

Seminars & Training Classes

Let's Get Going!

We can help your business keep moving forward by transferring the right knowledge to your staff on-site at the right time, in the right way. Start by choosing one of our standard training classes or "lunch & learn" seminars shown below. Contact us for pricing and scheduling information, and you're on your way!

If you need a custom class or seminar for other topics within our skill set, we'd be happy to meet with you to discuss details, schedule, and price.

Condensed or Comprehensive: You Decide

We offer two types of training. Our "lunch & learn" seminars provide a rapid impact, while our formal training classes deliver knowledge in depth.

Quick Facts

- **1.** Our classes and seminars are always in-person and highly interactive (not online).
- **2.** Minimum class or seminar size is two attendees; maximum is ten.
- **3.** Classes or seminars must be held in your facility, or in one that's under your control.
- **4.** We don't provide food or drink, but attendees are welcome to bring their own.
- **5.** We provide a Certificate of Completion to each attendee.
- **6.** We can give written exams if you wish (applies to Training Classes only, not Seminars).
- 7. For full details, please read our *Class and Seminar Policy* at the end of this document.



"Lunch & Learn" Seminars

"Lunch & learn" seminars are rapid, focused, and low-cost ways for your staff to learn what they can use right now. Warning: attendees often have fun during these seminars, too.

These special seminars are generally held during lunchtime and usually last one hour. However, we're very flexible with time and duration. You may find it better to schedule a morning or afternoon seminar instead. Or, you may prefer a two-hour presentation to expose more details or allow more time for "Q&A". Your cost would still be the same.

Internet Deep Dive (1.0 - 2.0 hours)

Here is your chance to learn about what actually goes on "under the hood" of the Internet. This "lunch & learn" seminar is a whirlwind tour of the hidden world of embedded web servers, JavaScript, e-mail source code, accidental (and naive) network connections, communications protocols, Wi-Fi signal visibility, mobile app permissions, and "The Internet of Things". Let's dive deep and discover some eye-opening details that may change the way you run your organization (not to mention your home computing experience). Bring your laptop or netbook computer and join the fun.

- *Topics*: Business and personal risks; Internet networking & protocols; server types; web site structure; web page contents; geo-location; web programming; email headers & source code; Wi-Fi facts; mobile devices & apps; Internet scanning; naïve networking; privacy & security issues.
- *Includes*: Seminar "Cheat Sheet".
- Audience: Smart, ethical, technically-oriented businesspeople who need to understand the "real" Internet so they can successfully manage business and personal risks.
- *Prerequisites*: Basic computer skills. You must bring your own laptop or netbook computer. You will also need Internet access.
- *Syllabus*: **1.** Dissect a web site's structure and content. Grab a copy of someone's entire web site. Learn how students re-created their school's web site to get a day off.
 - **2.** Explore what's actually inside a web page. View HTML, CSS, and JavaScript source code. Learn how web pages are constructed and customized "on the fly".



- **3.** Engage in some quick "URL Hacking" and "Google Hacking". Find hidden or obsolete web pages. Gain direct access to raw web server files.
- **4.** Watch Facebook execute software on your computer when you surf to CNN. Dissect Facebook's software source code to see what it does.
- **5.** Examine the "guts" of e-mail messages. Learn how clicking a link for Chase.com can take you to EvilHackers.com instead.
- **6.** Determine what is your public Internet address. "Ping" other people's Internet addresses. (You did know that everyone has a public Internet address, right?)
- **7.** Locate people's home computers—and iPhones!—on the Internet. Geolocate their Internet addresses.
- **8.** Take a tour of wireless home networks in your neighborhood. And in neighborhoods around Orlando or Beverly Hills. Locate homeowners' Facebook pages.
- **9.** Watch live video of a conference room somewhere in Moscow. (They probably don't know it's visible from, say, Illinois.)
- **10.** Learn how Angry Birds is programmed to upload your entire address book to a third party web server. Learn why IBM has outlawed "Siri".
- **11.** View print jobs and scanned documents in other organizations' office copiers/printers/scanners/FAX machines.
- **12.** Download confidential spreadsheets containing employee names, positions and salaries. Find other types of sensitive documents, too.
- 13. Take some detours specific to your organization!



A Quick Guide to Information Security (1.0 - 2.0 hours)

This "lunch & learn" seminar is an action-oriented introduction to the field of information security (InfoSec), which is all about identifying and managing risks. Let's learn about how InfoSec principles and practice can protect your computers and the critical data you rely upon every day. We'll introduce "best practices" that enable you to design, implement and maintain secure information systems (mobile devices, desktop computers, web servers, cloud storage, wireless networks, etc.). Most of the topics covered here will apply equally well at home, too.

- *Topics*: Business and personal risks; Internet; e-mail; Wi-Fi; mobile devices & apps; malicious software; anti-virus; underground economy; privacy & security issues; data leaks; data loss; firewalls; cloud services; ROI; awareness training; employee policies; "BYOD".
- *Includes*: Seminar "Cheat Sheet".
- Audience: Smart, technically-oriented businesspeople who need to understand and manage information security risks at work and at home.
- *Prerequisites*: Basic computer skills. It's best to bring your own laptop or netbook computer, but this is optional. It's also best to have Internet access but this is optional, too.
- *Syllabus*: **1.** Bring into focus security and privacy issues affecting individuals and organizations. What are the risks, and how do you mitigate them?
 - **2.** Itemize boring, tedious, and unimaginative aspects of InfoSec that really pay off. Review how InfoSec applies to old, non-digital information, too.
 - **3.** Learn how the "Digital Underground Economy" spurs criminal software developers to create tools and malware. How did you and your organization become their targets?
 - **4.** Analyze how malware gets into your computers and USB devices (prepare to be surprised). Discuss why today's malware is designed to be unobtrusive and short-lived.
 - **5.** Discover how anti-virus products are both useless and useful. Learn about other lines of defense that will work better for you.
 - **6.** Explore common ways your computers, software, staff, and data are being attacked right now. Find out about what you can—and cannot—defend against.
 - **7.** Identify how your data is leaking out of your organization to third parties. How does this place you at risk? How can you stop these leaks? And what is "meta-data"?



- **8.** Learn how security awareness training and new organizational policies will reduce your risks. Discover why "ROI" calculations don't justify InfoSec. What does?
- **9.** Examine technological solutions and their shortcomings. Why don't firewalls stop hackers from accessing your computers? What is "BYOD" and what should you do about it?
- **10.** Penetrate the buzz surrounding cloud computing. Does InfoSec apply to cloud computing, or does cloud computing make InfoSec obsolete?
- 11. Take some detours specific to your organization!



Network Communications Made Easy (1.0 - 2.0 hours)

If you're a "network newbie" but want to gain a quick, practical understanding of networks, then this "lunch & learn" seminar is for you. It's a gentle, hands-on introduction to wired and wireless network data communications. We'll begin with no mention of computers or digital equipment. After reviewing historic communications concepts we will relate these to modern data communications. In this way we'll build a picture of how "local area networks" and the Internet works. Finally, you'll get to plug in some network cables to create your own wired and wireless networks. Yes, you can do all this in just an hour!

Note: We'll provide the network cables, peripherals, and equipment required for "hands-on" work. It won't be necessary to connect anything to your facility's wired or wireless networks.

- *Topics*: Ancient communications methods; networking concepts; simple network equipment; wired vs. wireless networks; simple terminology; static vs. dynamic network addresses; data routing; gateways; Ethernet; DHCP; cables; network switches; ad-hoc wireless networks; configuration settings; Internet connectivity.
- *Includes*: Seminar "Cheat Sheet".
- Audience: Smart, technically-oriented businesspeople who want to learn the fundamentals of hands-on computer networking without being intimidated by jargon or drowning in abstract details.
- *Prerequisites*: Basic computer skills. You must bring your own laptop or netbook computer. You will also need Internet access.

Syllabus: Part 1 (Presentation)

- 1. Review historic networks that used couriers, signal flags, and Morse Code to send information. Yes, each of these corresponds to parts of a modern digital network.
- **2.** Learn networking concepts in a simple, non-threatening way. For example, all computers need to have a unique "address" on the network.
- **3.** Define a bare minimum of common networking terms. Examples: "ping", "Ethernet", and "packets".
- **4.** Discover why information must be broken into pieces before being transmitted to its destination. Obviously, all the pieces are re-assembled afterwards!
- **5.** Explore the concept of how data is routed from one place to another, eventually arriving at its destination.
- **6.** Consider the concept of a Local Area Network (LAN) and compare it to a Wide Area Network (WAN).



- **7.** Learn why most data flowing in a LAN shouldn't (and doesn't) get on the Internet.
- **8.** Examine the concepts of "router" and "gateway", which connect various networks together.
- **9.** Take some detours specific to your organization!

Part 2 (Hands-on)

During the "hands-on" portion of this seminar, attendees will exercise their new knowledge as follows. Don't worry, you'll understand all these "buzzwords" and concepts before you start plugging cables into equipment!

- **A.** Create a small wired network using Ethernet cables, network switches, and a DHCP server. If your computer doesn't have an Ethernet jack you'll create one with a simple USB adapter.
- **B.** Use the "ping" command to verify network connectivity between computers on your new network.
- **C.** Convert your wired network to use "static" network addresses instead of "dynamically-assigned" ones.
- **D.** Create an "ad-hoc" wireless (Wi-Fi) network, which doesn't require any cables, software, or equipment.
- E. Create a typical wireless (Wi-Fi) network using a Wi-Fi router.
- **F.** Configure the Wi-Fi router through its administrative interface.
- **G.** Learn why your small network doesn't allow your computers to access the Internet. Then, learn what it would take to accomplish this.
- **H.** Connect your computers to your organization's normal Wi-Fi network, and "ping" Internet web sites such as Google.



Basic Packet Sniffing and Port Scanning (1.0 - 2.0 hours)

Network communications can be frustrating because details are normally hidden from us. Blinking lights tell us nothing. Windows will try to diagnose and fix network problems, but this NEVER works. If you're a programmer, Visual Studio will NOT tell you why the database server failed to run a query. If you're a service technician, the customer will ALWAYS tell you their network port is open, and you have no way to prove otherwise. Wouldn't it be nice to have simple, free tools that clearly show which ports are open, and why your query failed to work? Say "Hi" to Nmap and Wireshark! In this hands-on "lunch & learn" seminar we'll teach you the basics of how to use these well-known tools.

Note: It will be necessary to connect attendees' computers to your wired network. We will need your permission to sniff packets and run scans on your network. You will also need to provide everyone with Internet access. Contact us for more details.

- *Topics*: Networking details; packets; protocol analysis; diagnosis & troubleshooting; data extraction; device detection & "fingerprinting"; network services; IP addresses and port numbers; "rogue" devices & software; Internet scanning.
- *Includes*: Seminar "Cheat Sheet".
- *Audience*: Smart, technically-oriented businesspeople who want to use free software tools to gain visibility into useful details of network communications.
- *Prerequisites*: Basic computer skills. You must bring an Ethernet cable, and a laptop (or netbook) with an Ethernet adapter. You will also need Internet access.

Syllabus: Part 1 (Wireshark)

- **1.** Download and install Wireshark (a packet sniffer and much more).
- **2.** Learn the basics of configuring and starting Wireshark. Watch network data communications in real-time.
- **3.** Explore captured data in full detail down to the "bit" level. Find the needle in the haystack (or maybe an SQL query).
- **4.** Decode and interpret network protocols such as HTTP, SMB, ARP, and DHCP. Wireshark understands 1,300 network protocols!
- **5.** Discuss basic techniques for troubleshooting common "network issues", such as failing to connect, or "hung" connections.
- **6.** Save the captured data so it can be examined later or shared with colleagues and customers.
- 7. Export captured data to CSV and plain text.
- **8.** Get a behind-the-scenes look at someone surfing the web. Extract some JPG image files from the web pages they visited.



9. Take some detours specific to your organization!

Part 2 (Nmap)

- **A.** Download and install Nmap (a port scanner and much more).
- **B.** Locate and identify computers and devices connected to the network. The things we discover may surprise you.
- **C.** Discover what ports are open and what network services are running on a target computer or device.
- **D.** Identify manufacturers, operating systems, and server software for a target.
- **E.** Use the Internet to find more information about open ports and network services.
- **F.** Find "rogue" computers, devices, and software on the network. Such as a personal Wi-Fi access point, or pcAnywhere.
- **G.** Locate home computers out on the Internet. Find out what ports they have open (they may have a web server running).
- H. Take some detours specific to your organization!



Training Classes

These formal classes are focused and cost-effective ways for your staff to learn skills they can use every day.

You can schedule these classes for your employees' convenience, based on their normal work hours. We're very flexible with starting times, and we can even accommodate evening hours if absolutely necessary. Your cost would still be the same.

Introduction to SQL Databases (4.5 hours)

This training class is a gentle, hands-on introduction to generic database concepts and standard Structured Query Language (SQL). Class will begin with no mention of computers, software or database languages. After fundamental concepts become clear, the generic computer software database will be considered. A basic version of the standard SQL "command language" will be taught. Hands-on work will enable you to develop some real SQL database skills that are applicable to any standard SQL database. And you get to keep the database software you used in class!

- *Topics*: Basic database principles; database engines; client-server relationship; tables; rows; columns; data types; SQL syntax and semantics; symbols and operators; inserting, modifying, and deleting data; queries; sorting and filtering data; SQL functions; visual formatting of data.
- *Includes*: 76-page textbook and a free copy of the SQLite3 database software.
- Audience: Smart, technically-oriented businesspeople who need to know just enough about standard SQL databases to be "dangerous".
- *Prerequisites*: Basic computer software skills (generic).

Syllabus: Part 1 (Presentation)

- **1.** Begin with completely non-technical concepts and examples to build an understanding of basic database principles. Explain why we need to store and organize data.
- **2.** Evolve our understanding to encompass computerized databases. We'll split the concept of a database into two parts: client and server.
- **3.** Describe how a database contains an engine, whose job it is to manage data and respond to user requests.



- **4.** Build data storage concepts such as tables, rows, columns, and data types.
- **5.** Develop the notion of a standard command language that can be understood by any database engine.
- **6.** Introduce SQL (Structured Query Language) and define its basic syntax. Examine the semantics that drive SQL's behavior.
- **7.** Define SQL's symbols and operators, which provide a standard way to process and display data stored in a database.
- **8.** Explore basic SQL queries, and explain how these can be used to insert, modify, delete, sort, filter, and display stored data.
- **9.** Take a quick tour of standard SQL functions, which are used to perform computations on stored data.
- **10.** Highlight how we can visually format stored data so that it's clearer and easier to look at. This will lead us to the concept of database reports.
- **11.** Get a "sneak preview" of additional SQL topics that you can learn later.

Part 2 (Hands-on)

During the "hands-on" portion of this training class, attendees will exercise their new knowledge as follows.

- **A.** Install the SQLite3 database software. Take a tour of its graphical user interface.
- **B.** Open a pre-existing database and run your first simple SQL query.
- **C.** Run an SQL command to view some data stored in the database.
- **D.** Use SQL to sort data stored in the database.
- **E.** Filter data stored in the database.
- **F.** Visually format stored data.
- G. Experiment with SQL functions.
- **H.** Insert new data into the database.
- **I.** Modify and delete data.



Intermediate SQL Database Concepts (7.5 hours)

A hands-on training class that explores generic database concepts and standard SQL at the intermediate level. It builds on knowledge gained in our *Introduction to SQL Databases* class. We'll begin with a review of basic SQL. A rich set of additional SQL database topics will be covered in detail. Plus, we'll cover some Oracle- and Sybase-specific topics to round out your knowledge. Hands-on exercises will boost confidence in your new SQL database skills, plus you get to keep the database software you used in class!

- *Topics*: Operators; comments; data types; literals; parenthesis; NULL; table aliases; subqueries; data filters; pattern matching; group operations; joins; Data Description Language (DDL); views; primary and foreign keys; SQL functions; triggers; indexes; sequences; transactions; administration; webbased database reports.
- *Includes*: 103-page textbook and a free copy of the SQLite3 database software.
- Audience: Smart, technically-oriented persons who already know all topics covered in Introduction to SQL Databases, but need to learn many additional, powerful concepts.
- *Prerequisites:* Basic computer software skills (generic); basic standard SQL; basic generic database concepts.

Syllabus: Part 1 (Presentation)

- 1. Review basic SQL.
- **2.** Illustrate how comments can be placed in SQL statements. Demonstrate common ways to format SQL statements for greater readability.
- **3.** Discuss data types and literals. Describe what NULL means and how it's an important concept in SQL databases.
- **4.** Define additional SQL operators and functions. Introduce the concept of operator precedence. Show how parenthesis can force a precedence.
- 5. Explain table aliases. What are these used for?
- **6.** Evolve the idea of subqueries and show how these can make building and testing complicated queries easier.
- 7. Show additional ways to filter data. Introduce "pattern matching".
- **8.** Present grouping operations that can organize our stored data in a much better or more appropriate way.
- **9.** Examine the mechanics of joins, and identify the various kinds.
- **10.** Introduce the Data Description Language (DDL) and define its common commands.



- **11.** Develop the concept of database views, and illustrate how these are useful.
- **12.** Explain primary keys and foreign keys, which are used to link together data stored in databases.
- **13.** Highlight some differences between various "brands" of database engines. For example, differences in syntax and data types.
- **14.** Analyze additional, powerful SQL functions that are available.
- **15.** Explore how triggers can cause automatic data operations to occur within a database.
- **16.** Learn about indexes and explain how these can greatly speed up database operations.
- **17.** Discuss sequences and identify common ways these can be used to organize data.
- **18.** Evolve the concept of transactions and explain how these help to guarantee that data remains consistent across a database.
- **19.** Introduce the concept of database administration.

Part 2 (Hands-on)

During the "hands-on" portion of this training class, attendees will exercise their new knowledge as follows.

- **A.** Install the SQLite3 database software. Take a tour of its graphical user interface and its command-line interface.
- **B.** Open a pre-existing database and display data stored in two tables.
- **C.** Explore differences in running SQL queries with and without parenthesis.
- **D.** Use the NULL value. Add a comment to an SQL statement.
- **E.** Write subqueries that include data filters. Use grouping operations.
- **F.** Using table aliases, create a view containing a join.
- **G.** Create a table and then remove it.
- **H.** Introduce SQLite3's command-line client. Dump a table. Glance at the many commands available for this client.
- **I.** Introduce web-based database reports. Show how the command-line client can be used to generate web reports.



An Engineer's Primer on Information Security (4.0 hours)

A comprehensive introduction to the field of information security, which deals with the protection of critical data and the information systems that store such data. In this training class we will introduce "best practices" in information security, which are tried-and-true security-related guidelines for designing, implementing and maintaining any kind of information system. On a more detailed and practical level, this class will bring into focus security and privacy issues affecting individuals and corporations. We will describe common attacks and their defenses; data leaks and their prevention; effective individual and corporate policies; technological solutions and their shortcomings; and a lot more topics.

- *Topics*: Formal definition, objectives and scope; risk management; security policies; laws and regulations; "best practices"; cybercrime; malware; worms; viruses; spyware; adware; ransomware; trojans; rootkits; zero-day exploits; zombies and botnets; anti-virus software; networking concepts and diagnostic software; port management; firewalls; safe computing; network and Internet threats; wireless threats; PDF and multimedia threats; strong passwords and user IDs; social engineering; facility security; property theft; "data leaks" and meta-data; privacy; e-mail; voice-mail; web servers; equipment disposal and repair; shredding; encryption; data backup and restoration; paper files; hand-held electronic devices; media and memory sticks; storage of backup media; uninterruptible power supplies; policies.
- *Includes*: 44-page white paper on information security.
- Audience: Smart, responsible, technically-oriented professionals engaged in business and/or digital product engineering, design and development activities.
- *Prerequisites*: Basic computer hardware and software skills (generic).
- *Syllabus:* **1.** Present a formal definition of the field of information security. List its objectives and scope.
 - **2.** Show how information security is a risk management process. Illustrate various worldwide standards for managing information security risks.
 - **3.** Describe how written security policies help organizations to increase security. Take a quick tour of laws and regulations that apply to information security.
 - **4.** Develop the concept of "best practices" in information security. Introduce various organizations that publish "best practice" guidelines.
 - **5.** Introduce cybercrime and show how this is enabled by malware such as worms, viruses, spyware, adware, ransomware, trojans, and rootkits.
 - **6.** Discuss anti-virus software and its limitations. Describe zero-day exploits and identify how these are much harder to defend against.
 - **7.** Explain zombies and botnets, and what cybercriminals use these for.



- **8.** Review networking concepts. List common network and Internet threats (including wireless threats).
- **9.** Describe how network diagnostic software, port management, and firewalls can be used to increase security.
- **10.** Identify safe computing habits relating to: PDF threats; multimedia threats; passwords; user IDs; e-mail; and voicemail.
- **11.** Provide examples of social engineering and show how this completely circumvents technological protections.
- **12.** Cover "boring" topics such as data backup and restoration; storage of backup media; facility security; property theft; equipment disposal and repair; paper files; uninterruptible power supplies; and shredders.
- **13.** Introduce data leaks and meta-data. Show how these affect privacy and security. Explain how meta-data can cause ruin or triumph in lawsuits.
- **14.** Explain how encryption works, and how it can be defeated.
- **15.** Describe how security is degraded by mobile devices, flash drives, and external hard drives.



Class and Seminar Policy

We believe in being open, honest, and fair to our clients and attendees. We're also dedicated to protecting their privacy. We've included this Policy to prevent accidental misunderstandings about our Training Classes and Seminars.

Changes to this Policy do occur occasionally, but we will honor the Policy that was in effect when you scheduled a specific Training Class or Seminar. If you schedule another Training Class or Seminar later, the new policy will be in effect.

Note: In this Policy, the word "you" and "your" refers to the client who hired us, and "we" and "our" refers to Brent and Margaret LaReau (designsbylareau.com).

- **1.** We provide a Certificate of Completion to each attendee.
- **2.** All of our Training Classes and Seminars are presented "in person". Online versions are not available.
- **3.** We provide only paper copies of textbooks or other related materials for our Training Classes and Seminars. Additional copies of textbooks can be purchased later by attendees. We do not provide electronic copies of these materials.
- **4.** The per-attendee price for our Training Classes or Seminars will need to be agreed upon before scheduling begins. We will not introduce any extra costs after the fact unless you request a change that requires us to do so. In that case we will cancel the previous price quote and issue a new one.
- 5. Our minimum Training Class or Seminar size is two (2) attendees (no exceptions).
- **6.** The maximum size for our Training Classes or Seminars is ten (10). Exceptions will need to be negotiated at least one week ahead of time.
- 7. We will need to cancel a Training Class or Seminar if you inform us well ahead of time that attendee cancellations have brought the total attendee count below our minimum. "Well ahead of time" means more than two (2) hours before the scheduled starting time. In that case we will not bill you for the Training Class or Seminar.
- **8.** We will need to cancel a Training Class or Seminar if we arrive on-site and discover that attendee cancellations have brought the total attendee count below our minimum. In that case we will not bill you for the full amount that you and we had expected. Instead, we may choose to charge you a token fee equivalent to one attendee's "tuition" at the rate we had previously agreed upon. For example, if we had negotiated a per-attendee price of \$1.00, we may charge you \$1.00 for having to cancel.
- **9.** If you have to cancel a Training Class or Seminar within two (2) hours of its scheduled starting time, we will not bill you for the full amount that you and we had expected. Instead, we may choose to charge you a token fee equivalent to one attendee's "tuition" at the rate we had previously agreed upon. For example, if we had negotiated a per-attendee price of \$1.00, we may charge you \$1.00 for canceling.
- **10.** If an attendee has to leave a Training Class or Seminar after at least 30 minutes has elapsed, we will include his or her name on our attendance records and bill you for that person as if he or she



had stayed for the entire class. However, we cannot issue a Certificate of Completion to that individual.

- **11.** Attendance will be taken to assure accuracy in our invoices and Certificates of Completions.
- **12.** You get to choose who attends Training Classes or Seminars held at your facility. In other words, we do not invite attendees from other organizations to show up at your Training Classes or Seminars.
- **13.** Training Classes or Seminars must be held in your facility, or in a facility under your control. We do not provide (or arrange for) facilities.
- **14.** Attendees are welcome to bring their own food or drink to our Training Classes or Seminars unless this violates your facility's policies. We don't provide food or drink to attendees.
- **15.** We provide a 10-minute break every two hours during Training Classes. No breaks are normally taken during Seminars. However, Training Class or Seminar attendees are always welcome to take an unscheduled break if pressing business or personal reasons compel them to do so.
- **16.** A 30-minute "lunch break" will be scheduled for any Training Class longer than four (4) hours, assuming the class is scheduled such that it overlaps your organization's lunch period. No lunch breaks will be scheduled for Seminars.
- **17.** If you wish, we can administer written exams to Training Class attendees after they complete the class. There is no extra cost for this. We can also administer a "pre-test" if you wish to gauge the effectiveness of our Training Classes. However, no exams are available for Seminar attendees.
- **18.** We will never provide your name, or your attendees' names, or anyone's contact information to anyone else (even if they work for the same organization or a related organization). We do not sell or rent out "mailing lists".
- **19.** We may teach Training Classes and present Seminars to your competitors, but we will not disclose that fact (or any other related information) to you or to your competitor. Note: this is different from our consulting service policy, where we will not perform work for competitors.
- **20.** We may contact you or your attendees occasionally. If so, we would normally do this after we finish a Training Class or Seminar, to provide follow-up information to those who express an interest in keeping in touch or in learning more about a topic. It is not our intention to bug anyone with advertisements for our classes, seminars, or consulting services.
- **21.** We have no standard schedule for Training Classes or Seminars. Each one will be scheduled separately on a case-by-case basis.
- **22.** We cannot guarantee the present or future availability of any Training Class or Seminar. However, it is our intention to offer these on an ongoing basis.