



Building professionalism in project management.™

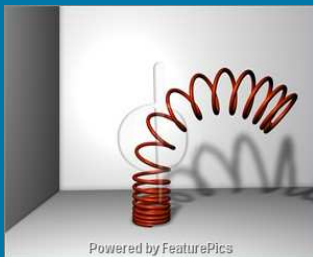
**Project Management Institute**  
**Eastern Iowa Chapter**

# 100's NUGGET

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**April  
means**



Powered by FeaturePics

**Spring into Action**

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*To sit back hoping that  
someday, some way, some-  
one will make things right is  
to go on feeding the croco-  
dile, hoping he will eat you  
last - but eat you he will.*

**Ronald Reagan**

**2010 Issue 4**

**April 2010**

## Our Next Chapter Meeting - April 13th

The next PMI breakfast meeting will be held on **Tuesday April 13th, 2010 from 7:15 a.m. to 9:00 a.m. at the Clarion Hotels and Convention Center, 525, 33<sup>rd</sup> Avenue, Cedar Rapids SW.** The Clarion Hotel and Convention Center phone number is ([319](tel:3193668671)) [366-8671](tel:366-8671).

### PROGRAM: "Decision Making and Critical Thinking Skills"

#### ABOUT THE PROGRAM: "Decision Making and Critical Thinking Skills" by Jamie Ward

Logic and deductions are used to make everyday decisions. Decisions arrive from an unpredictable combination of insight, intuition, wisdom, feelings, hunches, timing and binary solution devices (the coin toss.) Decisions are easy, the right decision much harder and great decisions, nirvana. Exploring the path to a decision provides useful, usable insights. Jamie is an artful weaver of verbal images with practical ideas. This upbeat session focuses on how decisions are made, types of decisions, a fun look inside your brain and decision making tools. Whether you're combing through a budget, presenting a project plan or developing marketing campaigns, knowledge of how decisions percolate gives you an advantage in forming the final decision. Deciding to attend PMI Eastern Iowa Chapter meeting is your first step to nirvana.

#### ABOUT THE SPEAKER:

Beginning with a computer science major, W. Jamie Ward has journeyed through Software, Quality and Process Engineering, seeing every aspect of many diverse programs. With confidence and a vision, he completed the biggest item on his "life list." Through his cooperate sabbatical he has added anthropological insight to his skill-set as he transitions to life's next step. With an uncertain economy, Jamie and his partners are confident this is the right time to launch two separate companies, another check-mark on his life list.

**Cost:** Chapter Members, \$10; Guests, \$15

**RSVP:** Please confirm no later than **Thursday, April 8th**, to [programregistration@pmieasterniowa.org](mailto:programregistration@pmieasterniowa.org); use APRIL REGISTRATION in the subject line. Cancellations must be received by COB, Friday, April 9th to avoid being charged as a no-show for this chapter event.

#### Program Schedule:

7:15 - 7:30	Registration, breakfast, and networking
7:30 - 7:40	Ice Breaker theme - "Your last vacation"
7:40 - 7:50	Opening by Chapter President / Chapter Officers
7:50 - 8:40	Presentation / Discussion
8:40 - 9:00	Final announcements and wrap-up

#### Buffet Breakfast Menu (subject to change):

French toast w/ maple syrup and whipped butter  
Golden scrambled eggs w/ cheddar cheese/ Fresh fruit  
Regular / Decaf Coffee/ Hot Tea/ Fruit Juice

## President's Corner

### On First Quarter, 2010

As the new season approaches and we look forward to planting bulbs in the yard, watching the flowers bloom and the grass turn green; many of us may probably reflect back to past winter—the number of times you shoveled snow off the driveway, the close escapes on the highways in those icy conditions, the fender bender that almost happened, and let's not forget the umpteen snow days that led to school closures that translated to lost hours at work. In other words, we take account of what we did, what we lost and more importantly what we have to look forward to.

In the same manner that shareholders look forward, with a sense of anticipation and anxiety, to the quarterly financial results of corporations, the same principles could be applied to our own organization to allow us to touch base on where we are as a Chapter at the end of Q1 2010.

We started the year with a new Board elected by the membership. The Board, as well as the Leadership team has put together a comprehensive, operational as well as strategic plan for the Chapter.

Some of the highlights we had for the first quarter of 2010 are as follows, including several firsts:

- A Chapter sponsored PMIEF Scholarship worth \$1000 per annum.
- A Webinar in association with the University of Wisconsin, Platteville.
- A 'Bring a Guest' contest to encourage members to bring in additional guests who can be potential members to strengthen our Chapter.
- A Focus Group Meeting hosted by Carol Scherrman to get member inputs for improving the Chapter.
- The introduction of a new 'Ice-breaker' session ahead of Chapter meetings to allow for better networking.

We continue to make good progress in other areas of our Chapter activities:

- The strategy and plans for PDD 2010 are in place. Mark the day - October 21<sup>st</sup>, 2010.
- Despite the February meeting being cancelled due to bad weather, the March meeting was well attended and the feedback received was very good.

We have a great leadership team and a committed membership for our Chapter. As we embark on the next quarter and execute on our tactical and strategic goals to improve benefits for our members, we continue to look forward to your feedback to take our Chapter to next level. After all, this is our Chapter and what we want it to become is in our collective hands. Based on what I have seen in the first quarter, the outlook, like the approaching season, is bright!

**Remember those bulbs we planted; now let's watch them grow.**



Bhaskar Pulikal, PMP®

President

## News you can use

### Carol Scherrman New VP of Operations

Suzanne Prymek, PMP®



Chapter members, please welcome Carol Scherrman as our new Vice President of Operations. Previously, Carol had been fulfilling the role of Director, Professional Development for the chapter.

Carol is a Senior Project Lead for the Beneficiary Contract Center Program Management Office at Vangent. She has many successful years of experience leading projects of varying size and scope.

Carol received her MBA from the University of Dubuque and has a BBA in Finance awarded from the University of Texas – Arlington. She received her PMP® certification in March 2009 and would like to become networked within the PMI Eastern Iowa Chapter.

Carol has done an outstanding job working to improve the Professional Development offerings for the chapter. She was instrumental in getting the webinars implemented for the chapter this past winter. We will miss her in that capacity, but look forward to having her as a member of the Board of Directors. Congratulations Carol!

## Have you checked out the web-site for new job openings?

### Membership Drive Contest!

#### Round 'em up and Bring them in...

Suzanne Prymek, PMP®



PMI members, the leadership of the Eastern Iowa Chapter has agreed to sponsor a contest for inviting guests to attend the monthly chapter meetings! We would like to increase our attendee counts at the monthly breakfast meetings.

The contest is simple. See how many times you can have a guest attend a breakfast meeting with you between the March and August meetings. You can count the same guest multiple times if you are able to get that guest to return for additional meetings.

The only rule is that you must reply to your RSVP you receive for the upcoming meeting and indicate the name of your guest. When the guest is marked off on the attendance sheet at registration, then this will count towards your number of guests attending.

The prize is a \$100 gift card that can be used anywhere you like! The winner will be announced at Fun Night in September. Why not make it a workplace challenge to invite your colleagues to attend a chapter meeting with you?

**Good Luck!**

## *More News you can use*

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### **BEHIND THE SCENES**

Tammy Sweat, PMP®

In March the BOD received a resignation from a new Board member. So, we reviewed our By-Laws on what to do in a situation as this and discovered that the BOD can nominate a new Board member.

Carol Scherrman was asked to step up and she accepted the challenge! We are all very pleased to have her as a new BOD member. Carol is busy learning her new role.

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### **MEMBERSHIP UPDATE**

**Don't forget you can renew your PMI Membership online at [www.pmi.org](http://www.pmi.org).**

The PMI Eastern Iowa Chapter membership stands at **308**, with **168 PMP®s**, 4 new members, 21 renewals.

#### **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](http://www.pmi.org).

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### **PMI EASTERN IOWA CHAPTER SCHOLARSHIP FUND**

The **PMI Eastern Iowa Scholarship Fund** is not only an excellent way to help a student realize their dreams through education, but it is also an opportunity for the chapter and its members to engage local academic institutions and to help promote the chapter's work as well as the project management profession. Also, the chapter has endowed the scholarship so that it will live on in perpetuity.

(See the next page for additional details)

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### **DIRECTOR OF PROFESSIONAL DEVELOPMENT VOLUNTEER OPPORTUNITY**

Suzanne Prymek, PMP®

The Chapter is seeking out a highly motivated member to fill our recent opening for Director of Professional Development. This role was previously filled by Carol Scherrman, who has transitioned to the Vice President of Operations role.

In the capacity of Director, you will shaping the professional development opportunities for the Chapter by making recommendations, and providing oversight for the professional training and development that impacts our members and guests.



## NEW IN 2010

### PMI EASTERN IOWA CHAPTER SCHOLARSHIP FUND

Beginning in 2010, the PMI Eastern Iowa Chapter is providing an academic scholarship to be administered by the PMI Educational Foundation (PMIEF) **Scholarship and Awards Program**. PMIEF, a charitable nonprofit organization, supports development of the best and brightest future project management professionals worldwide by providing over 40 academic scholarships to college and university students studying project management and related fields.

The **PMI Eastern Iowa Scholarship Fund** is not only an excellent way to help a student realize their dreams through education, but it is also an opportunity for the chapter and its members to engage local academic institutions and to help promote the chapter's work as well as the project management profession. Also, the chapter has endowed the scholarship so that it will live on in perpetuity.

## Applications are due by June 1, 2010

In order to be considered eligible for a scholarship, applicants must be enrolled in or applying for an accredited academic degree program in project management or a related field benefiting from project management with the following order of priority:

1. **A child (or a step child) of a member of the PMI Eastern Iowa Chapter**
2. A resident of the Iowa City/Cedar Rapids or Eastern Iowa area attending or planning to attend any accredited college or university
3. A resident of Iowa attending or planning to attend any accredited college or university
4. An individual attending or planning to attend an accredited degree program at a college or university in the tri-state area (Iowa, Missouri, Illinois) or
5. Any individual attending or planning to attend an accredited degree program at any college or university.

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## You've Got It – Now Don't Lose It!

Carol Meeks, PMP®

We've got an amazing number of members that have achieved the coveted ranks of PMI certification! You are the inspiration for the next series of articles that will focus on the maintenance of your credential.

The Continuing Certification Requirements (CCR) program is in-place to ensure, as a PMI credential holder, you continue to learn while helping grow our project management community. A certain number of activities must happen within each certification cycle in order to maintain your certification.

Requirements are specific per certification. Because the overwhelming majority of certified members hold a PMP, the focus will be on the PMP credential maintenance.

### What is the Certification Cycle?

The PMP certification cycle is three years from the date you successfully passed the PMP exam. If you're unsure of your cycle end date, simply login to the [www.pmi.org](http://www.pmi.org) site and in the far left column under "Certification Status" both your "Earned" date and "Renewal Date" are listed. It is within this timeframe that PMPs must earn at least 60 professional development units (PDUs).

### What is a Professional Development Unit (PDU)?

A PDU is the unit PMI uses to assess your eligibility to attain your credential. 60 PDUs, at minimum, must be earned during each Cycle. You must report your PDU activities for them to be considered and it's easy to do with PMI's online CCR System (CCRS). Under the "Certification Status" mentioned above, click on "View PDUs" to view your professional development transcript. You can review previously submitted claims, confirm your PDU status, and much more!

### How Do I Renew My Certification?

Once you've reached 60 PDUs and you're within your certification cycle, you need to take the final step of renewing your certification. This is also done on-line within the CCRS. Simply click on the "Renew A Certification" link listed in the left menu of the same screen you reported/viewed your PDU activity. You'll be prompted to reaffirm the PMI Code of Ethics and Professional Conduct as well as the PMI Certification Application/Renewal Agreement. The fee for renewal is \$60 for PMI members; \$150 for non-members. You'll then receive an updated certificate, your CCR cycle date will be refreshed and you can start the process of earning PDUs again!

### Five Tips from PMI's Website for Maintaining Your PMI Credential(s)

1. Start early. Establish a strategy for attaining your PDUs before your cycle begins.
2. Maintain a personal folder for all your PDU claims documentation. This information will be valuable if your reporting form is randomly selected for audit.
3. Report activities soon after completion. This makes it easier to complete the Activity Reporting Form.
4. Take advantage of the opportunity to transfer PDUs from one cycle to the next.
5. If you are a PMP credential holder, you can transfer up to 20 PDUs earned in the last year of your current cycle.

## Professional Development Focus Group

Carol Scherrman, PMP®

The second time was a charm, and the Professional Development focus group—originally scheduled to follow the February chapter meeting—was held following the March 9, 2010 chapter meeting. The focus group answered and discussed the following questions:

### 2009 Participation

Did you participate in any of the chapter sponsored professional development activities in 2009? If yes, which activities?

Did these course offerings meet your needs? If no, why?

For PMPs, how do you fulfill PDU requirements to maintain your credential?

### December/January Webinars

Did you participate in either of the December/January webinars? If yes, which ones?

Did these course offerings meet your needs? If no, why?

### Chapter Web site

Does the chapter Web site provide enough information about upcoming professional development opportunities?

What suggestions do you have to make it more usable?

### 2010

What would you like to see the Chapter offer in 2010 in terms of course content, delivery method, frequency, etc.?

The Professional Development committee is responsible for recommending, planning, and implementing professional development and training opportunities for Chapter members and guests. We want to ensure that the programming and activities offered meet our members' professional development needs.

Although the focus group was small in numbers, we gathered some very valuable feedback on programming and communication methods delivered in 2009 and collected some great ideas to enhance programming and communication going forward. The feedback collected has been presented to the Chapter Board of Directors for review. Our next step will be to identify the top three or four suggestions and to begin work on implementation.

If you have ideas on professional development activities, please send them to [professional@pmieasterniowa.org](mailto:professional@pmieasterniowa.org)



## The Importance of Team Member Recognition

Suzanne Prymek, PMP ®

Most people today work in a team setting or perhaps in multiple cross functional teams. As a project manager, it is important to encourage team building activities and recognition for a job well done.

There are many inexpensive ideas that can be utilized for creating team activities. One idea is to come up with a certificate that can be presented weekly recognizing the outstanding team member of the week. Or perhaps, you can have a traveling trophy that is passed on to a team member who has performed above and beyond expectations. Many times, it is the little things that can bond us together. Team member recognition is an important motivator for all those involved.

One example I am currently using for a team of engineers is to award a weekly 'Super CAM of the Week Award' at the end of each team meeting. This award goes to the person who submits their schedule and financial data, and planning information on time, and comes prepared to discuss variances and issues that are being experienced. I create a little certificate with the CAM name and date, and then I award a small token prize, such as a box of Sugar Babies, stress ball, or maybe an inexpensive puzzle book.

The first week this happened, it generated a lot of discussion amongst the team. The next week people were coming to me asking how they could be Super Cam. Now at the end of each meeting they all are looking forward to seeing who is getting the award for the week, and what the prize will be. By implementing this small token of appreciation, the data provided has been more complete, accurate and provided on time, or in some cases ahead of schedule. Cost of implementation is \$1 a week.

The next time you need a motivator or a team building activity to use, try to come up with some idea that you can incorporate into your team setting, and implement and be amazed by the results!

If interested, please contact the VP of Education at [education@pmiasterniowa.org](mailto:education@pmiasterniowa.org).



**Eastern Iowa Members sharing an "ice breaker" and enjoying breakfast before the March 2010 Chapter meeting.**



## March Meeting—Ken Bozer, The Doors!

**“Inclusive Teams: How many doors are you leaving open?”, by Ken Bozer, PMP®.**

The March meeting was a presentation entitled “Inclusive Teams: How many doors are you leaving open?”, presented by Ken Bozer, PMP®. Mr. Bozer explored the various diversities that are amongst team members and reminded chapter members to be cognizant so that all team members feel included. The chapter thanks Mr. Bozer for the presentation and his insight.

## Chapter Meetings Schedule (subject to change)



Date and Time	Location	Topic and Presenter
April 13, 2010	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	<b>“Decision Making and Critical Thinking Skills”</b> by Jamie Ward.
May 11, 2010	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	<b>“Planning for Organizational Change”</b> by Doug Williams, PMP®
June 17, 2010 *(see Note below)	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	<b>“Leading The Way... Bringing the power of project management to people and communities throughout the world!”</b> presented by Lewis M. Gedansky, PhD, Executive Director, PMI Educational Foundation

**\*Note—The June meeting will not take place on the 2nd Tuesday, Mr Gedansky is travelling to Des Moines, Iowa week of June 14<sup>th</sup> and will join us as a Speaker on the Thursday of that week.**



**Paddy Puthige MBA PMP® Past Chapter President giving an update at the March 2010 Chapter meeting**



**Ken Bozer PMP® sharing his message on “Inclusive Teams” at the March 2010 Chapter meeting**

## Priority Management Training Schedule (subject to change)

The following Priority Management sponsored professional development opportunities are available. Please find more details at [http://www.prioritymanagement.com/rsmith/workshop\\_schedule/](http://www.prioritymanagement.com/rsmith/workshop_schedule/) or send questions to [rsmith@prioritymanagement.com](mailto:rsmith@prioritymanagement.com).

Date	Course ID	PDU's	Location	Title
April 7	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
May 6 & 13	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
June 15 & 22	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook
Aug 5 & 12	1161-TN060100	7	Web workshop at your desk	Working Smart with Microsoft Outlook

## New Horizons Training Schedule (subject to change)

The following courses are available at New Horizons of Cedar Rapids in the coming months. Visit [www.newhorizonscr.com](http://www.newhorizonscr.com), email [events.cedarrapids@newhorizons.com](mailto:events.cedarrapids@newhorizons.com), or call 319-294-9035.

Date	PDU's	Location	Title
04/29	14	New Horizons	Scope and Requirements
05/11	7	New Horizons	Microsoft Project 2007 – L1
05/24	14	New Horizons	Schedule and Cost Control
05/27	21	New Horizons	Microsoft Project 2007 – L2
06/22	21	New Horizons	Leadership for Project Managers

## St. Ambrose University Professional Development (subject to change)

St. Ambrose University's Professional Development Center has partnered with The Lewis Institute to provide several Project Management training programs and a Professional Certificate in Project Management track in 2010. Each program is three-days in length and costs \$1,395, which includes seminar materials, networking luncheons, and professional development units (PDUs). Online registration is available at [http://web.sau.edu/cps/pd/registration\\_pm.php](http://web.sau.edu/cps/pd/registration_pm.php). For more information, contact Jennifer Prinz at 563-441-9950 or by e-mail at [PrinzJenniferL@sau.edu](mailto:PrinzJenniferL@sau.edu).

Dates	Title
April 13—15	How to Communicate, Influence, and Negotiate in Project Management
April 27—29	Project Management Tools, Principles and Practices
May 4—6	eXtreme Project Management

## PMI - Eastern Iowa Chapter Contacts

### 2010 Board of Directors

President	Bhaskar Pulikal, PMP	<a href="mailto:president@pmieasterniowa.org">president@pmieasterniowa.org</a>
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VP of Operations	Carol Scherrman, PMP	<a href="mailto:operations@pmieasterniowa.org">operations@pmieasterniowa.org</a>
VP of Outreach	Ray Kratville, PMP	<a href="mailto:outreach@pmieasterniowa.org">outreach@pmieasterniowa.org</a>
Past President	Paddy Puthige, PMP	<a href="mailto:pastpresident@pmieasterniowa.org">pastpresident@pmieasterniowa.org</a>

### 2010 Directors

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Director of Newsletter	Open	<a href="mailto:newsletter@pmieasterniowa.org">newsletter@pmieasterniowa.org</a>
Director of Professional Development	Open	<a href="mailto:professional@pmieasterniowa.org">professional@pmieasterniowa.org</a>
Director of Programs	Srikanth Kamineni	<a href="mailto:programs@pmieasterniowa.org">programs@pmieasterniowa.org</a>
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Director of Website	Mark Bazzell, PMP	<a href="mailto:website@pmieasterniowa.org">website@pmieasterniowa.org</a>

### Other Contacts

Chapter Monthly Program Registration	Program Registration	<a href="mailto:programregistration@pmieasterniowa.org">programregistration@pmieasterniowa.org</a>
Chapter Training Registration	Training Registration	Online registration.
Chapter Website Administrator	Webmaster	Contact Director of Website.







Project Management Institute  
Central Iowa Chapter

## P R E S E N T S PROJECT MANAGEMENT THAT WORKS!

FRIDAY, MAY 21, 2010 8:30 AM - 4:30 PM  
HOTEL FORT DES MOINES AT 1000 WALNUT ST, DES MOINES, IA 50309

Project managers are routinely faced with dilemmas. Dilemmas such as sponsors mandating unreachable dates, teams unable to give reliable estimates, changing priorities and scope, and a myriad of other issues. The reactions to these issues generally range from utter frustration to apathy. The reactions then lead to emotional

conversations such as "We can't possibly do this by then!" or "The Sponsor doesn't understand!" Finally, there is an approach that is applicable whether you are the leader of a PMO, or just a single project manager trying to do things right! Rick Morris introduces Project Management That Works! If there is only one seminar you can attend this year, this is the one for you! Rick will take his time tested successful approach and break it down for you in manageable pieces so that you can not only learn each concept, but also be able to apply it immediately after the seminar. This will not be the latest fad or psychology, but a simple, time-tested, experience based method to communicate with the entire project team from stakeholders to team members. The techniques will be applicable for internal project managers to consultants, and everywhere in between. Rick will not "lecture" about proper project management techniques, instead he will inspire by sharing some very personal experiences of both success and failure. Come to a true lessons learned session from one of the rising names in the project management industry! This is the one you do not want to miss!



Project Management Institute  
Central Iowa Chapter

**For registration questions,  
please contact: Pam Thomas**  
vp.development@pmi-centrallowa.org

### Cost:

PMI CIC members: \$250  
PMI.org or Students (with ID) \$275  
Non-chapter members: \$300

### Includes:

Rick's book Project Management  
That Works  
PMs receive 8 PDU credits  
Continental breakfast & lunch



## RICK A. MORRIS

Rick A. Morris, PMP, is an ITIL Practitioner, consultant, author, mentor, and creator of a non-profit foundation to promote Project Management in charities and other non-profits. Rick is an accomplished project manager and public speaker. His appetite for knowledge and passion for the profession makes him a sought after speaker at PMI chapters, various civic organizations, and a frequent guest lecturer at local universities. He holds the PMP (Project Management Professional), MPM (Masters of Project Management), Six Sigma Green Belt, MCITP, MCTS, MCSE, TOPI, ATM-S, ITIL, and ISO certifications. Rick has worked for organizations such as GE, Xerox, and CA and has consulted to numerous clients in a wide variety of industries including financial services, entertainment, construction, non-profit, hospitality, pharmaceutical, retail, and manufacturing. Currently, Rick is the President for R2 Consulting. Rick has two books that released in 2008, "The Everything Project Management Book", 2nd Edition published by Adams Media and "Project Management That Works" published by AMACOM that were released in 2008. An active member of the Project Management Institute and currently the President of the Birmingham Chapter, Rick is no stranger to being center stage in front of large groups of people. At the early age of 11, Rick was a Walt Disney World Performer in their seasonal shows. In high school, he worked at MGM Studios on various projects including the New Mickey Mouse Club. Taking the experience of his youth and blending it with the knowledge he attained throughout his career, Rick has been able to inspire and mentor many project managers. His blend of real world experience and down to earth delivery style makes his passion for the profession contagious.



P R E S E N T S

## PROJECT MANAGEMENT THAT WORKS!

### Training Agenda:

Class – 8 Hours

- Understanding You / Working Through Your Weakness
- DISC Profile
- Learning how to Deliver Proper Messages
- How to Remove Emotion from Emotional Conversations
- Understanding and Administering Communications Management
- Learning How to Qualify the Questions
- Proper Project Planning
- Defining the word "Done"
- Understanding and Applying the Triple Constraint
- How to Estimate Using PERT
- How to Create a WBS
- How to Create a Network Diagram
- Using PERT with WBS/Network Diagram
- How to Create a Proper Project Plan
- Characteristics of Good Requirements
- Functional Requirements vs. Technical Requirements
- How a Team Can Become Overburdened
- Interacting with Requestors to Avoid Overburdening
- Dealing with Mandated Dates
- 100% / 10% Rule
- Setting up Successful Meetings
- Understanding the Purpose of Meetings
- Important Rules for Meetings
- How to Get a Meeting Back on Track
- Patriots and Scuds
- Understanding Risk
- Understanding the Risk Assessment
- How to Create a Real Risk Assessment
- The Thirteenth Floor Principle
- Parkinson's Law vs. Murphy's Law
- How to Account for Risk in a Project Plan
- Delivering the Risk Message to the Sponsor
- Symptoms of Failing Projects
- Creating Context vs. Content
- Stopping a Project Before it Starts

### Benefits

- Real World Advice
- Identify the data necessary to be successful
- Write a real project plan based on fact and data
- Learn how to have the tough conversations and get what you need
- Learn how to influence without authority
- Gain techniques that you can immediately use to impact your projects

### Takeaways

- How to Deal With Mandated Dates
- How to Improve Team Estimates
- New Scheduling Techniques for Microsoft Project
- How to Deal with Difficult Sponsors and Difficult Situations
- How to do Project Management That Works!

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