

Articles

2013 Professional Development Day (Program)

Professional Development Day 2013

PMI MBC's 5th Annual PDD

The Project Management Institute Mass Bay Chapter is pleased to announce our Fifth Annual Professional Development Day to be held at *the UMass Lowell Inn & Conference Center* in Lowell, MA on **April 26, and April 27, 2013**.

Our theme for the event is: "**The Changing Landscape of Project Management**".

We anticipate approximately 300 participants from the Project Management community to attend, including professionals:

- Actively engaged in Project Management
- Wanting to learn more about Project Management
- Interested in the latest tools and techniques
- Seeking opportunities to earn PDUs

Program Schedule - April 26 & 27, 2013

Friday April 26, 2013 Agenda				
7:30 - 8:00 a.m.	Attendee Check-In and Breakfast: Grand Ballroom Foyer			
8:00 - 8:15 a.m.	Opening Remarks: Grand Ballroom			
8:15 - 9:30 a.m.	Morning Keynote: Grand Ballroom - "It's All about ME! (Managing Expectations)" by Ernie Baker			
9:30 - 9:45 a.m.	Networking Break: Grand Ballroom Foyer			
ROOM	PM Leadership Breakout Room 1	Advanced Topics Breakout Room 2	Agile Breakout Room 3	Team Leadership Breakout Room 4
9:45 - 11:00 a.m. Breakout Session 1	<i>Raise Your Visibility and Value: How to Get What You Need From Your Organization and Industry When Networking is Not Enough</i> Ed Evarts	<i>Process Improvement for the New Millennium: Introduction to Value Network Analysis Methodology</i> Maya Townsend	<i>The Forgotten Agile Team Members</i> Steve Martin	<i>Great Idea, But How Do You Project Manage Innovation and Evolution?</i> Peter Morris
11:00 - 11:15 a.m.	Networking Break & Refreshment: Grand Ballroom Foyer			
11:15 - 12:30 p.m. Breakout Session 2	<i>Project Management in the Era of Healthcare Reform</i> Mimi Wan	<i>Lessons from QPM</i> John Nevison	<i>Scope Creep, or Scope Keep? Start Smart!</i> Mary Gorman	<i>Electronic Body Language</i> Stefanie Heiter
12:30 - 1:30 p.m.	Lunch: Grand Ballroom Foyer & Grand Ballroom			
1:30 - 2:45 p.m. Breakout Session 3	<i>Science of Leadership</i> Jim Leonard	<i>eXtreme Agile</i> IlangoKumaran	<i>Agile benefits all projects - even yours. A business enterprise-wide perspective</i> Michael Loftus	<i>Coaching Versus PM: Tools, Intangibles, and Results!</i> Star Dargin
2:45 - 3:00 p.m.	Networking Break: Grand Ballroom Foyer & Grand Ballroom			
3:00 - 4:15 p.m. Breakout Session 4	<i>When Things Aren't Easy</i> Michael Parry	<i>Managed Agile Development: Making Agile Work for Your Business</i> Chuck Cobb & Michael Hurst	<i>The Changing Nature of Project Management</i> Deniz Johnson	<i>The Agile Project Manager: Leading change in Dynamic Environments</i> Robin Martin
4:15 - 4:30 p.m.	Closing Remarks and Sponsor Giveaways: Grand Ballroom			
4:30 - 5:00 p.m.	Networking Break: Grand Ballroom Foyer			
5:00 - 7:00 p.m.	World Cafe: Grand Ballroom Foyer			

Saturday April 27, 2013 Agenda				
7:30 - 8:00 a.m.	Attendee Check-In and Breakfast: Grand Ballroom Foyer			
8:00 - 8:15 a.m.	Opening Remarks: Grand Ballroom			
ROOM	PM Leadership	Advanced Topics	Agile	
	Breakout Room 1	Breakout Room 2	Breakout Room 3	
8:15 - 10:15 a.m. Workshop Part 1	<i>Mapping Virtual Teams for Real Results</i> Rick Brenner	<i>Accelerated Proof-Of-Concept (A-POC): A Best Practice Program & Project Management Approach</i> Tarja Mottram & Thomas Schulze	<i>Stepping up to a PMO</i> Joseph Turner, Michael Halperin & Mario Castaneda	
10:15 - 10:30 a.m.	Networking Break & Refreshment: Grand Ballroom Foyer			
10:30 - 12:30 p.m. Workshop Part 2	<i>Mapping Virtual Teams for Real Results</i> Rick Brenner	<i>Accelerated Proof-Of-Concept (A-POC): A Best Practice Program & Project Management Approach</i> Tarja Mottram & Thomas Schulze	<i>Stepping up to a PMO</i> Joseph Turner, Michael Halperin & Mario Castaneda	

About the Program

Keynote - It's All about ME!

Session Description:

You encounter this scenario all too often. You have been handed a project and some cost and schedule constraints, and you feel that you are expected to produce the deliverable within those constraints. Effective Project Managers know that the key to a successful project involves uncovering the requirements of all stakeholders, and then managing their expectations throughout the project.

Project Managers realize that they must manage expectations to internal and external stakeholders in a timely and effective manner. Yet, they often fail by not performing stakeholder management on a continuing and thorough basis. To insure project success, it is critical that stakeholder expectations be consistently and frequently managed. Project Managers are really "Expectation Managers". Come prepared to explore a new approach to the project manager job, and look at new ways of getting commitment, and developing accountability for project deliverables.

This session will talk about the problems with managing expectations and review the project management tools that you have at your disposal that make this job easier. We will also cover some techniques and recommendations for applying these tools. Samples of project management motivational posters will be used to illustrate some of these concepts.

About the Speaker:

Ernie Baker, PMP, PRINCE2® Practitioner -- is the president of Start to Finish PM, Inc., a Project Management Institute (PMI®) Registered Education Provider, headquartered in Verona, NJ. Ernie's practice involves training and consulting in all types of organizations on their program and project management initiatives. Over the past 29 years, he has worked with numerous organizations spanning such diverse industries and topics as Information Technology, Engineering, Pharmaceutical, Consulting, Sales and Marketing, and Project and Program Management.

Ernie is an active member of PMI®, and was a member of the PMBOK® Guide, 3rd Edition Update Project Team. He is also listed as a Contributor to the PMBOK® Guide, 4th Edition, and has served as an Internal Reviewer for the PMBOK® Guide, 5th Edition. Ernie was instrumental in the development, implementation, coordination and instruction of many multi-year training programs at a variety of Fortune 1000 companies. His expertise lies in the areas of individual and group development, methodology consulting and development, leadership training, and consulting in all aspects of project and program management.

Ernie was awarded certification by the Project Management Institute (2001) as a "Project Manager Professional". He is also a Certified Technical Trainer (CTT+ - 1998), a certified Information Technology Project Manager (Project +-2000) and a Microsoft Solutions Framework Practitioner (2002). His latest credential is as a PRINCE2® Practitioner, which he earned in 2011. Prior to entering the corporate world, Ernie served as an Engineer Officer in the US Army Reserves, serving as a Project Manager for various Military Civil and Combat Engineering projects. His last assignment was as a Commanding Officer for a Combat Engineer Company and held the rank of Captain, USAR. Ernie is a frequent and sought after presenter, offering presentations throughout the US and Canada. Past attendees at PMI® events may remember that he presented to standing-room-only crowds at past Global Congresses. Ernie is best known for his sense of humor, his analogies, stories and insights into the world of the project manager.

PM Leadership - Raise Your Visibility and Value

Session Description:

You navigate your way through a daily barrage of e-mails, meetings, and deadlines. Whether in your office, a conference room, or the hallways in-between, before your day begins, you are already behind.

Your fast-paced corporate culture can disconnect you from your organization's mission, goals, and strategies. Your engagement plummets, your professional risks increase, and your organization's ability to achieve its strategic plans is in peril.

As time passes, your relevance to your organization's mission, goals, and strategies diminish. Before you can lift your head up from your desk, you have become invisible and irrelevant.

Conversely, visible and valuable employees navigate their organization effectively, increasing their productivity and impact, and build relationships that matter, helping colleagues solve problems and manage change.

With increased visibility and value, your impact and relevance grows, increasing your engagement, productivity, and accelerating your organization's success. Attend this program and receive a complementary organizational visibility assessment!

About the Speaker:

Ed Evarts -- is the practice leader at Evarts Coaching, a leadership development organization focused on coaching mid- to senior-level executives and their teams in corporate environments.

He has held leadership roles at Iron Mountain, the (former) Federated Department Stores, and the (former) May Department Stores.

Ed holds a bachelor's degree in Business Administration from the University of Arkansas and received a Certificate in Applied Project Management from Boston University. He is a qualified administrator of the Myers-Briggs Type Indicator® instrument, the DiSC® Behavioral Styles instrument, the FIRO-B® Interpersonal Orientation assessment, the Thomas-Kilmann Conflict Mode instrument, and Lominger Voices®, a 360° feedback tool.

Ed is a Board Certified Coach and a certified coach through the International Coach Federation. He is President of the New England Chapter of the International Coach Federation and the Vice President, Marketing for the Association of Career Professional – New England.

PM Leadership - Project Management in the Era of Healthcare Reform

Session Description:

U.S. Healthcare delivery will change fundamentally in the upcoming years. Fragmented and poorly coordinated care has been identified as a key cost driver in the healthcare industry. New healthcare delivery models have been proposed that will help rein in growing costs and improve care coordination for patients. As these new models are implemented, the Project Management discipline is well-positioned to facilitate and enable these changes.

Project Management processes and best practices ensure project and change management success. Stakeholder management, solid Communication Strategy and Plans and iterative cycles of improvement that are integrated into all phases of transformation projects will be essential components to the successful adoption and sustainability of upcoming changes in health care delivery.

This presentation will provide an overview of key healthcare initiatives in the marketplace. Key project management processes and best practices will be described in case studies.

About the Speaker:

Mimi Wan, PhD, PMP -- has over 19 years' experience in large scale Program Management for Financial Services and Hospital settings. As Account Director at Arcadia Solutions, Mimi oversees multiple programs and projects for Hospitals, Community Health Centers, Physician and Integrated Care Organizations undergoing clinical and practice transformation. Prior to her arrival at Arcadia Solutions, Mimi has developed, deployed and implemented innovative multi-billion dollar product initiatives for Fidelity Investments and Thomson Reuters. Mimi has launched Program Management Offices at these organizations, focusing on streamlined project reporting and product launch processes.

PM Leadership - Science of Leadership

Session Description:

The most common reason for unsuccessful projects is often reported to be a lack of resources or a lack of "management commitment." The late W. Edwards Deming once observed, however, "There's too much management and not enough leadership!" This brief executive overview will go beyond project management or supervisory practices to examine the science of leadership. It all begins with the science of physics and understanding of systems. The science of statistics is at the foundation of Six Sigma. The science of psychology helps the leader to understand people and the critical difference between intrinsic and extrinsic motivation.

About the Speaker:

Jim Leonard -- is a consultant who specializes in teaching the principles of the late Dr. W. Edwards Deming as a new system of management. His clients come from a wide variety of industries, including power generation, electronics, health care, chemicals, robotics, biotech, injection molding, medical devices and consumer products. He has also worked with service organizations, schools and government agencies.

Jim attended the U.S. Naval Academy and earned undergraduate and graduate degrees from the George Washington University and Clark University. He served as an Adjunct Professor of Psychology at Nichols College and lectured at the Pennsylvania State University, Kent State University, Hong Kong University and other colleges. Jim works with clients in China as an instructor for the China Institute for Innovation in Shanghai. He presents his seminars through the Worcester Polytechnic Institute, where he also serves as an Adjunct Professor of graduate Operations and Industrial Engineering.

PM Leadership - When things Aren't Easy

Session Description:

This presentation describes the complexities and approaches of how to lead people when a lot of stress exists. In projects, these kinds of stressful situations are often caused by issues encountered in the project activities, but other interpersonal issues among the project team members and/or the stakeholders can also cause stress. Unlike the application of many of the psychological concepts that may not be familiar to the everyday person because of our training, the focus here is on very familiar traits and characteristics that we all understand. Ultimately, our goal as project managers is to get our people to accomplish their objectives and to do it in a way that makes them feel worthy.

Learning Objectives

- Understand the various sources of stress in a project
- Determine the interpersonal styles that are most likely to be effective, given the sources of stress
- Understand what actions could aggravate the stress
- Understand that stress is caused not just by challenges within the project, but by different values among the people involved.

About the Speaker:

Michael Parry -- For over thirty years Michael has managed projects, lead project-oriented organizations and coached clients to achieve new goals and business innovation objectives. His original focus started in applying information systems to business processes, but quickly progressed to helping clients understand the huge potential of optimizing their business processes to take full advantage of advanced technology. Lately, Michael has concentrated on teaching project management, business analysis and leadership skills. He has also coached clients through the process of getting a challenging project back on a track that meets stakeholder expectations.

Michael has spoken at numerous conferences on the subject of business process reengineering. He has also participated as a co-author for the book *New Tools for New Times: The Workflow Paradigm*, published by Future Strategies. Michael is a Project Management Professional (PMP). Michael has an MBA from Northeastern University in Engineering Management and a BA from New York University in Mathematics.

Advanced Topics - Process Improvement for the New Millennium

Session Description:

Business processes are more complex than ever before. PMs need to understand them well in order to write requirements, design solutions, and make improvements. Yet, rapidly changing, exception-based, complex processes stymie traditional process mapping efforts. The Value Network Analysis (VNA) methodology is well suited to showing how processes produce value. Sometimes considered the ideal process mapping tool for the complexity era, VNA excels at identifying and analyzing non-linear, dynamic processes. VNA also effectively maps business ecosystems: a dynamic structure of interconnected organizations that depend on each other for mutual survival.

In this workshop, participants will learn:

- Why processes should be thought of as networks
- The gaps and challenges with traditional business process mapping
- How VNA methodology can help simplify and enrich business process improvement
- The basic components of a VNA map
- Ideas to enhance future process improvement and mapping efforts

NOTE: This is not a sales pitch. Anyone can learn to become a VNA practitioner by reading the free, online, open source manual at <http://www.valuenetworksandcollaboration.com> and taking the practitioner exam through the creator of the methodology, Verna Allee (www.vernaallee.com).

For More Information, Contact: Maya Townsend, 617.395.8396, maya@partneringresources.com

About the Speaker:

Maya Townsend -- specializes in helping leaders meet complex change and collaboration challenges. The practice is based on understanding how to leverage networks: the complex, interrelated, and often messy webs of relationships that drive all organizational activity. Her clients include eCopy, Fidelity Investments, the Hanover Insurance Group, MIT, and Merrimack Pharmaceuticals.

Maya serves as an advisor to Gartner, the leading technology research and advisory company, on change management best practices. She teaches through the Corporate Education Center. Her presentations at national conferences have been acclaimed "best in conference" by participants.

Maya serves on the Editorial Review Board for *OD Practitioner*, the premier organization development practitioner journal in the US. Her articles on networks, ecosystems, collaboration, and change are regularly published by *CIO*, *Mass High Tech*, *Chief Learning Officer*, and other industry publications. She blogs at *Future of Work Enabled* and *Complex Change & Collaboration*.

Advanced Topics - Lessons from QPM

Session Description:

The 15-session educational challenge for PMP's called Quantitative Project Manager (QPM™) contains several sophisticated quantitative lessons. Based on Nobel-laureate research, the lessons in this talk range from triangular range-based estimation to new ratios that improve on earned-value ratios. QPM™ has interesting asides for those who practice the Agile technique of "planning poker." These several advanced topics will be presented by the leader of the just-completed earned-value section of the PMBOK 5th edition.

About the Speaker:

John Nevison -- is a co-founder Oak Associates, Inc., and founder and President of New Leaf Project Management. He is the author of six books and numerous articles on computing and management. During the course of his business career, Nevison has built and sold several businesses, managed projects, and managed project managers.

Nevison was a contributor to the original 1996 edition of The PMBOK® Guide and has been a team leader for the upcoming Fifth Edition revision. He has designed several interactive games (Herding Cats®, Stays & Days®, and QPM™) to enhance the mastery of PM skills. He speaks and writes regularly on various topics of interest to project managers.

He is a past president of the Mass Bay Chapter of the Project Management Institute (PMI®) and a certified Project Management Professional (PMP®). Nevison is a Phi Beta Kappa graduate of Dartmouth College. He may be reached at jmn@newleafpm.com.

Advanced Topics - eXtreme Agile

Session Description:

Today, Agile methodologies have gained wider acceptance as an effective software development methodology for realizing tangible results within a shorter span of time - usually 4 to 6 weeks. Having realized positive results, organizations are now pushing the envelope to see the effect of introducing concurrency in the Agile development process – a case of eXtreme Agile.

In an eXtreme Agile approach, a team is tuned to work concurrently on multiple agile delivery cycles - at least two contiguous cycles. The goal of this approach is to reduce the delivery span further (like 3 to 4 weeks) and to maximize the productivity of the team. Is this approach beneficial? What are its pitfalls? How should a project manager guard against potential risks? This workshop delves into this upcoming trend in agile approach and discusses its benefits and risks.

Attendees will:

- Learn to recognize eXtreme Agile Scenario
- Understand the benefits and risks in adopting eXtreme Agile approach
- Gain knowledge and confidence to handle an eXtreme Agile project

About the Speaker:

Ilango Kumaran -- is the Amazon's bestselling Author of "Jini Technology: An Overview". Ilango has been providing a dual leadership on Project Management and Enterprise Architecture for more than 20 years with a special focus on software development methodologies and innovative architectural solutions. Ilango is currently consulting through Dell for Blue Cross Blue Shield of Rhode Island. Through Dell Ilango provided management and architecture services to clients such as USAA, CVS/Pharmacy, Orchid Biosciences and Tenet Healthcare.

Prior to joining Dell, Ilango led the distributed computing group for Hewlett-Packard and provided Engineering consultancy through Tata Consulting Engineers for clients such as ECC/LANDT. Ilango has published numerous articles in leading technical and management journals and presented on technology and management topics at various conferences. Ilango holds a Masters degree in Engineering from Anna University and a Master degree in Business Administration from IGNO University. He can be reached at writetoauthor@ilangokumaran.com (<http://www.ilangokumaran.com>)

Advanced Topics - Managed Agile Development

Session Description:

Many businesses make the mistake of force-fitting their business or projects to a particular project management methodology (Agile or plan-driven). A better approach is to go in the other direction and design a project management approach to fit the methodology (or combination of methodologies) to your business; however, that can be very challenging and typically requires: Adapting the Agile development approach to the business which often also involves figuring out how to blend traditional plan-driven management approaches with Agile principles and practices in the right proportions to fit a given business environment, and Scaling the Agile approach as necessary to an enterprise level. This session will provide an overview of a new book that has just been published: "Managed Agile Development - Making Agile Work for Your Business" that provides useful guidance for addressing these challenges, and presents several case studies of companies that have done this successfully.

About the Speakers:

Chuck G. Cobb -- is the owner of Breakthrough Solutions, Inc., a consulting company that specializes in helping companies develop more effective enterprise-level Agile implementations that transform their business, achieve faster time-to-market, and produce higher quality products that are well-aligned with customer needs. He is an expert-level Agile Project/Program Manager with over 20 years of program/project management experience with a very broad and deep background in many areas of Business Analysis and Software Development as well as extensive practical, hands-on experience with a number of different development methodologies in many different industries and application areas. He has been a guest speaker at numerous PMI, Agile, and executive-level events and has worked with many companies on developing and improving software development processes for more than 15 years. He has published two previous books on business excellence and business systems analysis and one previous book on Agile Project Management.

Michael Hurst -- is the Director of the Harvard Pilgrim Health Care Program Management Office (PMO). Since 2008 he has been responsible for the reorganization and management of the PMO, including the creation and implementation of the Agile Scrum project

process for the 5 year IT Strategy (ITS). The ITS involved over 800 Harvard Pilgrim and Dell Services staff; 200+ projects; and a myriad of cultural and contractual changes. He previously was a practicing clinical and industrial psychologist; a professor at BU Medical School for 25 years; and an entrepreneur founding 5 companies, with one being acquired and going public. He received his bachelor's from MIT and his master's and doctorate from Boston University and completed a post-doctorate in psychosomatic medicine at BU School of Medicine. He is a Certified Scrum Master.

Agile - The Forgotten Agile Team Members

Session Description:

When transitioning to Agile processes, Teams are often the only ones requested to change how they get work done. What about the Managers and Executives? Quite often, they can get lost, vanish or become more overbearing. This typically stems from being uncertain in how to interact and support their Teams while still addressing business objectives and goals.

Greater gains can happen when Managers and Executives also learn how their role changes. Executives, Managers and Teams all have roles to play so it's not just an Agile rollout - it's an Agile transformation.

In this interactive session, you will build off your core understanding of Agile processes and approaches.

Come learn:

- 3 roles needed for more successful Agile transformations
- At least 4 detrimental Management personas and what you can do to lessen their impacts
- What you can do to get more from your Managers/Executives

About the Speaker:

Steve Martin -- As a Consultant and Agile Coach with 20 years of professional experience, Steve Martin has specialized in leading complex business reengineering and transformation initiatives typically involving a technology twist.

Steve is a seasoned mentor, facilitator, trainer and coach for all levels within companies, from project teams to managers to executives. He brings calmness and focus during turbulent times, partnering with organizations to reinvent their processes, approaches, and change their culture. Steve has a proven track record in a wide range of industries such as Biotechnology, Medical Device Manufacturing, Finance, Healthcare and Publishing.

An active member in PMI since 2005, Steve is a recent graduate of the PMI Leadership Institute Master Class and has held various volunteer leadership roles such as President of PMI Mass Bay Chapter.

Agile - Scope Creep, or Scope Keep? Start Smart!

Session Description:

Do you wonder how agile teams adapt requirements practices? Wrangle with the right requirements to deliver? Fumble to filter through voluminous product "wants" and "needs"? Are you confused about decisions based on incomplete requirements? Having difficulties in collaborating with customers?

To help you break out of a cookie-cutter mentality around requirements practices, Ellen Gottesdiener shares a wide spectrum of requirements practices ranging from traditional to agile. Practitioners from a traditional environment learn how to adapt classic requirements practices to agile projects. Agile practitioners learn how to lighten, tighten, or incorporate a subset of traditional requirements practices to mitigate the risks associated with missing, erroneous, or conflicting requirements. By learning how to adapt requirements practices to fit various project situations, you learn how to do the right things for your project.

About the Speaker:

Mary Gorman -- is an expert in business analysis, facilitation, coaching and training with deep expertise in business systems and product development. She is Vice President of Quality & Delivery at EBG Consulting, Inc. Mary works with global clients, speaks at industry conferences, and writes on requirements and planning topics for the Agile, business analysis and project management communities. She is a Certified Business Analysis Professional™ and Certified Scrum Master. Mary was instrumental in developing the IIBA® Business Analysis Body of Knowledge® and the IIBA® certification exam. She is a contributor to the PMI® Requirements Management Community of Practice. Mary is co-author with Ellen Gottesdiener of the recently released book Discover to Deliver: Agile Product Planning and Analysis.

Agile - Agile benefits all projects - even yours.

Session Description:

For five years, CIDC has been building the company's project management function, literally from the ground up, defining the roles, finding the people, developing the practice. This session presents pragmatic lessons learned highlighting the planned and unplanned benefits agile provided during this journey. Every business discipline throughout the company improved in its ability to provide value to the business and to its customers – project management, product management, software engineering, QA, 24x7 technical operations, marketing, BI, customer service, finance, and HR. Agile helped everyone and became an integral part of the corporate landscape.

The presenter, a PMP, is a CIDC executive. His company has been a client for several agile coaching & training firms in the Boston area. He recently participated in the PMI Mass Bay 2012 Mentoring Program. Each is relevant to today's message.

Lesson for today:

Agile PMBOK is not an oxymoron; agile is attitude and environment.

- Values first.
- Practices second.
- Benefits immediate.

About the Speaker:

Michael Loftus -- is the Senior VP of Software Development at Cambridge Interactive Development Corporation (CIDC). CIDC is a mid-size Internet company specializing in localized products for online multi-player gaming, affiliate portals and other web verticals, with offices in Cambridge, Massachusetts, London, Paris, and Montreal.

Mike is a high technology product development executive with 25 years' experience in large and small company environments, established and start up development cultures, commercial and government customers, traditional and agile software engineering practices. Prior to joining CIDC in 2007, Mike led a multi-site, multi-discipline engineering team for Computer Sciences Corporation. He lead CSC's development resources supporting a successful 5-year, multi-million dollar contracts with the DOT and FAA, directing the development, QA, and 24x7 operations teams. Prior to CSC, Mike held executive roles with Ennovate Networks Inc., Technical Communications Corporation, and GTE. He holds a BS Physics/Mathematics and an MBA. Mike received his PMP certification in 2004.

Agile - The Changing Nature of Project Management

Session Description:

Project Managers and Project Management Offices (PMOs) are dynamic and organic parts of the environment, with interdependent variables.

Adaptive Project Management practices are not a new phenomenon. However, the recent global crises have created a sense of urgency in which there's little room for error.

This presentation suggests that a successful PMO is one that adapts and aligns quickly to changing factors. While there is no single recipe that provides ultimate success; there is a clear need for value driven fast, agile transformations. PMOs are moving from being a body of oversight to one of strategic business partners ensuring right projects are delivered to provide value and one whose success can be measured by their alignment to the business.

A successful Project Manager is an adaptive leader that can read and predict changing environments and strategically align with the company's vision with agility.

About the Speaker:

Deniz Johnson, MBA, PMP -- is a Senior Vice President and Director of Shared Services at Acadian Asset Management, where she oversees key strategic IT initiatives.

At Acadian, Ms. Johnson directs the planning and implementation arm of the IT group. She is responsible for consolidated IT functions that are common to the entire firm.

Prior to joining Acadian, Ms. Johnson implemented her adaptive delivery approach for a number of companies in the healthcare, software and financial industries.

Among other industry contributions, she presented "Avoiding Accidental Success – Why Alignment Between Delivery and Strategy is Critical" at the 2011 PMO Symposium, "Effectively Market Your PMO Internally and Achieve Organizational Buy-In" at the 2011 Strategic PMO Summit and "The Changing Nature of PMO – From Value to Valuable" at the 2010 PMO Symposium. In 2009 she was interviewed by PMI on her thoughts on "The Changing PMO" published in the Voices on Project Management blog.

Team Leadership - Great Idea, But How Do You Project Manage Innovation and Evolution?

Session Description:

In business the rate of change continues to change. Invent, Innovative and Evolution are words used to help describe ways a business creates competitive advantage. Product Evolution is typically more structured than Product Innovation and Inventions appear to be few and far between. Project Managers can assist in all of the stages, but what skills are needed to help and lead different groups towards the end deliverable?

How do you identify the appropriate role for the Project Manager? Identifying skills required, when to apply Project Management tools, and when to say "No" are critical.

This presentation provides a perspective on challenges facing Project Manager's to help a great idea become a success (product introduction or project closure). Covering three areas: Project Management knowledge; tools to assist product introduction; and working with leaders, stakeholders and interested parties, the presentation draws on examples transforming good ideas that created wealth.

About the Speaker:

Peter Morris -- has over 20 years Project Management experience managing change and working with teams to improve processes and deliver measurable improvements. As a Project Manager working in Europe, Asia and North America he led teams to successfully integrate facilities, transfer products, end-of-life legacy products and business systems, manage innovation and develop and adopt new business processes.

Initially focused on hi-technology he has provided Project Management and consulting expertise to both manufacturing and service industries. By developing trust with the people who are going through the change and the management team that is responsible for the change he is able to deliver results and improve the skills within the team. Peter presented the PricewaterhouseCoopers Technology Forecast locally and to industry associations, and published papers include "The Outlook for Manufacturing in BC" for the BC Business Summit.

Team Leadership - Electronic Body Language

Session Description:

Technology makes amazing things possible; it also presents challenges, especially in the areas where it replaces face-to-face interactions. The ability to accurately interpret behaviors using technological communications is becoming an essential skill for those working in virtual project teams. The opportunities for misinterpretation are immense; the consequences can spell disaster for a project. Consider the following:

- What assumptions do you make about someone based on their email habits?
- What happens to our confidence in a leader who can't facilitate a virtual meeting well?

Our Electronic Body Language is our virtual presence – the notions about competence and credibility we make about others, and they of us based on their electronic habits.

Participants will:

- highlight different individual interpretations and assumptions
- review types of distance in the virtual arena
- gain strategies for maintaining an electronic persona that benefits them

About the Speaker:

Stefanie Heiter -- is among the nation's leading thinkers in the human side of virtual work. She provides expertise in such areas as leadership and team development for those located in the same place and virtually. A strong background in leadership and change management allows her to easily adapt proven processes to distributed organizations. Her efforts enable people to create productive relationships across distance, while pulling them out of the email and meeting insanity, giving them back valuable time and focus.

As a pioneer, Stefanie's research and consulting experience in dispersed, global work began 15 years ago. Her clients include Microsoft, Walgreens, United Technologies, and Verizon. She has improved their ability to thrive in today's virtual world by improving their use of virtual communications and relationships. Stefanie has authored numerous published articles in the area of virtual leadership, teams and communications, and is a frequent speaker for organizations such as PMI.

Team Leadership - Coaching Versus PM: Tools, Intangibles and Results!

Session Description:

Coaching is a \$2 billion industry and a profession with structures and tools similar to Project Management. Since managing people is a critical activity of any project, coaching is one approach for project managers to build critical skills and solve challenging problems. Real coaching results for individuals include: resolving complex issues, improving relationships with sponsors, empowering your team, and developing skills. While coaching is a powerful approach for today's project manager, it is not for every situation and it is important to know when to coach and when not to coach. In this session, we will compare and contrast coaching with project management. We will show how to adapt and use Project Management tools for coaching. We will map out one way to measure influence and delegation skill building. It is possible to measure and plan for these intangibles, when you understand how.

About the Speaker:

Star Dargin, PCC, CPCC -- is the Founder of Star Leadership a seasoned Training and Leadership Coaching Company. Her client experience includes numerous industries, large and small businesses, learning institutions, and government. Star has held leadership positions at several high-tech companies, in roles such as Director of Engineering, Director of Project Managers, and International Program Manager. She is also a Senior Trainer and Consultant for Corporate Education Group. Star Leadership provides coaches for middle to senior managers. The middle is where vision is tuned into reality. In the middle a person must play multiple roles and constantly be bridging. Star's style offers a balance that combines opposites to create a synergistic whole. Star has a strong, rapport-building, creative, and inclusive approach to analysis and problem-solving. Star's workshops include topics such as Leadership, Communication, Coaching, and Teams. For more information: www.starleadershipllc.com

Team Leadership - The Agile Project Manager: Leading Change in Dynamic Environments

Session Description:

At the core of change lies the person. It is the individual, within the team, within the organization that needs to change. To understand the business case, to gain new skills, to adopt a new perspective and ultimately embrace a new direction, product, person or process so that their talents can better enable the company to succeed. To be an agile Project Manager in today's dynamic and complex environment Project Managers need to be masterful leaders and know how to engage with people at the individual, team and organizational level. This means having a healthy EQ and easy tools to access to drive change from the current state to a desired future state. This session will provide Project Managers with easy to use agility techniques to increase their overall success.

About the Speaker:

Robin Martin -- trainer and consultant with Corporate Education Group and a principal with Thrive Coaching & Consulting, has more than 20 years of consulting experience working with organizations as an executive coach, business consultant and facilitator to unleash potential and produce results. Her work helps leaders think and operate differently to transform teams, departments or total organizations and maximize success.

Prior to launching Thrive Robin, was a senior consultant for the Service Profit Chain Institute where she developed and facilitated global leadership programs and large-scale projects to transform client experience driving loyalty and profitability.

Robin has worked with a wide range of leading global organizations, including AT&T EMC, Talbots, Randstad, Raytheon, Coca Cola, Westin Hotels, Fidelity Investments, GE Capital, CUNA, Hanover Insurance, State Street Research, Vanguard, AAA, BASF and Wells Fargo. She has a BA in business administration from Hofstra University and a master's in organizational development from Boston University.

Workshop Descriptions

Communications - Managing Virtual Teams for Real Results

Session Description:

Even though virtual teams are now the official way of things, much of what project managers do was developed for co-located configurations. Some of it doesn't work well when we have eleven time zones, three spoken languages, and five legal frameworks. One set of practices is especially problematic: running meetings. In this program we provide insight into what goes wrong in virtual meetings, why it goes wrong, how to deal with it, and how to avoid it. Attendees will learn how to:

- Classify virtual meetings
- Recognize their peculiar challenges
- Manage the effects of multiple organizations, languages, and cultures
- Deal with destructive virtual conflict
- Manage the agenda powerfully
- Estimate time requirements
- Enlist assistance from participants in making the meeting effective
- Create a sense of teamwork among people who rarely (or never) meet

Come prepared to work, simulate, and learn by experience!

About the Speaker:

Rick Brenner -- is principal of Chaco Canyon Consulting. He works with people in problem-solving organizations who want to make complex products that need state-of-the-art teamwork, and with organizations that want to create innovative products by building stronger relationships among their people. In his 25 years as a software developer, project manager, software development manager, entrepreneur and consultant, he has developed valuable insights into the interactions between people in the workplace environment, and between people and the media in which they work.

Rick holds a Master's Degree in Electrical Engineering from MIT. His focuses on improving personal and organizational effectiveness in abnormal situations, as in the case of dramatic change, in enterprise emergencies, and high-pressure project situations. He speaks internationally, and has made over 150 presentations at PMI events. He has written a number of essays on these subjects, and publishes a weekly newsletter, available at his Web site, <http://www.ChacoCanyon.com/>.

Health & Life Sciences - Accelerated Proof-Of-Concept (A-POC)

Session Description:

Proof-of-Concept (POC) is defined as "the point in the drug development process at which the weight of evidence suggest that it is reasonably likely that key attributes of medical, scientific and commercial success are present and key causes of failure are absent." Scientific methods enabling Accelerated POC have significantly improved to-date, yet most companies have failed to rethink their portfolio and project approaches to embrace A-POC as a core competitive advantage.

This workshop will:

- Explore fundamental differences to traditional drug development approach, and how to translate A-POC considerations into portfolio and project strategies.
- Apply a Target Product Profile-centered scenario planning process.
- Introduce tools, skills and practices for teams to ensure better & faster A-POC, and to overcome biggest obstacles to success.
- Show how an A-POC aligned project & program management approach can provide measurable key business advantages to R&D-based life science companies.

About the Speakers:

Tarja Mottram -- is the Chief Executive Officer of Action for Results -- a consulting company focusing on value innovation and execution capability in Life Sciences companies. AfR partners with pharmaceutical, medical device and biotech companies globally to improve their innovation and project management practices.

Tarja is known for her pragmatic approach to translating corporate level strategies to actionable steps and behaviors. She is a frequent speaker in global innovation forums, and a passionate advocate of embracing program and project management discipline as a core capability for growth. Through her research on value based project management, she is convinced that true innovation is often unleashed by speaking the unspeakable. As a result, her articles and speaking engagements involve a personal growth element that ignites hope and courage in professionals to claim their power in shaping the world around them and making a difference by bringing the best project solutions forward.

Thomas Schulze -- Action for Results, Inc. (AfR) senior consultant Thomas Schulze brings forward his passion to deliver highly integrated scientific, technical and risk analysis and robust first project plans for early stage pharma/ biotech academic and industry research programs. In addition to his work with AfR, he is an adjunct faculty member at California State University Channel Islands Extended University, teaching entrepreneurial management, life sciences creativity & innovation, and global project management in pharmaceutical and biotechnology drug research, development and commercialization. Prior to joining AfR, Thomas' career in Life Sciences included leading and managing high visibility, international projects at Baxter Healthcare, and Bayer AG Pharmaceutical. Thomas earned a PhD in Organic Chemistry from the Freie Universitaet Berlin in Germany and worked as Feodor Lynen Postdoctoral Fellow at Scripps Research Institute in San Diego.

Change & Risk Management- Stepping up to a PMO

Session Description:

The benefits of a Project Management Office to an organization are numerous: reduced cost, improved access to data for business decision making, and creating a significant competitive advantage. Implementation, however, can be onerous, costly and fraught with risk. This workshop presents a project planning approach designed to reduce risk and determine resource, knowledge and skills requirements. Three areas will be stressed: a strategic approach to change management, integration of hardware and software, and building a core competency in the management of projects. Attendees will gain hands-on knowledge of the process and benefit from involvement in Interactive group activities, discussions and Q&A opportunities throughout the session. They will craft and compare templates for Project Charters, Work Breakdown Structures, and Risk Assessments. Examples of PMO successes and failures obtained through experience and research will be discussed to help attendees assess if a PMO is a viable option for their organization. Learning Objectives: By the end of the presentation, attendees will be able to:

1. Describe three activities needed for building a PMO: change management and interpersonal communications strategy, hardware and software integration, and supportive consulting and training
2. Understand the most common reasons for success and failure
3. Determine resource, knowledge and skills needed for their organization to start or continue progress towards installing a PMO

About the Speakers:

Joseph Turner, PMP -- is the Principal of Turner Consulting. The focus of his practice is to create a sustainable competitive advantage by providing world-class training and consulting services in project management. Joe has more than 35 years of business and leadership experience nationally and internationally in a wide variety of industries. His business experience ranges from the management of corporate budgets at Blue Cross Blue Shield of Massachusetts to providing individual and team consulting for all corporate functions. He earned a BS in Mathematics and Physics at Virginia Military Institute and credits towards an MBA at Boston University. Joe is a frequent presenter at Massachusetts PMI meetings and was a presenter at the Professional Development Day 2012.

Michael Halperin, PhD -- is Principal of Halperin Consulting, an organizational consulting and training firm. With 30 years of consulting experience, Mike has fostered effective organizational change in a wide range of settings including: executive coaching, policy development and analysis, large-scale organizational change interventions, strategic planning, customer service, program design and evaluation, team building, and installing organizational learning capabilities. He is experienced in many aspects of leadership development, including: needs assessment, design and development in a wide range of critical business topics, delivery and facilitation, staffing, coaching and mentoring, marketing, and evaluation. He uses a variety of tools to supplement his consulting and coaching practice, including DiSC, MBTI, and Motivation Factor. Mike completed his masters and doctoral work at The George Washington University in public policy analysis, organization development, and economics. Mike was a presenter at the Professional Development Day 2012.

Mario Castaneda -- has held U.S. and international executive positions in marketing, sales and business development in Fortune 500 companies, including IBM, and has led successful launches of products and services including hardware/software, aerospace, consumer, retail concepts, and medical devices. Mario has concentrated in strategic consulting, including working at StratX International Corporation. His clients included GE, Boeing, BMW, Novartis, Henkel and J&J. Mario is a certified Blue Ocean Strategy consultant and has led projects at the international level with innovation companies. Clients have included PepsiCo and Nintendo. He has also presented at various conferences including the Harvard Business Club in Washington, D.C. and the Chief Marketing Officer Conference in Las Vegas, on marketing strategy and innovation. Mario holds a B.S. in Business Administration from the University of Pacific in Stockton, California. He obtained his Master in Business Administration at the UCLA Anderson Graduate School of Management in Los Angeles.
