are technically competent, and are able to generate technically valid results.

The course will provide participants with an understanding of the ISO/IEC 17025 Standard, and the steps of an internal audit, from preparation to follow-up. Through presentations and case studies in practical workshops, the participants will share ideas, learn how to efficiently and competently perform internal audits as well as gain insight into handling human inter-relations in internal audits.

Content: This practical workshop will take you step-by-step through the standard and then the auditing process and will include:

- Analysis of ISO/IEC 17025
- Basics of auditing
- Using checklists
- Opening an audit
- Gathering information
- Theory of auditing
- Efficient post-audit meetings
- Audit reporting/writing & follow-up

Who should attend? Individuals who will be responsible for implementation of the standard and conducting, managing or participating in the internal audits of their company's quality management system.

Prerequisite: Basic knowledge of ISO 9000 standards

Course fee: \$895 + HST

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| April 2-3, 2012 | Burlington, ON |
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Understanding AS9100 Rev C –Aerospace Quality Management Standard



This workshop will provide an understanding of the requirements of the AS9100 Rev C standard, and will assist participants in interpreting these requirements as it relates to their organization.

Through lectures and discussions, participants will discover theories, best practices and benefits of implementing and operating a medical devices quality management system.

Who should attend? This course is suitable for anyone in the organization who has responsibility for implementing the AS 9100 Rev C Quality Management System, anyone who expects to have significant involvement in support of these activities, or anyone wishing to learn more about this specification and its relationship to the management of an organization.

Prerequisite: Basic knowledge of the ISO 9001:2008 standard would be beneficial.

Course fee: \$495 + HST

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| April 12, 2012 | Cambridge, ON |
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AS9100 Rev C Internal Auditor – Aerospace Quality Management Standard

This course will provide participants with a working knowledge of the requirements for a Quality Management System (QMS) based upon SAE AS9100 Rev C. It will prepare internal auditors to perform effective process audits under the auspices of AS 9100 Rev C and prepare managers/supervisors to take full advantage of the internal audit process.

Students will gain an understanding of the requirements of AS9100, its inter-relationship with other elements of the AS9100 family of standards and the base, ISO 9001:2008. The course is based upon ISO 9001:2008, AS9100 Rev C and addresses the requirements of ISO 19011:2002. It is a mixture of tutorial and practical exercises, which are designed to provide practical help and guidance for Internal Auditors, who are preparing to implement, maintain or improve an internal audit program.

Learning Objectives

- to understand effective internal auditing to the AS9100 Rev C family of standards
- to interpret the relationship between AS9100 Rev C and ISO 9001:2008
- to understand the systems that must be in place to satisfy AS9100 Rev C and ISO 19011:2002
- to understand the perspective of the 3rd party auditor

Who should attend? This course is valuable for the Internal Auditor Program Manager, the audit team and any manager/supervisor who wishes to implement, maintain or improve an effective internal audit process.

Prerequisite: There are no formal prerequisites, but experience in aerospace and/or ISO 9001:2008/AS9100 Rev B internal auditing would be beneficial.

Course fee: \$895 + HST

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| April 12-13, 2012 | Cambridge, ON |
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Core Tools – FMEA, PPAP, APQP, SPC, MSA (A more detailed course outline is available)

This 2-day course will provide participants with a working knowledge of the five core tools: FMEA, APQP, PPAP, MSA and SPC, and will include discussions, presentations and hands-on experience.

Participants will learn how to utilize:

- Failure Mode & Effects Analysis (FMEA)
- Advanced Product Quality Planning (APQP)
- Production Part Approval Process (PPAP)
- Measurement System Analysis (MSA)
- Statistical Process Control (SPC)



Note: All course materials are based on the latest versions of the AIAG reference manuals

Who should attend? Individuals who will be responsible for participating in the inputs of their company’s quality management system, such as Engineering and Manufacturing Managers / Coordinators, Quality Directors, Internal Auditors and staff inputting data into the system.

Prerequisite: A basic understanding of an ISO Quality Management System or TS16949 requirements.

Course fee: \$895 + HST

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| March 5-6, 2012 | Cambridge, ON |
| June 7-8, 2012 | Port Hope, ON |

Advanced Auditing Skills (A more detailed course outline is available)



The following auditing techniques are enhanced in this course:

- Collecting Objective Evidence**
- Effective Questioning Techniques**

Who Should Attend? Anyone managing audit teams or conducting audits.

Prerequisite: ISO Internal or Lead Auditor training, or several years experience conducting audits (QMS, EMS or OHS).

Course fee: \$495 + HST

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| February 13, 2012 | Cambridge, ON |
| May 7, 2012 | Port Hope, ON |

Introduction to Lean Tools

(A more detailed course outline is available)

The Introduction to Lean Tools Hands-On Workshop will provide you with a thorough understanding of Lean Tools and give you the opportunity to apply the tools and see firsthand the results that can be achieved when you implement them.

Morning Session: 8:15 a.m. to 12 noon—The Toolbox

The “**Toolbox**” focuses on the following proven key Waste Free/Lean technologies and tools that assist enterprises to improve: “Flexibility, Reliability and Predictability” in manufacturing and non-manufacturing environments.

Afternoon Session: 1:00 p.m. to 4:00 p.m.—The Test Drive

The “**Test Drive**” is a *practical hands-on* opportunity for you to apply Lean Tools and see the results that can be achieved when you implement them.

Who Should Attend and Will Benefit From This Workshop? This program is ideally suited for Operations Managers, Department Heads, Office Managers, Front-Line Supervisors, Team Leaders, Human Resources Personnel and Training Advisors. Any individual who is interested in implementing Lean techniques and looking for a thorough grounding in the basics of Lean and how it may be implemented in their organization will benefit from attending this workshop.

Course fee: \$495 + HST

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| May 2, 2012 | Cambridge, ON |
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Corrective Action – Profit or Cost?

(A more detailed course outline is available)

Participants will achieve a basic understanding of the various methods for determining true root cause(s) of nonconformities, including examples of 5-Why, Cause & effect analysis, 7D, 8D & 5P methods. While all methods are similar and must involve more than one person with responsibility, the 8D method is still the format most often adapted for use. It will be used as a default method, unless the delegates to the course choose otherwise.

This is a “hands-on course”. Delegates should bring examples of their own problems and copies of their own method/format - for use during the workshops. Using this “hands on” approach, delegates will focus on absorbing the necessary structure to encourage delegates to improve their skills to achieve successful and profitable Corrective Action.

Who should attend? All Personnel, including Managers, supervisors, team leaders and practitioners who may help to lead the process towards continual improvement within the Organization and who want to demonstrate a commitment to and involvement in, the Organization’s QMS.

Course fee: \$495 + HST

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| March 22, 2012 | Brampton, ON |
| May 17, 2012 | Port Hope, ON |
| June 6, 2012 | Cambridge, ON |

Best Practices in Implementing and Sustaining Continuous Improvement Initiatives

Achieve immediate bottom-line improvements while establishing the groundwork for a long-term effort to eliminate waste, streamline processes and increase competitiveness.

Continuous Improvement (C.I.) is not always continuous. Maintaining momentum for C.I. programs and initiatives can be frustrating and time consuming. Often after picking the “low hanging fruit”, the focus on C.I. can slide. “We had some early successes but have not been able to sustain the commitment”, is a common refrain.

Whether your C.I. initiative is focussed on LEAN, streamlining work processes, reducing costs or improving customer service you can shave months off your implementation and ensure sustainability by learning from the best practices of organizations with proven successes.

This one day *Sustaining CI* program is practical and pragmatic – with real case stories, strategies and results that will make a big difference to your C.I. programs immediately.

Who should attend? All Personnel, including Managers, supervisors, team leaders and practitioners who may help to lead the process towards continual improvement within the Organization and who want to demonstrate a commitment to and involvement in, the Organization’s QMS.

Course fee: \$395 + HST

Duration: One day

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| March 28, 2012 |
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| Cambridge, ON |
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Program Highlights

- Best practice case studies.
- Tools and strategies to Sustain C.I.
- Steps for creating a long-term vision and commitment to C.I.
- Integrate C.I. into your performance management system.
- Train leaders to engage employees in daily C.I.
- Implement a C.I. management and accountability system.
- Make C.I. visible in the work area and department.
- Recognize and continuously promote C.I. efforts.

Additional Continuous Improvement (C.I.) Services:

C.I. Program Assessment

Start with a C.I. Program Assessment. We can help identify the issues and barriers to C.I. quickly and provide you with strategies to engage your leaders, staff and employees (office and plant) immediately in building a long-term C.I. program.

In-House Sustaining C.I. Workshop Training your managers and leaders in is often the turning point to launching or improving an internal C.I. initiative that engages people and is sustainable.

Geometric Dimensioning & Tolerancing (GD&T) – 2 day public course

(A more detailed course outline is available).

GD&T is a three dimensional international engineering language used on mechanical drawings. This language consists mainly of symbols which are clearly defined in ASME Y14.5M-1994 put out by the American Society of Mechanical Engineers. This is the drawing standard used in North America and recognized throughout the world. It replaces the earlier ANSI Y14.5M-1982 standard and has been expanded to be almost identical to its ISO counterpart. The standards are complete in identifying ways of using the various geometric symbols and other methods to clearly show the designer's intent.

This 2-day course will include the same topics as the more comprehensive 24-hour course but will not allow for thorough discussions related to each topic due to the tighter time restraint. This course will identify the many benefits of the geometric system of tolerancing based on ASME Y14.5M-1994 standard. Participants will discover cost savings at the design, manufacturing and inspection stages of the organization as a result of the proper application and implementation of the GD&T system. This course will enable participants to understand and speak the language of GD&T. Participants will learn how to:



- Recognize and apply bonus geometric tolerances
- Easily rework parts to meet requirements
- Use functional gauges to effectively verify geometric requirements
- Recognize extra tolerances from referenced datums
- Inspect geometric tolerances using conventional measuring equipment
- Recognize why good parts may be rejected when using the coordinate measuring machine (CMM)
- Identify which standard was used in creating the drawing, and identify the main differences between the most common standards used.

Course Fee* :

-\$629.00 + HST (CAD) per person

-\$595.00 + HST per person if 2 to 5 people from the same company attend

-\$545.00 + HST per person if more than 5 people from the same company attend

-\$50.00 Deposit per person required within 1 week of registering with the balance due by the Registration Deadline, noted below.

*Included in the course fee is a Free exercise workbook (value \$22.00), Free GD&T pocket guide (value \$8.50) and Free framed certificate of course completion. Text books are available for \$74.00 each.

Note: 18, 24 and 27 Hour Seminars are available for on-site delivery, and other courses can be customized to suit your company's needs.

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|-------------------------|---|
| March 19-20, 2012 | Kitchener or Stratford. Exact location TBA. |
| Time: (9 a.m. – 5 p.m.) | |

Registration Deadline: March 9th, 2011.

A cheque must be received by this date, and will be held until course completion.

Management Development/Leadership

Personal Accountability & Conflict Management

Part I: Strengthening Personal Accountability

- Defining roles and responsibilities of the “accountable” leader/coach
- Changing negative thinking and behaviour into accountable problem solving action
- Discouraging blame and finger pointing – “it’s not my job”
- Avoiding victimizing statements - i.e. “why me; when are they going to do it right; who did this”
- Strengthening a sense of ownership and self-employed thinking
- Getting the job done with or without others support
- Engaging in “self-empowerment” behaviour
- Identifying the personal benefits of choosing the accountable path
- Acting as an effective problem solver rather than as a victim
- Uncovering the characteristics of an accountable leader or team player
- Guidelines to transform blaming, victimizing questions into accountable action



Part II: Conflict Management & Assertiveness

- Identifying the constructive and negative effects of organizational conflict
- Collaboratively managing differences and arriving at mutual understanding
- Identifying and strengthening your conflict management style
- Identifying and applying specific conflict management strategies
- Positively impacting on an employee’s performance or suggestion using corrective feedback skills
- “Conflict Creator” statements to avoid
- Strengthening assertiveness skills
- Identifying the differences in assertive, aggressive and passive behaviour styles
- Assessing your present level of assertiveness
- Adding to your ability to have more impact with others
- Dealing more effectively with confrontation and poor communication skills of others
- Applying the 3 key assertiveness coping skills
- Understanding the hall marks of assertive behaviour:
- Dealing with “difficult people”

Duration: One day

Course fee: \$295 + HST

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| February 8, 2012 | Cambridge, ON |
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Priority Management & Delegation

This session will present guidelines for organizing and managing yourself and provide key steps to effective delegation.

Part I: Priority Management

- Understand the critical difference between working effectively and working efficiently
- Become more pro-active and less reactive
- Identify proven time management principles and guidelines
- Uncover the 4 major time wasters
- Establish S.M.A.R.T. goals and actions plans
- Develop effective daily “to do” lists
- Recognize, establish and manage multiple priorities
- Ask regularly – “what’s the best use of my time right now”
- Identify strategies to defeat procrastination
- Manage overwhelming “A” priorities and projects
- Control and reduce interruption

Part II: Delegation

- Assess and improve your delegation efficiency – “there’s nothing you can’t accomplish when you put someone else’s mind to it”
- Identify the mutual benefits of effective delegation and empowerment
- Delegate the right tasks to the right people
- Delegate problems and projects – “empower people by giving them challenging work they can assume responsibility for”
- Make a conscious effort daily to uncover delegation opportunities
- Identify specific steps in the delegation process
- Avoid the “me only” syndrome



Who should attend? Leaders who need to manage themselves and their environment more efficiently and effectively.

Course Duration: 1 Day

Course fee: \$295 + HST

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| March 7, 2012 | Cambridge, ON |
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Effective Communication

Part I: Email Etiquette

Since the majority of communication these days is by email, it is extremely important in whatever business you are in to ensure that your emails are professional, efficient and will not reflect negatively upon you or the company that you represent.

Content:

- Identifying email “do’s & don’ts”
- Tips for getting your message read
- How to properly begin and end an email
- The importance of proper grammar, spelling and punctuation
- Tone in an email
- The importance of proof-reading
- Liability



Part II: Active Listening Skills

The objective of this session is to heighten awareness regarding the critical importance of listening to the people around you to become a better employee, supervisor or manager. “Listening is not waiting for your turn to speak.”

Content:

- Breaking down and understanding the “communication process”
- Developing the skills and self-discipline to become a better listener
- Identifying the 3 levels of listening and how to stay in level 1
- Strengthening trust and rapport through effective listening
- Preventing misunderstandings and reducing conflict
- Demonstrating an understanding of the speaker’s viewpoint through active listening skills of : clarifying; confirming; empathy and summarizing
- Understanding the critical role of “body language” in the communication process
- Giving and inviting effective feedback
- Receiving feedback positively – resisting the immediate impulse to reject, ignore or disagree

Course Duration: 1 Day

Course fee: \$295 + HST

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|---------------|---------------|
| April 4, 2012 | Cambridge, ON |
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Behavioural Interviewing Skills

Have you, or others in your organization, ever hired someone who ultimately did not meet performance expectations?

Hiring and training people is a costly investment in human resources... especially if they don't work out. Often hiring decisions are made based on "gut-feel" (a.k.a. intuition), resulting in organization turnover or poor morale. In fact, research has shown the cost of a poor hiring decision is, at minimum, 30% of an individual's annual salary.

This workshop will introduce you to "Behavioural Interviewing", an effective technique based on the premise that the best predictor of future behaviour is past behaviour. Incorporating this model into the hiring and selection process significantly improves the quality of hiring decisions.

Objective: Whether hiring for an entry-level team member or an experienced manager, this seminar provides the knowledge and skills necessary to:

- Implement the Behaviour based interviewing and selection model
- Avoid common hiring pitfalls
- Plan, structure and conduct behavioural based interviews
- Make more informed hiring recommendations/decisions



The Process: The workshop is practical and "hands-on", providing learning through large and small group discussion, video examples and skill practice.

Topics Covered:

1. Why behavioural based interviewing is more effective than other forms of interviewing
2. Identifying position skill requirements
3. Reviewing resumes
4. Developing interview questions for your work environment
5. Four types of questioning techniques used during an interview
6. The Structure of an Interview
7. Techniques to overcome challenging interview situations
8. Candidate assessment and selection process

Taking it back to the Workplace:

At the conclusion of the program, participants will have:

- ❖ Developed a personal action plan
- ❖ Copies of tools and resources which can be used back in the workplace

Who can benefit? Anyone involved in the interview and selection process.

Course Duration: 1 Day

Course fee: \$295 + HST

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|---------------|---------------|
| March 8, 2012 | Cambridge, ON |
| May 8, 2012 | Port Hope, ON |

Leading Change & Transition

Whether your business is restructuring, merging with, or taking over another business, this program can assist you and your organization as you transition through the changes.

While reaction and time required to adapt to change varies, it does follow a predictable process. During this workshop, Leaders will learn the various stages of the change process along with interventions that can assist others through the change transition. As well, Leaders will be given the tools to implement change and expedite through the transition more effectively.

Objective: During the workshop, participants will apply the tools that they have learned to a current or upcoming change within their area of responsibility. Upon completion of the workshop, they will:

1. Understand the change and transition process
2. Recognize how any change can cause resistance
3. Have identified ways to help themselves and others move through the change and transition stages
4. Understand what is required to implement and maintain change in the workplace

The Process: The workshop provides learning through utilization of large and small group discussion, skill practice and application to a specific situation in their workplace.

Topics covered:

- ❖ Challenge of Change and Transition
- ❖ How business changes can trigger resistance
- ❖ Overcoming resistance to change
- ❖ Intervention techniques
- ❖ Tools to support transition and maintain change
- ❖ Encouraging Kaleidoscope thinking



Taking it back to the workplace:

At the conclusion of the program, participants will have:

- ❖ Identified 2-3 actions to support their Change and Transition Plan
- ❖ Drafted a Change and Transition Action Plan
- ❖ Copies of tools and resources which can be used back in the workplace.

Who can benefit? This course is particularly beneficial for those facing the challenge of leading survivors to meet business objectives with fewer resources.

Course Duration: 1 day

Course fee: \$295 + HST

Note: A similar workshop is also available to assist those coping with change in the workplace. Particularly beneficial for non-leadership survivors of downsizing. On-site only.

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| February 7, 2012 | Cambridge, ON |
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EXPERIENTIAL LEARNING LEADERSHIP PROGRAMS

Incorporating Human Synergistics® Business Simulations & Assessment Based Tools

Coaching for Success

As a Leader, to achieve success you must coach and accomplish results through others. During this workshop you will have the opportunity to test your coaching values and behaviours in a sports setting using a Human Synergistics® business simulation. You will also learn practical ways to enhance performance and develop others through the use of effective feedback.



Objective: At the completion of the workshop, participants will be able to:

- ❖ Recognize how Coaching styles shape and influence team members' Motivation and Achievement
- ❖ Understand importance of Coaching and Feedback
- ❖ Identify "Coaching" opportunities
- ❖ Provide effective Feedback and manage "side tracks"
- ❖ Identify opportunities to improve your Team's performance

The Process: The workshop provides learning through utilization of large and small group discussion, team simulation activities, video examples and skill practice.

Topics Covered:

- ❖ Changing Role of the Leader
- ❖ Coaching Styles
- ❖ Communication
- ❖ Goal Setting
- ❖ Team Selection
- ❖ Motivating and Challenging the Team
- ❖ Identifying Coaching feedback opportunities
- ❖ Difficult Conversations
- ❖ Tracking Coaching activities

Taking it back to the workplace:

At the conclusion of the program, participants will have:

- ❖ Completed a Coaching self-assessment
- ❖ Identified opportunities for improvement
- ❖ Created a personal action plan
- ❖ Copies of tools and resources which can be used back in the workplace, including
 - Discussion planner
 - Coach journal

Program Duration: One day

Course fee: \$395 + HST

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| March 6, 2012 | Cambridge, ON |
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The Effective Leader

As a Leader, you are assessed by others on a daily basis. Often you are confronted with difficult situations where others observe your reaction and judge your effectiveness. During this interactive workshop Participants will experience various leadership styles and learn about the “Situation-Thinking-Response” link. Awareness of this link provides insight and enables development of an action plan to increase personal Leadership effectiveness.



Objective: At the completion of the workshop, you will be able to:

- Identify the unique thinking patterns that characterize your current Leadership behaviour
- Understand how your thinking style influences your performance and Leadership Effectiveness
- Recognize how different leadership styles impact the quality of work and employee satisfaction
- Develop strategies to increase personal Leadership effectiveness through positive and constructive changes.

The Process: Participants complete a self assessment and develop a personal profile using the powerful Human Synergistics® LSI. The workshop provides learning through utilization of large and small group discussion, team simulation activities and skill practice.

Topics Covered:

- ❖ Situation-Thinking-Response
- ❖ Leadership Styles
- ❖ Constructive Leadership Styles
- ❖ Interpreting your personal Leadership Styles Inventory (LSI)
- ❖ Strategies for improvement
- ❖ The Challenge of Change

Taking it back to the workplace:

At the conclusion of the program, participants will have:

- ❖ Identified opportunities for improvement
- ❖ Created a personal action plan
- ❖ Copies of tools and resources which can be used back in the workplace, including
 - Confidential Personal LSI report
 - Self-Development Guide

Program Duration: One day

Course fee: \$395 + HST

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| April 10, 2012 | Cambridge, ON |
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Project Management

Have you ever been involved in a project and frustrated by the lack of progress or results?

This workshop provides an overview of the basic principles of project management, including processes and interpersonal skills to keep them on track to a successful conclusion. During the workshop participants will have the opportunity to apply the principles to a personal project.

Objective: At the completion of the workshop, participants will be able to:

- ❖ Understand the key principles of Project management
- ❖ Recognize the benefit of planning and controlling activities
- ❖ Have applied the principles to a business related project

The Process: The workshop provides learning through utilization of large and small group discussion, team simulation activities and skill practice.

Topics Covered:

- The Project Management Challenge
- Project Planning
 - Project Charter
 - Responsibility Matrix
 - Work Breakdown Structure
- Keeping the Project on Track
- Risk Management
- Closing the Project
- The Team Challenge



Taking it back to the workplace:

At the conclusion of the program, participants will have:

- ❖ Identified opportunities for improvement
- ❖ Created a personal action plan
- ❖ Copies of tools and resources which can be used back in the workplace, including electronic copy of project management templates.

Program Duration: One day

Course fee: \$395 + HST

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| June 5, 2012 | Cambridge, ON |
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Horse Sense Leadership Accelerator



Who would have imagined that the best way to learn the Human side of High Performance was from a horse?

Have you noticed that almost every new job ad these days lists leadership, team and communication skills as top priorities? We live in a collaborative world where your ability to work well with others is the number one predictor of success.

Imagine the impact it would have on your career if you could get unbiased authentic feedback on the core skills at the heart of

high performance – if you had an opportunity to see yourself as others see you? What if you could get powerful one on one coaching that identified with laser sharpness exactly what changes would ensure that others perceive you as a key influencer they can trust and respect?

There is a way to do this – if you are willing to step up to the challenge of building an effective working relationship with a creature who will only follow willingly if you can truly earn his trust and respect.

In a carefully crafted proprietary process we will teach you to confidently enter into a leadership dialogue with a horse. We will never ask you to step outside your comfort zone – in fact the whole program can be completed without ever touching a horse.

You will have a chance to see how hidden mindsets and beliefs can get in your way. Most people (including horse professionals) approach horses in a way that raises their anxiety. We naturally focus on our intention (to show the horse how friendly we are) instead of focusing on the perspective of the prey animal we are standing in front of and end up making the horse nervous instead of calming him.

Learning to bridge the gap between intention and perception will make a huge difference in your working life – saving you time and effort, decreasing miscommunication, increasing your influence and earning you respect of your peers and subordinates – and that is only the start of your learning journey.

Other topics we will explore include:

- Recognizing impact of emotions on others
- Using body language to enhance understanding
- Emotional intelligence and empathic listening
- Providing constructive feedback
- Replacing compliance with true engagement.
- Win/win negotiation - understanding the needs of others
- Proactively responding to potential conflict situations



This is a powerful, life changing, experiential program that will ask you to step outside your comfort zone and become the leader you have always wanted to be. We guarantee you will have a great day – over 95% of our participants say that they would recommend it to others and many people have told us that it is the single best training program they have ever attended.

Testimonials

- *“I have to tell you that having done my fair share of leadership training over the years - there is sometimes a touch of cynicism approaching leadership training sessions. I've been around a while, and seen a lot.*

The Horse Sense program was exceptional! The team building and understanding within the day's program was really the best I have encountered and the self-learning was outstanding. I am a convert who not only looks forward to the next session - but can hardly wait to see what new learning and understandings result from it.

Thank you for a great leadership experience absolutely laced with immediately useful strategies as well as plenty of fodder (bit of a pun on the horses there!) for reflection and future growth.”

- *“In the team exercise, we learned which members of the team were better communicators, and who tended to suffer in silence. One person was having trouble keeping up with the rest of the team, but didn't say anything. And we realized how we sometimes discouraged people from communicating. Our team as a whole had a real breakthrough at this program. We're a much better team now. There is more communications, more checking in with each other, more understanding of different people's styles.”*

Program Duration: One day

Course fee: \$295 + HST

Horse Sense Leadership Accelerator Public Workshop Dates

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| April 20, 2012 | Campbellville Leadership Centre |
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We'd love to share a bit of “Horse Sense” with you.

In addition to joining one of our open trainings, you may bring a group of 8 or more for a private session. Whether your quest is to **Improve Communication, Enhance Leadership, Strengthen Teamwork or Build Relationships**, we have a Horse Sense program that is right for you.

Intact Teams benefit immensely from sharing a Horse Sense experience. It is an amazing way to start up a new team, build connections in a multi stakeholder team or help a good team step up to even higher levels of performance.

- An expanded level of mutual understanding, trust and respect within the team.
- Increased alignment in the team's thinking and strategies for moving forward.
- Resolution of team issues related to trust, communication, alignment and cooperation.
- A fun, memorable day that will be act as the foundation for future

Horse Sense programs are a component of leadership and team development at a number of respected organizations including Kraft, Canon, Talus, SC Johnson and more. Our passion is helping individuals break through to new levels of success and our measure of success is the positive impact we have made on so many people's lives. Horse Sense programs are hosted by the Campbellville Leadership Centre. **For more information about this program, please contact our office.**

Bonza Training Solutions Services

On-site Training & Consulting

ISO Training

Our services include helping your team with Gap Analyses, Management and Plant Overviews, Implementing, Quality Manuals and Documentation, Internal Auditor Training, Integrated Auditor Training, Surveillance and Pre-registration Audits and Customized Requirements for the following standards:

- ISO 9001:2008 Quality Management System
- ISO 14001:2004 Environmental Management System
- OHSAS 18001:2007 Occupational Health & Safety Assessment Series
- ISO 13485:2003 Medical Devices Management System
- ISO/IEC 17025:2005 General requirements for the competence of testing and calibration laboratories
- ISO 22000:2005 Food Safety Management System
- AS9100 Rev C Aerospace Management System
- ISO/TS 16949:2009 Automotive Management System
- ISO/TS 16949: 2009 Automotive Management System with Ford Customer Specific Requirements
- Integrated Internal Auditing: ISO 14001:2004 & OHSAS 18001 AND ISO 9001:2008 & ISO 14001:2004

Specialized Training

- Core Tools (APQP, FMEA, MSA, PPAP, SPC)
- APQP – Advanced Quality Product Planning
- FMEA – Failure Mode & Effect Analysis
- MSA – Measurement System Analysis
- PPAP – Production Part Approval Process
- SPC – Statistical Process Control
- GD&T – Geometric Dimensioning & Tolerancing
- FDA Auditing and Consulting
- Process Mapping
- Environmental Compliance
- Continual Improvement Tools
- Layered Audits
- Balanced Scorecard
- Problem Solving & Continual Improvement
- 5S
- KANBAN Systems
- Introduction to Lean Tools
- Lean Manufacturing – Overview and Implementation
- Kaizen Blitz
- Value Stream Mapping
- Root Cause Analysis and Problem Solving
- Basics of Root Cause Analysis with a Focus on 8D

Bonza Training Solutions Services

On-site Training & Consulting

Leadership Excellence

- Strengthening Personal Accountability
- Leadership Style Analysis
- Motivation Strategies
- Active Listening Skills
- Conflict Management & Assertiveness
- Coaching & “Positive Discipline”
- Priority Management and Delegation
- The Effective Leader
- Presentation Skills Workshop
- Leading Change and Transition
- Managing the Multigenerational Workplace
- Diversity in the Workplace
- Coaching for Success
- Feedback Fundamentals
- Performance Management
- Behavioral Interviewing
- Managerial Effectiveness Profile System
- Soft Skills for Supervisors
- Engaging Employees in Lean
- Effective Communication

Team Development

- Project Management
- Time Management & Beyond
- Embracing Change
- High Performance Team Building
- Customer Care
- Consultation Skills for HR Professionals
- Strengthening Internal Partnerships

Please call or email for course outlines. Furthermore, if you do not see a service listed that you require, please feel free to call. We work with a pool of trainers whose experience is diversified.

info@bonzatraining.com