

Building professionalism in project management.TM

100's Nugget

Project Management Institute Eastern Iowa Chapter

P.O. Box 1811 Cedar Rapids, IA 52406-1811

http://www.pmieasterniowa.org communications@pmieasterniowa

A new monthly section helps our chapter members and guests better understand what the chapter leadership roles. See page 3.



This photo is from our booth at the "Open for Business" show.
David Tominsky, Bhaskar
Pulikal, Jim Nicoll, Sandra
Spengler, Bob Sanders and Dale
Moore worked it. Thanks to all
for a great job. A big thanks to
Mary Stull, Shive-Hattery marketing, for putting our booth
and booth materials together.
We had a great booth!

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2007 Issue 04 April 2007

Our Next Chapter Meeting - April 10th

The April chapter meeting will be held Tuesday, April 10, 7:30 a.m. to 9:00 a.m. at the Clarion Hotel and Convention Center at 525 33rd Ave SW in Cedar Rapids. The Clarion Hotel and Convention Center phone number is (319) 366-8671.

Program: "Task Explosion and Issue Management" by Paul Postler

This month's topic is, "Task Explosion and Issue Management". Promoting detailed project planning had led to detailed plans with more tasks than ever assigned to a project. Does this lead to better project management? Also, it's inevitable that issues will arise as even the most carefully thought out plans will have problems. What process should we use to manage these issues?

Join us as Paul Postler, the Director of Scoring Support Services at PEM, as well as an adjunct professor in Project Management at the U of I, Tippie College of Business, explains some of the problems that he sees with the increasing number of tasks assigned to projects. Also, Paul will provide an explanation of what he looks for in an issue management process.

Program Schedule:

7:30 - 7:45 Registration, breakfast, and social time

7:45 - 7:50 Opening by chapter president / chapter officers

7:50 - 8:40 Presentation

8:40 - 9:00 Final announcements and wrap-up

Our Breakfast Menu (subject to change):

- Assorted fruit juices
- Coffee and tea
- · Assorted fresh pastries
- Varied bagels and other breads
- Fresh fruit

Cost:

\$10.00 to chapter members and \$15.00 for guests.

Please note that we have changed our attendance policy to assess a fee to all meeting attendees. This is different than our previous practice of allowing attendees who were not eating to attend for free.

Please RSVP no later than Thursday, April 5th to ProgramRegistration@pmieasterniowa.org.

Steve Sawyer, Director - Logistics PMI Eastern Iowa Chapter

Important Note:

Your survey contributions help plan future meetings. Please remember to fill out a survey form after our chapter meetings. We especially appreciate any and all ideas within the "Suggestions for Future Meeting Topics" section.





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President's Corner - by Darin Hart, PMP

Chapter Members and Guests,

When I sat down to write this months President's corner I had a couple of different ideas however I quickly decided on my topic after getting an email from one of the system administrators for an application I support. This email along with some other recent project experiences led me to decide this month's topic would be on "Communication". Communication affects all aspects of our life and is something that we can not survive



without mastering at some level. Communication on projects we manage or are involved with requires constant attention. I have found that we generally do a good job of communication when the project first starts however this area tends to slip as time progresses until we encounter a situation where failure to communicate properly creates a problem. Listed below is a short list of key communication mechanisms that I have found we should employ when working on projects:

- 1. Written Communication Plan
- 2. Regularly scheduled Team Meetings
- 3. Regularly scheduled status/progress reports
- 4. Meeting agenda's and meeting minutes for all meetings
- 5. Documentation and distribution of all discussions where decisions are made
- 6. Unscheduled verbal conversations with team members on a regular basis
- 7. Unscheduled verbal conversations with project sponsor(s) on a regular basis

You may not think all of these are necessary on your projects however I would venture to say that no matter how large or small your project is you would benefit from these communication mechanisms. In today's environment where the majority of our teams are distributed, communication is an even more important part of helping ensure project success.

The topic of the email I mentioned I received from one of my system administrators would have either not been necessary or would have carried a different tone had these communication mechanisms been followed. Failure to follow these communication mechanisms caused unnecessary work and frustration between team members. The items discussed in this months President's corner are not new but something that I thought would be a good reminder for all of us working on projects.

I would like to encourage you all to communicate with the PMI Eastern lowa Chapter leadership team should you have any ideas or suggestions that you think would help improve your local chapter.

Darin Hart, PMP 2006 President, PMI Eastern Iowa Chapter

Get Noticed — Eastern Iowa Chapter Shirts Are Available For Order



Our Eastern Iowa Chapter of PMI is pleased to offer chapter-branded shirts for sale to its members. The Shirt Order Form is available at the end of our 100's Nugget and on the chapter website, and provides the options and instructions for ordering the two styles of shirts being offered: a long sleeve woven shirt (\$30) and a short sleeve knit golf shirt (\$28). Options include Ladies and Unisex (male or female) cut, sizes from extra small to triple X, and many color choices to fit your current wardrobe. Embroidery design choices are PMI Eastern Iowa Chapter and PMI Eastern Iowa Chapter - PMP Certified.

Completed Shirt Order Forms and checks can be mailed to the chapter PO Box on the form. Comments and questions should be emailed to director.certifications@pmieasterniowa.org.



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Getting To Know Our Chapter Leadership Roles

This newsletter section is dedicated to help our chapter's members and guests become aware of what the chapter's leadership team does. We welcome your comments and questions by email to communications@pmieasterniowa.org.

This month we profile the chapter's Outreach work area. Outreach is the newest functional unit of our chapter and is now beginning its second year of operation. The purpose of Outreach is to:

- Be proactive in communicating with corporations, universities and colleges, community organizations, and individuals to determine their project management needs and how our chapter can assist them with those needs.
- Be known in eastern lowa area as the "hub" of project management knowledge and the "go-to" organization for help in project management needs.
- Build relationships throughout the eastern lowa are.

Your Outreach Committee currently includes Dale Moore (VP of Outreach), David Tominsky (Director of Corporate Outreach), George Hollins (Director of University Outreach), Bhaskar Phulikal (Director of Individual Outreach), Bob Sanders (Past President), Ray Kratville, and Lisa Howard.

Primary activities this year have thus far included:

- Assisted a senior level marketing class at Mt. Mercy College in their research project to determine the feasibility of Mt. Mercy developing a project management curriculum.
- Operated a booth at the CR Chamber Open for Business trade show.
- Assisted the IEEE organization in identifying and acquiring a project management workshop presenter for their annual development days called Procon.
- Identified corporations to talk to concerning their project management needs and have initiated those calls.

We welcome suggestions from the membership regarding other ideas for outreach activities. We also welcome others who may be interested in participating in the outreach committee. Most important, you do not have to be an officer or director to participate. We welcome any outreach suggestions by email to outreach@pmieasterniowa.org.

Chapter Sponsored Professional Development (subject to change)

The following chapter sponsored professional development opportunities are available.

Date	Time	Course ID	Cost	PDUs	Location	Title
4/16/07	5-9 pm	C100-2800	125 PMI Member 150 Non-Member	4	Kirkwood	Project Cost Management
5/21/07	5-9 pm	C100-2900	125 PMI Member 150 Non-Member	4	Kirkwood	OPM3 Workshop
6/18/07	5-9 pm	C100-3000	125 PMI Member 150 Non-Member	4	Kirkwood	Proactive Project Risk Management

Send questions to director.professional@pmieasterniowa.org.

A PDU's Reminder

Eastern Iowa Chapter Drops Chapter Meeting PDUs from 1.5 to 1.0

It is the Project Management Institute's PMP recertification policy to typically grant 1.0 PDU (Professional Development Unit) for 1.0 contact hour of Project Management training. As a Chartered Chapter of PMI, the Eastern Iowa Chapter is authorized to issue PDUs for Project Management (PM) training, and must designate the number of PDUs granted to PMPs for attending Chapter meetings where PM training is provided. In as much as the Chapter meeting programs typically average about 1.0 hour, effective with the January 2007 meeting the Chapter will begin awarding 1.0 PDUs per meeting. This change was submitted to PMI Global for review and comment, who informed us that 1.0 is typical for other chapter meeting PDU awards.



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Chapter Meeting Program Recap - March 13, 2006

"Quality Improvement Projects - Practices and Pitfalls" by Mark Latta

Mark Latta, PMP is a Senior Process Engineer for Pearson Educational Measurement. His current focus is Pearson's electronic testing products. He is an ASQ certified quality auditor and received his PMP in 2005. Mark presented, "Quality Improvement Projects -Practices and Pitfalls". The presentation raised the problems quality projects face, and how project management principles can help prevent improve project pitfalls. Remarks from the audience were very positive.



No Shows: 04 Walk-ins: 09 Attendance: 22 Guests: N/A

Chapter Meetings Schedule (subject to change)

	Date and Time	Location	Topic and Presenter
2	April 10 7:30 - 9:00 AM	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	"Task Explosion" by Paul Postler
\$\frac{1}{5}	May 8 7:30 - 9:00 AM	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	"The Ultimate Project" by Tana Goertz
	June 12 7:30 - 9:00 AM	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	Round-Table discussion on Risk Management

Check Out The PMI Global Website

Do you sometimes desire to know what is going on at the PMI Global level? Consider investing some time on the PMI global website (www.pmi.org) to learn more about PMI news items and events like the following:

- To learn about other project management events, view the 2007 PMI Professional Development catalog.
- Construction Extension to the PMBOK® Guide Third Edition Exposure Draft is now live.
- We invite you to participate. There are five new research surveys are now available online.
- Mark your calendars for the PMI Global Congress 2007 North America in Atlanta, GA.
- This year PMI Global Congress 2007 Latin America will take place in Cancun, Mexico.
- The 2007 registration is now open for eSeminarsWorld and PMMM.
- PMI Board of Directors election results announced.
- The online PMI Bookstore offers the most complete collection of project management information in the world.

Guess when PMI's 250,000th member will join.

PMI's 250,000th Member Race is underway and anyone may enter! The individual (member or nonmember) who guesses closest, without exceeding, the date and time that the 250,000th member joins PMI will be the winner. If no one guesses correctly, then the contest winner will be the individual who guesses closest without exceeding the actual time the 250,000th member joins. Visit the contest

> members may enter the race. The sooner you enter, the better your chances to win. http://www.pmi.org/prod/groups/public/documents/info/250KMemberRace.asp

web page for information on rules, prizes, incentives and information on how members and non-



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Membership Update

Help us achieve 300 by asking just one friend to become a new member this month.

The PMI Eastern lowa Chapter membership stands at **293**, with **152 PMP**®s. Our chapter has representation from 55 companies. The top five are listed below.

- Pearson (131 members, 74 PMPs)
- Rockwell Collins (21 members, 7 PMPs)
- Intermec Technologies (16 members, 10 PMPs)
- Aegon (12 members, 2 PMPs)
- Iowa Health System (8 members, 1 PMPs)

New PMP®s:

Congratulations New PMPs: Laura Smith, PMP was incorrectly identified in the February newsletter. Laura works for lowa Health System in Cedar Rapids, and passed the PMP exam in January.

New Members:

Welcome New Members: Richard Morehouse, CTG Healthcare Solutions; Matthew Ash, Jessica Gordon, Kathie Green, Alison Kaster, and Kelly Scott, all with United Fire Group.

Welcome Back:

Welcome back: Kevin Baker, Pearson; Rich Smith, Priority Management.

PMI Chapter Transfers:

If you have a need to transfer chapters because you have moved or relocated due to employment location changes, be sure to update your membership data at the PMI global website, www.pmi.org.

PMI Member Contact Updates:

Update your membership data at the PMI global website, www.pmi.org.

Important Notice To Our Chapter Members

We need your help with your personal email addresses!

As a member, you are requested to keep and update personal contact data within the PMI Global membership records. This contact data is made available to our Chapter so that we may update our membership records, including our email distribution listings.

Recently, our email domain (pmieasterniowa.org) has been "blacklisted" by msn and hotmail as being a SPAM source. As a result, we are no longer able to successfully send our chapter email communications to msn and hotmail email addresses.

If you are (or intend on) using msn or hotmail for your PMI registered email address, we need for you to choose another provider. PMI members should login to the PMI Global membership site and adjust your membership preferred email address to an email address provided by someone other than msn or hotmail.

Thank you,

Doug Williams, PMP, VP of Communications and Publicity

IEEE ProCon 2007—Cedar Rapids, May 1, 2007

Plan to attend the Tenth Annual IEEE Cedar Rapids Section professional development conference, ProCon 2007, with the theme "The Leadership Quest". For more details, take a look at the flyer they have provided and we have included later in our monthly newsletter.



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Priority Management Training Schedule (subject to change)

The following Priority Management sponsored professional development opportunities are available.

Date	Course ID	PDUs	Location	Title
04/20/07	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
04/20/07	1161-TN070100	7	Web workshop at your desk	Working Smart with Lotus Notes
05/10/07	1161-TN060100	7	Cedar Rapids, IA	Working Smart with Microsoft Outlook
05/25/07	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
06/20/07	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
10/23/07 – 10/25/07	1161-PMB00020	21	Cedar Rapids, IA	Project Management Breakthroughs
10/26/06	1161-TN061161	7	Cedar Rapids, IA	Working Smart With MS Project

Please find more details at http://www.prioritymanagement.com/rsmith/workshop_schedule/ or send questions to rsmith@prioritymanagement.com.

New Horizons Training Schedule (subject to change)

The following courses are available at New Horizons of Cedar Rapids in the coming months.

Date	PDUs	Location	Title
04/09/07	13	New Horizons	Schedule and Cost Control
04/16/07	13	New Horizons	Project Tune-Up
04/23/07	6.5	New Horizons	Microsoft Project 2003 – L1
04/24/07	6.5	New Horizons	Microsoft Project 2003 – L2
05/17/07	6.5	New Horizons	Project Management – Risk Management
05/18/07	6.5	New Horizons	Project Management – Quality Management
06/04/07	19.5	New Horizons	Introduction to Project Management
07/09/07	19.5	New Horizons	Project Management for Professionals Exam Preparation

Visit www.newhorizonscr.com, email events.cedarrapids@newhorizons.com, or call 319-294-9035.

Madison PMI - PDD 2007

The Madison/South Central WI Chapter of PMI is proud to sponsor its sixth annual Professional Development Day scheduled for Friday April 27, 2007. This year's event will be held at the American Family Insurance Training Center. During the event, they will be holding several sessions called "Ask the Experts". These sessions will provide attendees the opportunity to bring questions about project management to a panel of experts for discussion.

For more details, take a look at the flyer they have provided and we have included later in our monthly newsletter.



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PMI Eastern Iowa Chapter Contacts

2007 Board of Directors

President Darin Hart, PMP president@pmieasterniowa.org Past President Bob Sanders, PMP pastpresident@pmieasterniowa.org VP of Communications and Publicity Doug Williams, PMP communications@pmieasterniowa.org VP of Education Jennifer Ruppert, PMP education@pmieasterniowa.org VP of Finance Leo Bertling, PMP financial@pmieasterniowa.org **VP** of Operations Paddy Puthige, PMP operations@pmieasterniowa.org VP of Outreach Dale Moore, PMP outreach@pmieasterniowa.org

2007 Directors

Director At-Large Kristi Burkle, PMP director.atlarge@pmieasterniowa.org Jim Nicoll, PMP **Director of Certifications** director.certifications@pmieasterniowa.org **Director of Corporate Outreach** David S Tominsky director.corpoutreach@pmieasterniowa.org Director of Individual Outreach Bhaskar Pulikal, PMP director.indoutreach@pmieasterniowa.org Director of University Outreach George Hollins, PMP director.unioutreach@pmieasterniowa.org **Director of Logistics** Steve Sawyer, PMP director.logistics@pmieasterniowa.org Director of Marketing Jamie Winders director.marketing@pmieasterniowa.org **Director of Member Relations** Glenda Dixon, PMP director.memberrelations@pmieasterniowa.org Director of Newsletter director.newsletter@pmieasterniowa.org Open Director of Professional Development Barry Ehrig, PMP director.professional@pmieasterniowa.org **Director of Programs** Tammy Sweat, PMP director.programs@pmieasterniowa.org Director of Technology Sandra Spengler director.technology@pmieasterniowa.org **Director of Volunteers** Angie Zimmerman, PMP director.volunteers@pmieasterniowa.org Director of Website **Brian Tompkins** director.website@pmieasterniowa.org

Other Contacts

Chapter Monthly Program Registration Program Registration programregistration@pmieasterniowa.org
Chapter Training Registration Training Registration trainingregistration@pmieasterniowa.org
Chapter Web Mail Administrator Web mail webmail@pmieasterniowa.org
Chapter Website Administrator Webmaster webmaster@pmieasterniowa.org

As of 03/17/2007.

PDU University Series

(Course Value: 4 PDUs)

Project Cost Estimating & Management

Course Description:

This course examines project costing by providing participants with cost estimation techniques and tools to manage project cost. It demonstrates how resource planning, cost estimating, cost budgeting, and cost control are applied to ensure that a project is completed within the approved budget and schedule. Participants will also become familiarized with a number of powerful cost management tools that will allow them to forecast and influence future project cost success. Included in the class are a number of real world exercises that take you from cost estimation at the beginning of a project through the challenges of ongoing cost management throughout the project. After completing this course, participants will understand the following:

- Analogous, Parametric, and Bottom-up Estimating how to use information from previous projects, industry standards, and the WBS to estimate costs for a new project
- Life-Cycle Costing how to estimate the costs of long-term and multi-year projects Time-Phased Budgeting - how to prepare a project cost baseline that will be used to measure and monitor cost performance during project execution
- Earned Value Project Management a better cost management methodology
- Return on Investment (ROI), Net Present Value (NPV), Discounted Cash Flows (DCF), Investment Payback Analysis (IPA), Internal Rate of Return (IRR)
- Death Spiral of Overhead be able to spot organizations that are misallocating project cost

Course Date & Location:

April 16 (5:00pm – 9:00pm) Kirkwood Community College Nielsen Hall Room 212b 6301 Kirkwood Blvd. SW Cedar Rapids, Iowa 52406

Instructor:

Jamie Northrup, PMP has served as a Sr. Manager, Program Manager, and Project Manager in the Aerospace Engineering, Telecommunications, and Academic Industries. He is an original OPM3 team member and OPM3 Second Edition Core team member. He is trained in CMMI through the Software Engineering Institute at Carnegie Mellon University and has taught technology classes as an adjunct professor with Kirkwood Community College.

Important Details:

The cost of this class is \$125.00 for chapter members and \$150.00 for non-chapter members.

There are no prerequisites to this course and all of the materials will be provided.

Please mail checks to: P.O. BOX 1811, Cedar Rapids, IA 52401-1811.

This form must be completed, mailed, and received by COB April 9, 2007. In addition to sending in the form please send an e-mail to trainingregistration@pmieasterniowa.org so that we can reserve your seat.

Please forward any questions or concerns to director.professional@pmieasterniowa.org.

Required Sign-up Inforn	nation	Project Scope / Requirements Managemen	t & Change Control
Name, First, MI, Last:		PMI ID #:	
E-mail:		Phone #:	
Company:			

PMI Eastern Iowa Chapter

Shirt Order Form

(One [1] each shirt per form. Please check-off desired shirt options.)

Name:______ Phone:_____ Email:_____

Long Sleeve, Woven Shirt \$30.00	or	Short Sleeve, Knit (Golf) Shirt \$28.00	
Unisex, Long Sleeve, Woven Shirt		Unisex, Short Sleeve, Knit Shirt	
Ladies, Long Sleeve, Woven Shirt		Ladies, Short Sleeve, Knit Shirt	
Color:		Color:	
Black		Black	
White		White	
Light Stone		(Dark) Stone	
Royal (Blue)		Faded Blue	
Light Blue		Light Blue	
Navy (Dark Blue)		Navy (Dark Blue)	
Classic Navy (Very Dark Blue)		Classic Navy (Very Dark Blue)	
Red		Sunset Red	
Burgundy (Red)		Burgundy (Red)	
Dark Green		Yellow	
Size:		Size:	
XS = Xtra Small		XS = Xtra Small	
S = Small		S = Small	
M = Medium		M = Medium	
L = Large		L = Large	
XL = Xtra Large		XL = Xtra Large	
XXL = 2 Xtra Large		XXL = 2 Xtra Large	
XXXL = 3 Xtra Large		XXXL = 3 Xtra Large	
Tall size - optional for Unisex L to XXXL		Tall size - optional for Unisex L to XXXL	
Embroidery Design:		Embroidery Design:	
PMI Eastern Iowa Chapter		PMI Eastern Iowa Chapter	
PMI Eastern Iowa Chapter, PMP Certified		PMI Eastern Iowa Chapter, PMP Certified	

Notes:

Tall size is optional for Unisex L to XXXL. Please ask for availability of additional sizes not listed.

Shirts will be delivered at chapter meetings following completion by shirt vendor. Prices are inclusive of taxes.

Payment must accompany order; make checks payable to: PMI Eastern lowa Chapter.

Mail check and this order form to: PMI Eastern lowa Chapter

Shirt Order PO Box 1811

Cedar Rapids, IA 52406-1811

6th Annual Professional Development Day



"Educating and Promoting Professional smin Project Management"

PMI South Central Wisconsin Chapter PO BOX 5332 Madson, WI 53705

Event Information

Date: Fridey, April 27th, 2007

Location: American Family Insurance Training Center – Building A 8000 American Parkway Madison, WI 53783

House: 6:00am - 4:30pm

Contact: Debra Earl, PMP Email: pddinfo@pmi-madleon.org

Sponsor-Vendor Information

If you would like to be a sponsor or an exhibitor:

Contact: Coco Chaussão, PMP Email: padaponsor@pmi-madeon.org

> Continental breakfast and lunch included

April 27th, 2007 - Madison, Wisconsin



The PMI South Central Wisconsin Chapter invites you to an educating and networking day

View and hear about the latest Project Management tools.
Listen and learn from industry acclaimed speakers.
Participate in various tracks covering many topics including...

- Capturing Project Management Best Practices
- Enterprise Project Management
- Emerging Trends in Project Management
- Combining Project Management & Six Sigma Best Practices
- · Coaching and Mentoring
- Navigating the Political Climate
- Generation in the workforce

Early registration (before 4/1/07): \$200 members, \$235 non-members Late registration (from 4/1/07 to 4/15/07): \$225 members, \$280 non-members

Register on line at www.pmi-madison.org

Earn 5 PDUs towards obtaining or maintaining your PMP certification
Numerous door prizes

IEEE ProCon 2007

^{10th} Annual IEEE Cedar Rapids Section Professional Conference

The Leadership Quest!

Tuesday May 1, 2007 Marriott Hotel 1200 Collins Road NE, Cedar Rapids Starting at 8:30 am



Plan to attend the Tenth Annual IEEE Cedar Rapids Section professional development conference, **Pro-Con 2007**, with the theme "**The Leadership Quest**". This one-day, two-track regional event for engineers, technical professionals and others will be held **May 1**, **2007**, at the Marriott Hotel (formally the Collins Plaza) in Cedar Rapids. The two tracks being offered this year include **Leadership Development** and **Project Management**. ProCon, sponsored by the Cedar Rapids IEEE section, has been very successful in delivering this type of training to engineers and technical professionals for the past nine years.

Choose from Two Parallel Workshop Tracks

Leadership Skills Workshop with Don C. Bramlett, PE, SMIEEE. Don is presently a Project Engineer in Fossil Power Generation with the Detroit Edison Company, a major subsidiary of DTE Energy.

Course Overview: The Leadership Skills workshop is intended to help prepare participants in interpersonal, group, team and leadership skills. The workshop is targeted to those in management or leadership roles in business, industry, academia or volunteer activities. However, anyone interested in further developing these skills in dealing with people and working within any type of organization will benefit from the workshop. The format for the workshop includes the presentation of the core material and interactive participation, using exercises, case studies and open discussion. PDH's: 7

Capitalizing on Processes & Methodologies for Project Management with Martin C. VanDer-Schouw, PMP. Martin VanDerSchouw, PMP currently serves as President and CEO of Looking Glass Development, LLC. Looking Glass Development is a PMI Global Registered Education Provider and a Certified Microsoft Solutions Provider.

Course Overview: Process, process, everyone these days seems to have a process that will magically solve all your organization's problems. In the 90's it was TQM, in the late 90's and early 21st century it was Six Sigma. Today it is Agile Six Sigma, TOC, Agile Development and Project Management. Over 80% of the organizations that attempt to employ one of these tools fail. At an average cost of almost \$600,000 it is critical that we all understand how to avoid becoming another one of these statistics. This course will look at the various methodologies for development and the other major business process drivers in existence today. The focus will be on gaining clear understanding on how and when to use these various tools and how to effectively manage teams in such complex environments so that you are not one of the people leading the 7 out of 10 failed projects. **PDU/PDH's: 7.**

For a more detailed outline, up-to-date conference information, and to register on-line after March 1st please visit <u>www.procon2007.org</u>