PRODUCTIVITY

OHIO STATE UNIVERSITY FISHER COLLEGE OF BUSINESS

The Lean Manager

Certification Program

Are You at the Top of Your Game?

It's your move!

LEAN MANAGER LMAC CERTIFICATION PROGRAM

Productivity Inc. and the **Fisher School of Business at The Ohio State University** have been certifying Lean Managers since 2001—We set the benchmark, now we are raising the bar!

The Lean Manager Certification Program

In today's challenging marketplace, those that succeed are At the Top of Their Game

To ensure individual success as well as the success of our organizations, we have to be ready to meet the challenges brought on by today's volatile marketplace. We must transform from companies doing Lean things into Lean companies.

To accomplish this, we must recognize that implementation of Lean tools alone will not ensure success. In order to become a true Lean company, we must build a cadre of Lean Managers and provide them with the skills they need to lead the Lean effort.

Since 2001 Productivity Inc. and the Fisher College of Business at The Ohio State University have been helping organizations do just that with the Lean Manager Certification Program.

The Lean Manager Certification Program (LMAC) is a fully accredited program designed for middle and top level executives seeking the knowledge necessary to drive Lean principles throughout their organizations – the very principles required to maximize operational efficiency, increase profits, and ensure you are ready for whatever changes come.

LMAC is a highly competitive and interactive program that teaches a carefully sequenced arrangement of Lean concepts and techniques. The program uses simulations, group exercises, problem solving discussion sessions as well as shop floor application exercises to transform theory into reality and educational lessons into practical implementations. With an instructional design similar to a Six-Sigma Black Belt Certification Program, the Lean Manager Certification Program will transform your career and the future prospects of your company.

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

The Lean Manager Certification Program has been designed to provide you with the knowledge and skill you need to lead your organization's Lean transformation. Become a Lean Manager, it's your move!

Graduates of the LMAC program earn 16 CEUs.

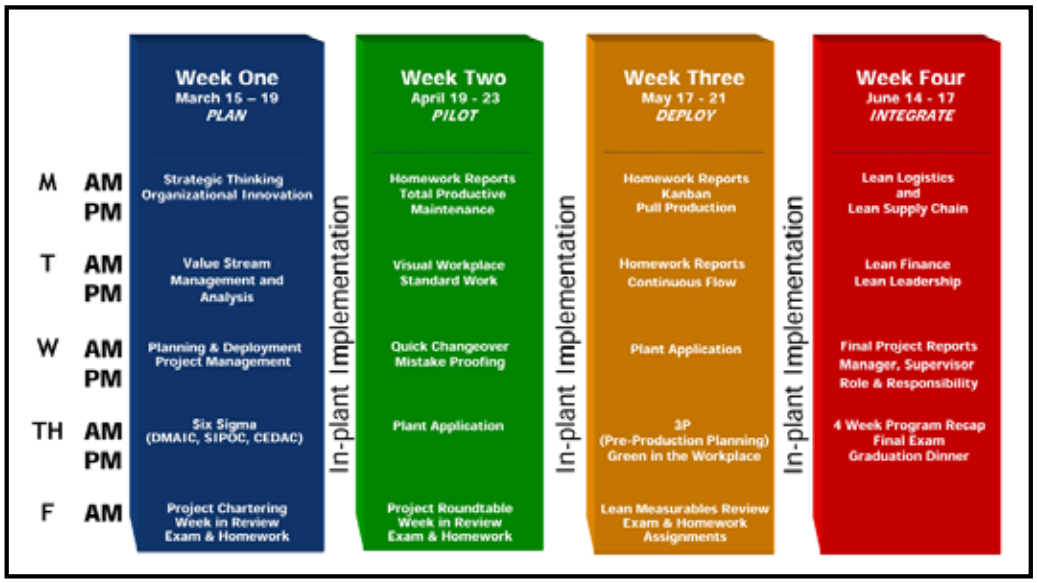
Corporate Sponsor:
It is required that each participant in the program have a corporate sponsor to attest to the participant's qualifications for the program and to the results achieved through the homework assignments.

Due to the interactive approach used in this program and the amount of one-on-one interface each associate is allocated, the class size is restricted. Sign up today and ensure yourself a spot before classes are filled.

Participants who have completed this program are able to:

- Lead an organizational Lean implementation
- Perform an organizational assessment and baselining process
- Create a detailed deployment plan based on baseline analysis
- Perform as principal change agent
- Lead and direct site teams in completing plant-wide deployment of Lean methodologies
- Mentor and coach project leaders, area managers, and supervisors in specific tools and methods
- Coach and mentor suppliers' change agents in addressing critical quality and delivery problems

Spring 2010 Lean Manager Certification Curriculum



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

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

PRODUCTIVITY

4 Armstrong Road, 3rd Floor, Shelton, CT 06484 1-800-966-5423 or (203) 225-0451 Fax: (203) 225-0771 www.productivityinc.com

LMAC Week 1 *PLAN*

The first thing any organization needs to do is to create the strategic framework within which to define the correctness of tactical initiatives, the opportunities for improvement, and their relative importance and urgency. This will help an enterprise separate the urgent opportunities from the important ones and the near term efforts from those that require more learning.

The first week focuses on a system for creating the strategic objectives, connecting them to tactical initiatives, and centering an improvement plan on baseline metrics. Here the participants will use this system to generate information and formulate the sequence of activities to come.

The individual projects selected by the participants will be reviewed during this session for appropriateness and business value. If necessary, the predetermined project can be changed based on the outcome of the first week's sessions.

LMAC Week 3 *DEPLOY*

During the intervening weeks, the participants will have gained hands-on operations improvement experience in their environment. Now it's time to introduce system-wide process improvement methodologies. The methods and techniques learned during week 3 will have broad reaching implications because of their upstream and downstream impact on the processes. Implementation will require fundamental changes in the policy and practices in place in many of the operations. This is the time when system-wide transformation begins to take effect.

Participants return to their organization to continue implementation in their project areas.





LMAC Week 2 *PILOT*

Now that the data has been gathered and each project's scope has been verified, the learning this week will be centered on methods used early in the implementation of Lean…those that are most often piloted in the plant as an initial effort. Although these techniques will later be transferred to large segments of the organization during the deployment phase, they are often started by small groups in areas that are identified in the value stream map from the previous week's activity.

Upon completion of week 2, the participants return to their organization with an assignment to pilot the project area and return week 3 with the measured results.

LMAC Week 4 *INTEGRATE*

Week 4 focuses on support tools and methods designed to allow "Lean" learning to find its way into every segment of the organization. All the low hanging fruit has been identified, the projects have been scheduled, and the fundamental changes have been acknowledged and assigned a champion; now the organization begins to focus on integration. These techniques will support the use of Lean in every function and activity making Lean a part of daily work from the factory to the front office.

Each week returning students spend time with the instructors to review their homework assignment and evaluate their progress.

ABOUT YOUR HOSTS

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

The Lean Manager Certification Program is held on the campus of the Fisher College of Business at The Ohio State University. For more than 80 years, the Fisher College of Business (www.cob.ohio-state.edu) has produced exceptional leaders who meet the challenges of a changing global business environment through creative and effective solutions.

Lean Manager Certification Program: Module Summary

The following presents a cursory look at the modules included in the LMAC certification program.

WEEK 1:

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

Strategic Thinking

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

Organizational Innovation

The marketplaces of 2010 and beyond will be rife with competitive disruption and market context change. In this environment of continuous disturbance, the ability to improve current forms of value, although essential in a head-to-head competitive near-term context, will not assure survival or growth in the mid to long-term. To be successful, you must balance your improvement strategy (improvement of existing forms of value) with an innovation strategy (the ability to reliably, predictably, and quickly create new forms of value). Innovation provides a way to continually refresh your company's value proposition and evolve your business model to be certain your improvement effort (Lean) is addressing the strategic, organizational, and cultural challenges necessary for sustainable growth. In this module, we will explore what it takes to create an enterprise-wide capability to consistently conceptualize, develop, and deliver to market new value by adapting and combining concepts that have been successfully demonstrated in other domains.

TUESDAY
Program: 8am-5pm

Value Stream Management & Analysis

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

WEDNESDAY
Program: 8am-5pm

Planning and Deployment

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

Project Management

The success of your Lean journey depends on how well you can position a process of continuous improvement, with everyone in the enterprise participating with simple and effective tools. Project management is central to continuous improvement. In this module we'll explore project management principles, success factors, management guidelines, the easy to use practices of monitoring project status, and the aggregate contribution to the company's improvement strategy and initiatives.

WEEK 1 cont. next page

THURSDAY
Program: 8am-5pm

Six Sigma

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

FRIDAY
Program: 8am-11am

Project Chartering

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

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

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

WEEK 2:

MONDAY
Program: 8am-5pm

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

Total Productive Maintenance

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

TUESDAY
Program: 8am-5pm

Visual Workplace

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

Standard Work

In both manufacturing and service operations, standard work is a key element in the elimination of waste and excess inventory and in achieving balanced and synchronized delivery processes. In this session, participants will learn a proven methodology to develop a standard procedure, and then apply document control and visual workplace principles and techniques to train others in their new best practice, or standard work.

WEDNESDAY
Program: 8am-5pm

Quick Changeover

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

Mistake Proofing

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

WEEK 2 cont. next page

THURSDAY
Program: 8am-5pm

Plant Application

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

FRIDAY
Program: 8am-11:30am

Project Roundtable

This is an opportunity for the participants to share in their individual Lean journey issues and obstacles to the implementation process. A joint-sharing of Lean perspectives and leveraging of the groups first-hand learning and knowledge to assist with countermeasures and suggested course corrections.
What works and how to leverage the experience throughout the enterprise.

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

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

WEEK 3:

MONDAY
Program: 8am-5pm

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

Kanban Pull Production

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

TUESDAY
Program: 8am-5pm

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

Continuous Flow

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

WEDNESDAY
Program: 8am-5pm

Plant Application

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

THURSDAY
Program: 8am-5pm

3P (Pre-Production Planning)

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

WEEK 3 cont. next page

Green in the Workplace

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

FRIDAY
Program: 8am-11:30am

Lean Measurables Review

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

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

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

WEEK 4:

MONDAY
Program: 8am-5pm

Lean Logistics

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

Lean Supply Chain

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

TUESDAY
Program: 8am-5pm

Lean Finance

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

Lean Leadership

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

WEDNESDAY
Program: 8am-5pm

Final Project Reports

Manager and Supervisor Roles and Responsibilities

Managers and supervisors play a central role in a Lean transformation. They are the critical link between management and the people in the work place and bridge the gap between the current state culture and the desired one. In this module we will review and discuss the ten critical inter-personal performance factors necessary to support a lean transformation process and enhance organizational culture change.

WEEK 4 cont. next page

Program Recap

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

THURSDAY

Certification Exam

Exam: 8am-12:30pm

Graduation Dinner

5:30pm-7:30pm

Certification Requirements

Each participant who: (1) successfully completes the on-site four-week training and mentoring program, (2) completes and submits all the homework assignments and has demonstrated successful implementation in their own facility, (3) demonstrates classroom participation/team membership and, (4) passes the certification exam will be certified by Productivity, Inc. and the Fisher College of Business as a Lean Manager. You will also receive 16 Continuing Education Units (CEU's).

Other Training and Consulting Services Available from Productivity

The Lean Office Transactional Kaizen Event

During this four day hands-on event, you will learn how to apply the principles of waste elimination to administrative areas plus you will have an opportunity to apply the principles to a real-time working office environment.

Maintenance Miracle: An Autonomous Maintenance Kaizen Event

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

Lean Manager Certification Program

This highly interactive and fully accredited program teaches a carefully sequenced arrangement of Lean concepts and tools. Over four non-consecutive weeks, each participant will experience a series of learning modules focusing on the four key phases of Lean implementation: Plan, Pilot, Deploy and Integrate. In between the weeks of training, students need to apply the methods that they have learned in operations at their own companies and present their results to the class. Participants who successfully complete the four week training and mentoring program, pass the two-hour certification exam and demonstrate successful implementation in their own facility are then certified by Productivity Inc. and the Fisher College of Business as Lean Managers. Earn 16 CEUs.

Lean Tool Awareness Certificate Program (LTAC) Updated Curriculum

Co-developed by Productivity Inc. and the Fisher College of Business at The Ohio State University, the Lean Tool Awareness Certificate program is a one week, fully accredited program that focuses on providing the knowledge base needed to understand and take part in the Lean transformation efforts in your organization. Earn 4 CEUs.

Annual Conferences

These dynamic events are aimed at helping you learn directly from practitioners who have had success implementing effective Lean and TPM to help you reach your improvement goals. These five day events feature Lean and TPM Certification, in-depth knowledge transfer modules, case studies, networking opportunities and more.

On-Site Training

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

On-Site Consulting

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

Results-Focused Lean Workshops

All of the following workshops are taught using some combination of classroom lecture, group discussion, case study and interactive simulation. Workshop length varies from 1-2 day sessions.

An Integrated Approach to TPM and Six-Sigma

This simulation based workshop explores the integration of TPM and the tools of Six-Sigma and how applying these methodologies in tandem provides a powerful answer to your equipment performance improvement goals of 100% reliability with minimum maintenance cost.

Empowering Your Workforce

This workshop provides leaders with a plan to guide the change process and to create a truly empowered workforce.

Creating Culture Change Through the 5S's

Learn to use the 5S methodology to begin to build a culture of continuous improvement.

Kanban System Design and Implementation

In this workshop, participants will learn kanban options and alternatives, key design points, how to define their specific needs, and how to select the appropriate kanban application for their company's value chain.

Leadership—Leading the Lean Initiative

This workshop will provide a snapshot of real-world Lean transformation issues, obstacles, and barriers faced by global manufacturers. We'll address the practical realities of leading and managing the Lean workplace, examine how Lean processes work, and speak directly to hands-on implementation.

Lean Accounting for Lean Manufacturing

In this workshop, we will delve into a case study on how the principles of Lean accounting can be implemented. Note: This workshop is designed for both finance people and operational people.

Lean Facilitator Training

This workshop provides material needed to develop the behavioral skills of facilitators to foster and manage culture change while preparing them to focus teams on a process for achieving continuous improvement.

Lean Flow in an Administrative Environment

In this workshop, participants will apply Lean techniques and methodologies to improve service functions as well as identify the performance indicators that drive Lean improvement in service activities.

Lean Logistics

This workshop provides valuable tools and insights for turning logistics problems into a competitive advantage.

Lean Performance Measurements

In this practical training seminar you will discover a "starter" set of performance measurements that have been tested and proven highly effective in Lean manufacturing companies.

Policy Deployment

In this workshop, we'll present a proven business renewal planning and deployment process that will allow you to incorporate your strategic priorities into daily work at every level in your organization.

Lean Supply Chain

This simulation based workshop demonstrates the need to implement Lean principles throughout the larger system of companies that make up the value chain network.

Value Stream Management

This simulation based workshop will focus on using Value Stream Management to diagnose current conditions while using key Lean techniques to create a future state representing optimized flow.

For complete details on these events or other Productivity Inc. consulting and training products and services, visit our website at www.productivityinc.com

Lean Manager Certification Program Registration

Spring 2010 Program

Week 1: March 15-19
Week 2: April 19-23
Week 3: May 17-21
Week 4: June 14-17

(Participants must attend all four weeks)

www.productivityinc.com Tel: 800-966-5423 Fax: 203-225-0771

Please print. Copy this form for additional registrations.

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

( ) _____ ( ) _____

PHONE FAX EMAIL

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

Program Tuition: $15,000.00

◯ ENCLOSED IS MY CHECK FOR $_____ PAYABLE TO: PRODUCTIVITY INC., DRAWN ON A U.S. BANK.

CHARGE MY ◯ VISA ◯ MASTERCARD ◯ AMERICAN EXPRESS

CARD # (INCLUDE 3 OR 4 DIGIT SECURITY CODE) _____ (/ / /) EXP. DATE ___/___

NAME ON CARD _____

BILLING ADDRESS FOR CARD _____

CARD HOLDER SIGNATURE _____

Cancellation Policy: Prior to the start of the program, registrations may be transferred to another colleague without charge. To be considered for a refund, we must receive notification of cancellation in writing at least 21 business days prior to the event. Cancellations received within 21 business days are subject to the full registration fee and money will be held on account for up to one year for use at a future workshop or conference. There is a $200.00 processing charge for all cancellations.

Accommodations: A block of rooms is being held for Productivity Inc. LMAC attendees at the Blackwell Hotel on The Ohio State University campus. The address is 2110 Tuttle Park Place, Columbus, OH 43210. Productivity Inc. attendees have been given a reduced rate of $129.00 per night single or double occupancy. Please call 614-247-4000 or toll free 866-247-4003 for reservations and identify yourself as a Productivity LMAC attendee. The special rate is available up to four weeks prior to the event; after this date the hotel cannot guarantee availability. For more information on the Blackwell Hotel, please visit www.theblackwell.com. The hotel is approximately 8 miles from the Columbus International Airport. Complimentary shuttle service will be provided by the hotel.

Note: All registrant applications will be evaluated for acceptance into the program.

MAIL TO: Productivity Inc.
4 Armstrong Road, 3rd Floor
Shelton, CT 06484

FAX BACK TO: 203-225-0771

REGISTER ONLINE: www.productivityinc.com