



Training Brochure



Our Certification Courses

- Certified Lean Six Sigma
- Accredited Portfolio, Programme and Project Management
- Certified Business Analysis
- Certified Cyber Security
- Leadership and Management (inc Effective Communication skills)

In addition to the above, we provide support in some specialist areas, where we have customised processes to suit organisations such as, as financial institutions, pensions, protocol and some others. Our courses are always delivered to an exceptional standard, by expert instructors, at a price that offers excellent value for money



Enabling desired results

MakeWay Global is an international human capital development and management consultancy firm. Our globally recognised business change courses (such as Lean Six Sigma, Agile, PRINCE2, the Business Analysis international diploma courses, and Cyber Security amongst many others) are to ensure the effective management of change within the constantly changing environment around us.

With our main operations based in the United Kingdom, we currently also provide services in Europe and Africa (namely, Algeria, Egypt, Ghana, Ivory Coast, Kenya, Malawi, Nigeria, South Africa and Tunisia).

Our typical service approach is such that, as an initial step, we consult with organisations to glean the issues hampering their growth and development. Thereafter, we propose training courses to help resolve the issues, with our commitment to support the implementation of what has been taught. Our coaching services targeted towards implementation is free for the first session that will deliver a quick win for the candidate on behalf of their organisation. **Basically, we ensure that the purpose of learning is demonstrated through benefits attained after the training sessions.**

Whether you are considering lectures, seminars, workshops, corporate retreats or coaching opportunities to improve productivity, mitigate stagnation or any change related issues, MakeWay Global has the right solutions for you.

Our training programmes and hands-on coaching engagement help us tailor our services to the personal or organisation's needs of our respective clients – we listen to the voice of the customer. We provide tips and tools that can be applied immediately to everyday tasks and assignments to bring meaningful change to the respective teams and/or organisation.

We also provide support in some **specialist areas**, where we have customised processes to suit organisations such as, as financial institutions, pensions, protocol and some others. Our courses are always delivered to an exceptional standard, by expert instructors, at a price that offers excellent value for money.

Your goals are
our **focus**.
The **impact** is
all yours.

Our Mission Statement

Providing inspiration and enabling 'tools' that generate and promote the productivity of the client's business

Our Vision Statement

Enhanced stakeholder confidence in the continued productivity of their enterprise



CERTIFIED LEAN SIX SIGMA

These courses provide relatable process efficiency practices that apply to all business sectors. Lean and Six Sigma are effective frameworks to help organisations achieve breakthrough process improvement and operational excellence.

Lean attained prominence from the research work carried out into the differences in the operations of motor vehicle companies across the Globe (1985-1990); it has since been shown that the techniques and principles are universally applicable across all industries. Six Sigma, on its part, was brought to limelight by Motorola in the 1980s as they sort to reduce the number of defective products that were being produced.

Our proven training, coaching and consultancy services help businesses drive change and continuous improvement and demonstrate a real return on investment.

MakeWay Global is an accredited partner of the International Lean Six Sigma Institute (ILSSI) – this enables us to provide the independent examinations and certifications to our learners.



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CERTIFIED LEAN SIX SIGMA COURSES

Lean Six Sigma is a synchronised and synergised managerial concept of Lean and Six Sigma.

Lean traditionally focuses on the elimination of the seven kinds of 'muda' (waste) classified as **TIMWOOD**; being, **T**ransport, **I**nventory (**O**ver), **M**otion, **W**aiting, (**O**ver) Processing, (**O**ver) Production, **D**efects. An eighth one was later added as **S**kills (unutilised), to form **TIMWOODS**.

In the non-manufacturing sector, the focus is the elimination of the 8 types of Muda, referred to as **DOWNTIME**: **D**efects, **O**verproduction, **W**aiting, **N**on-utilised (employee) talent/skills, **T**ransport, **I**nventory, **M**otion, and **E**xtra-processing.

Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of errors and defects as well as minimising variability in business processes. As does Six Sigma, **Lean Six Sigma** uses the **DMAIC*** phases.

Lean Six Sigma improvement projects comprise aspects of *Lean's* waste elimination and the *Six Sigma* focus on reducing defects, based on 'critical to quality' characteristics. The **DMAIC** toolkit of **Lean Six Sigma** comprises all the *Lean* and *Six Sigma* tools. The training for **Lean Six Sigma** is provided through the belt-based training system like that of Six Sigma. The belt insignia are designed as white belts, yellow belts, green belts, black belts and master black belts. The popular training ones are described below:

Lean Six Sigma Yellow Belt

This is the knowledge-based entry-level certification, which provides a good understanding of Lean Six Sigma methods, techniques and project selection.

6σ

Lean Six Sigma Green Belt

This practitioner-level course provides the skills to implement real-world improvement projects in your organisation. It focuses on tools usage, DMAIC* and the application of Lean Six Sigma principles.

6σ

Lean Six Sigma Black Belt

This top-level certification – a full time project leader – develops the capability to deliver more complex business improvement projects, with the whole organisation in view.

6σ

***DMAIC** (pronounced 'Duh-MAY-ick') is an abbreviation of the five improvement steps

– **D**efine, **M**easure, **A**nalyse, **I**mprove, **C**ontrol.

- **Define** – Used to clearly articulate the business problem, goal, potential resources, project scope and high-level project timeline
- **Measure** – Used to objectively establish current baselines (the 'As Is') as the basis for improvement
- **Analyse** – Used to identify, validate and select root cause for elimination and create the 'To Be'
- **Improve** – Used to identify, test and implement a solution to the problem; in part or in whole
- **Control** – Used to monitor the improvements to ensure continued and sustainable success



PORTFOLIO, PROGRAMME & PROJECT MANAGEMENT (PPPM)

The related courses are to ensure the *effective management of change* within an organisation.

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ACCREDITED PPPM COURSES

The following are some of the related courses taught by MakeWay Global, for which accredited certification is awarded accordingly:

- AgilePM®
- PRINCE2®
- Management of Portfolios (MoP®)
- Managing Successful Programmes (MSP®)
- Project Management for Non-Project Managers
- Scrum

***Portfolio Management (MoP) – AXELOS Certification**

Management of Portfolios (MoP) provides advice and examples of how to apply principles, practices and techniques that together enable the most effective balance of organisational change and 'business as usual.' MoP, representing board level decision, directs the pace and funding for change management via the management of programmes and projects.

***Managing Successful Programmes (MSP) – AXELOS Certification**

The programme management certification scheme teaches the essential skills and knowledge required to develop your programme management capabilities. It shows how specific projects are coordinated to deliver programme outcomes over time.

Project Management Courses

***AgilePM® – APMG Certification**

APMG's AgilePM, with two levels of certification (*foundation* and *practitioner*), is the world's leading framework and certification for Agile project management. The AgilePM Guidance, published by the Agile Business Consortium, offers a practical and repeatable methodology that achieves an ideal balance for the standards, rigour, and visibility that is required of good project management at the delivery level.

***PRINCE2® Project Management – AXELOS Certification**

The PRINCE2 certification scheme has been developed to offer two levels of certification, *foundation* and *practitioner*. PRINCE2® (P**R**ojects **I**N **C**ontrolled **E**nvironments) is the de-facto international project management method. It will provide you with a project-based approach for an all-round project management with an easily tailored and scalable method for all types of projects.

***Project Management for Non-Project Managers**

Effective project management skills are becoming increasingly important. Organisations need good project managers, at all levels, to successfully deliver the change projects that will enable the business to adapt, grow and achieve its strategic objectives. This introductory course provides an essential overview of the core skills required to deliver small to medium size projects.

ACCREDITED PPPM COURSES

***Scrum**

Through a mixture of classroom study, exercises, peer discussions and real-world trainer experiences, an attendee will gain strong experiences that will be invaluable help for their first (or next) Scrum project as Product Owner (or Scrum Master). Attendees will learn about the key rights and responsibilities of being a Product Owner or Scrum Master on a Scrum project. It covers how to effectively set project direction for an Agile team without destroying the key aspects of performance and self-organisation of the team. This will enable the team to deliver maximum business value early and regularly. They will also learn that, despite being a simple framework, it is deceptively simple!





CERTIFIED BUSINESS ANALYSIS

These BCS accredited courses direct the focus for relevant and lasting change benefits. In addition, they highlight and emphasise the importance of **Information Technology (IT)** in business change. They are designed to provide participants with the skills needed to succeed as a Business Analyst. All the required courses to attain the increasingly popular *International Diploma* indicated below can be structured within an intensive 10-day workshop event.

The International Diploma

International Diploma: Four modules + an oral examination		
Core Modules	Knowledge-based Specialism	Practitioner Specialism
Business Analysis Practice	Commercial Awareness	Modelling Business Processes
	Foundation Certificate in Business Analysis	Systems Modelling Techniques
Requirements Engineering	Foundation Certificate in Business Change	Benefits Management & Business acceptance
	Foundation Certificate in IS Project Management	Systems Development Essentials
The 2 above	1 of the above	1 of the above

Business Analysis Practice

Business Analysts are increasingly required to extend themselves beyond their traditional role of developing and maintaining IT systems. They need the capability to understand the business strategy, use proven techniques to analyse the business area, and identify changes to business processes needed to meet internal and external challenges.

This course develops the skills needed to work with senior business and IT staff to analyse and model business activities. Delegates will learn how to investigate business problems and how to identify and recommend appropriate creative solutions. At the end of the course, delegates may sit an examination to attain the BCS Practitioner Certificate in Business Analysis Practice.

Requirements Engineering

This course aims to develop the skills needed to work with stakeholders to ensure that requirements satisfy various perspectives and that conflicts are negotiated to a position of consensus. Delegates will learn how to work with varied stakeholders and business actors to ensure the requirements are complete, unambiguous, realistic and testable. At the end of the course, delegates may sit an examination to attain the BCS Practitioner Certificate in Requirements Engineering.

Commercial Awareness

For today's business analyst to make a valuable contribution, they need an awareness of all influences that affect an organisation. This course gives an understanding of those financial and management accounting techniques that are crucial to an organisation, both from a legal and administrative perspective. At the end of the course, delegates may sit an examination to attain the BCS Certificate in Commercial Awareness.

Foundation Certificate in Business Analysis

What do Business Analysts do? What skills and competencies do they require to do their role? This foundation level course provides delegates with a 'whistle-stop tour' of the role of the Business Analyst who acts as the link between business needs, users and IT within change initiatives. This course introduces delegates to the contribution that a business analyst makes within a business. We also consider the tools and techniques available to Business Analysts to assist them in their role. At the end of the course, delegates may sit an examination to attain the BCS Foundation Certificate in Business Analysis.

Foundation Certificate in Business Change

This BCS Foundation Certificate in Business Change is designed for anyone involved in, or is affected by change initiatives required to deliver business benefit. These initiatives are likely to include the implementation of revised business processes and/or IT systems. This course considers the underlying concepts in the areas of business and requirements analysis, change management and the consultancy skills necessary to ensure maximum value is achieved from the implementation. At the end of the course, delegates may sit an examination to attain the BCS Foundation Certificate in Business Change.

Project Management

This qualification provides credible evidence that delegates understand the basics of IT project management to a recognised standard. This course is intended for delegates who are new to the project management discipline and working within an IT project environment. At the end of the course, delegates may sit an examination to attain the BCS Foundation Certificate in Project Management.

Modelling Business Processes

In order to deliver radical and beneficial change, business analysts must be able to identify, evaluate and improve business processes. The use of modelling techniques facilitates a methodical and effective approach to defining change requirements. This allows public and commercial sector organisations to achieve significant improvements in the efficiency of their operations and the effectiveness of their product and service delivery. This course will equip delegates with the process modelling skills that are fundamental to the successful improvement of the business. At the end of the course, delegates may sit an examination to attain the BCS Practitioner Certificate in Modelling Business Processes.

Systems Modelling Techniques

In order to communicate system requirements clearly and accurately to both business and IT stakeholders, it is vital for analysts and designers to be able to construct models from a variety of perspectives. In most cases these models will provide the basis for more detailed design. The starting point for this course is a set of requirements, as defined in the Systems Development Essentials course. It is primarily concerned with modelling systems using structured techniques. It requires delegates to construct different types of models reflecting different perspectives and to describe the interactions between them. At the end of the course, delegates may sit an examination to attain the BCS Practitioner Certificate in Systems Modelling Techniques.

BCS Business Analysis Oral Examination Preparation Workshop

This workshop is designed to prepare delegates for the Business Analysis Oral Examination. Success in the Oral Examination leads to the award of the BCS Diploma in Business Analysis. Delegates should have passed each of 4 written examinations, as specified for the Business Analysis Diploma scheme. Ideally delegates will have already registered with the BCS to take the actual Oral Examination. The workshop is a loosely structured day with an interactive style, which will cover topics studied in the written modules undertaken.



CERTIFIED CYBER SECURITY

Issues of cyber fraud and consequently, its security, has come to stay. As a result, leaders around the world have had to devote a high level of seriousness and attention to cyber matters. Needless to say, we are increasingly seeing its effect on organisations – private and public. Our training courses targeted to tackle this subject are varied, covering its awareness all the way through to understanding and creating hacking methods, such that preventative modes can be created. We run cyber security courses that cover the areas indicated below.

CYBER SECURITY COURSES

Cyber Awareness

Cyber Security training courses for staff of all levels. The specific courses in this category include:

- Cyber essentials for end users (phishing assessment and eLearning) – 1 day
- Cyber security – an introduction – 1 day
- Cyber security for executives – 1 day
- End user security: protecting your online footprint – 1 day
- Fundamentals of networking and the internet – 1 day
- Making sense of cyber – 1 day
- Understanding modern information and communication technology – 1 day
- Understanding the *Internet of Things* – 1 day
- Understanding the *world-wide web* – 1 day

Some of the most popular Cyber Certifications

- BCS Certificate in Information Security Management Principles (CISMP) – 5 days
- Certified Information Systems Security Professional (CISSP) – 5 days
- GCHQ Certified Training – 5 days

Information Assurance

Cyber Security training courses for government information security practitioners.

- Information Assurance Risk Management for HMG (Day 1)
- Information Assurance Risk Management for HMG (Optional Day 2)
- Introduction to Digital Forensics – 3 days

Cyber Compliance

Cyber Security training courses for those required to maintain regulatory security standards.

- Certified General Data Protection Regulation (GDPR) Practitioner – 5 days

Cyber Security Operations

Cyber Security training courses for those working in a security management and operational role.

- Cloud Security Architecture – 2 days
- Simulated Attack and Defence – 1 day
- The Art of Hacking – 5 days

Cyber Incident Response

Cyber Security training courses for those responsible for crisis management, communications and CERT teams.

- Cyber Crisis and Response – 5 days
- CyberSec First Responder – 5 days
- Introduction to Reverse Engineering Malware – 1 day

Cyber Intelligence

Cyber Security training courses for security professionals, IT risk management, internal audit, law enforcement and government.

- Advanced Knowledge of the Deep and Dark Web – 2 days
- Cyber Crime in Business – 1 day
- Cyber Defender Foundation: Capture the Flag (CTF) – 2 days
- Threat Hunting – 1 day (*How do you know your organisation has already been compromised?*)



LEADERSHIP and MANAGEMENT (inc Effective Communication skills)

Effective leadership and management within an organisation lends credence to sustainable development. Great leaders set a course and inspire their people to tow the path. The demands of today's manager to provide inspirational leadership, manage change and continually improve on the organisation's performance have never been higher. Our leadership and management courses aid the inspirational development of the skills and behaviours that sustain business growth and impacts on the individual's personal development. Further, the quality of leadership and management performance is strengthened by effective communication skills, which can be developed.

Some Effective Communication Courses

- **High Impact Effective Business Writing Skills (2 days)**

Writing is an important communication tool and it must be approached with precision. There is often the need to write emails, corporate letters, proposals as well as reports. The standard of the writing can be key to the organisation's results and thus, it has to be very well structured and presented. Writing must be persuasive and be geared to provide optimal advantage for business objectives. Business writing can be the difference between achieving your objective or otherwise. In this intensive and practical workshop, you learn ways to make your writing count. Facilitated by a professional writer you will learn key techniques, have opportunity to practise them for yourself and receive feedback. You will discover how to plan and structure documents, how to choose an appropriate style and write clear, accurate English, even under pressure. You will also gain valuable editing and proofreading skills, to help you improve your documents and ensure they are free from errors. In essence, you will get everything you need to write well at work.

- **Effective Communication (3 days)**

It is not unusual that the parties to a communiqué can be dismissed with completely different levels of understanding. Communication, through the various methods of speaking, writing and even body signals, is essential to the productivity of an organisation. In addition, the use of proper grammar cannot be over-emphasised. This three-day workshop focuses on **business writing, proposal development, report writing** as well as **public/professional speaking**, emphasising **presentation skills**. Communicating efficiently can be the difference between achieving your objective, or otherwise.

- **Public Speaking and Presentation Skills (2 days)**

Are you a business professional with growing responsibility for your team or department? Do you report directly to directors or the myriad of senior people in your organisation? Are you increasingly responsible for articulating the progress of your plans and projects to influential people who can have an impact on your career? Are you finding this situation a challenge?

It is not unusual to find that a number of people suddenly gravitate towards a role which requires some form of public speaking that they had never been prepared for. Speaking publicly is a skill and an art that can be developed with training and practice. Unfortunately, there are many misconstrued statements or mishaps that have prevented 'would-be' effective public speakers from being able to help others with their voices. MakeWay recognises this and lays significant emphasis on building public speaking gurus. This is a practical course that gets you to develop and practise your material as well as have your performance evaluated.

Some Management and Leadership Courses

- **Authentic Leadership with Executive Presence (2 days)**

This inspirational development programme will help you achieve greater personal and business success, increasing the impact you have on those working for and with you. The programme is highly participative and experiential. You will be engaged and involved in a journey of self-discovery; thus, challenging pre-conceptions and developing your personal brand. Authentic Leadership with Executive Presence has been defined as the ability to connect authentically with the heart and minds of others to motivate or inspire them towards a desired outcome. This course is ideal for anyone who needs to motivate and energise a workforce or deliver compelling, motivational messages to build belief and promote long term buy-in. This course will help you build impact and presence in all your interactions.

- **Developing High Performing Teams**

A study involving 100 business leaders (ThinkWise 2015 – Impact of team performance survey) revealed that team performance is the number 1 critical factor that impacts overall organisational value. It also revealed that high performing teams contribute most to improving organisational culture, staff retention, profitability and risk mitigation. The report points out that there are many factors conspiring against effective teamwork. In fact, 6 out of 10 senior executives reported that their own teams were underperforming! Albert Einstein said that, *finding a solution to a problem is easy. The hard part is correctly identifying the problem.* Many managers are more than able to fix team problems only if they knew what they were and what caused them. This unique workshop has been developed to facilitate a unique team intervention, and generating deliberate action necessary to improve the overall team performance in the targeted areas.

- **Appraisals and Feedback**

The appraisal of staff is a fundamental part of the manager's or supervisor's role. Appraisal and feedback systems not only help organisations to review individual job performance, they also enable staff to identify and manage their own developmental needs. This course will help you conduct appraisal sessions which promote a motivated, engaged and loyal workforce.

- **Coaching for Results**

Do you want to get the best out of your teams? Would you like to be able to support your people with structured coaching? In today's competitive environment the pressure on managers to get the best out of people continues to grow – one way of achieving this is through coaching. Coaching is extremely cost effective and reaps great rewards, providing the coach understands the process and obtain the necessary skills. This course will improve your understanding of the coaching process, develop your coaching skills and enable you to introduce coaching in the workplace. You will benefit from this course if you are a manager who needs to coach your team members to maximise their effectiveness.

- **Leading Successful Change**

Leading successful change requires unfaltering commitment, skill and technique. The complexity of change can be so overwhelming that many managers simply don't know where to start. Whether you want to learn how to manage organisational change or are in a position of restructuring or reorganising, this interactive and highly participative learning event will ensure that you get support and commitment from your people right from the start. Delegates will enhance their skills to lead both transformational and incremental change – change that is physical and which also requires the careful management of people too – using simple, easy to apply and highly effective tools.

- **Leading Virtual Teams**

Virtual team-working is now commonplace across EMEA, North America, Africa and Asia Pacific, and it brings with it some specific challenges. Some of these challenges include culture, which can play a significant part of effective communication. This course will give you the chance to see things from the *remote-perspective*, as well as the *centre-perspective* and come up with solid action plans to ensure your teams never feel remote. Those teams with strong virtual leadership will feel involved and engaged with the rest of their team and their shared goals; this will mean improved performance and less misunderstanding.

LEADERSHIP & MANAGEMENT COURSES

- **Manager to Leader**

Management is doing things right; leadership is doing the right things (Peter Drucker). As the workplace becomes a collaborative and fast paced environment, organisational culture demands leaders are proactive in providing vision and inspiration. The skills required to deliver this are quite different from the management skills you may be used to or those that you have brought into this role. Common concerns that are often expressed include:

How do I always think and live the 'big picture'?

How do I stay strategic?

How do I translate my style to different individuals?

How do I carry my people along with me?

This workshop uses globally recognised models to help you make decisions about your leadership. You will need to do less and think more, so come and have those thoughts provoked with us.



For enquiries or registration, please call

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makeway
...enabling desired results