



Management Seminars

Critical Topics Important to Projects and any Team Effort

Mark Waldof Consulting LLC
www.manageprojectsbetter.com

Available Seminars

Mark Waldof Consulting LLC

Contents:

- *Introduction and Seminar Listing*
- *Seminar Descriptions*
- *Attachments – Available Services Summary and Contact Information*

Introduction

The following seminars are focused on key root causes of project challenges and include valuable information for immediate implementation. Seminar content is based on decades of industry experience and each topic is presented by an industry expert. These seminars have been presented in corporate, non-profit, academic and industry association venues including PMI, IEEE and others. A tool or other valuable handout is included with each topic.

Seminar List

1. **Saving a Troubled Project** – *How to Save a Current Troubled Project and What to do to keep Future Projects Out of Trouble*
2. **Preparing a Project Plan Quickly and Effectively** – *How to Develop a Basic Project Plan in a Short Timeframe*
3. **Fixing Bad Meetings** – *What to Do to Make Your Meetings Effective and Interesting*
4. **What Does Every Project Need to Be Successful** – *Understand the Critical Things You Can Do to Maximize the Success of Your Projects*
5. **What Project Sponsors Can Do to Make Projects Successful** – *Sponsor Actions Critical to Project Success and Things Sponsors Should Not Do*
6. **How to Make Great Presentations to Get Your Ideas Accepted** – *Key Guidance To Support Your Audience Hearing, Understanding and Accepting Your Ideas*
7. **How to Effectively Implement Strategic Plans** – *Learn What Can Be Done to Effectively and Consistently Implement Strategic Initiatives*
8. **Project Manager Competencies and a Project Manager Development System** – *What Every Project Manager Should Be Able to Do and an Approach to PM Professional Growth*
9. **Assessing Organization Level Project Management Capabilities** – *Resolving Common Failures in Improvement Initiatives by Understanding the Environment*
10. **How to Start a Project to Maximize Success** – *Effective Methods that are Easy to Perform and that are Valuable to any Project*
11. **Instructional Design Basics for Everyone** – *Learn Selected Basics for the Development of an Effective Course or Seminar*
12. **Systems Engineering Basics** – *Learn Some Basics of Systems Engineering and Be Able to Apply These to Your Work*
13. **What Infrastructure Is Needed to Support Consistent Project Performance?** - *Developing a Core Project Management Infrastructure*
14. **Key Lessons Learned in Supplier Management** – *Making Sure Your Subcontracts Add Benefits to Your Efforts, Not Problems*
15. **Should Projects Really Spend Time Managing Risks?** – *Key Things to Consider When Risks Threaten Your Projects*
16. **Making Project Communications Easy and Effective** – *Teams Must Communicate, How to Do It Effectively Without Too Much Effort*

17. **The Concept of “Customer Value”** – *Every Organization Needs to Build Value for Its Customers to Survive, How Is This Done?*
18. **Critical, Strategic and Systems Thinking** – *What are Important Thinking Methods and How Can These Be Productively Applied to Everything We Do*
19. **Business Architecture** – *What is Business Architecture? Why is it Important to any Organization? What Should Be Done? and How Do PM and SE Relate?*
20. **Handling Difficult Project Situations** - *“Learn How to Handle Troubling Project Situations Effectively”*
21. **What Project Sponsors Can Do to Make Projects Successful** – *Sponsor Actions Critical to Project Success and Things Sponsors Should Not Do*
22. **How to Get Management to Accept Your Ideas** – *Key Guidance To Support Your Audience Hearing, Understanding and Accepting Your Ideas*
23. **Ethical Considerations for Project Managers, Not Ethics Training** – *Most of us dislike going to Ethics training, but how can a PM use ethical considerations to support project success?*
24. **Taking Charge and Driving Project Success** – *Critical methods any PMs can use to drive their projects to consistently make progress in reaching all project goals.*
25. **Building Teamwork and Collaboration in Your Project Team** – *Any project needs teamwork, communication and collaboration to be effective, learn how to make sure these critical project success factors exist on your projects.*
26. **Managing Project Customers and Sponsors** – *Customers and sponsors can support project success or be a reason for project failure. As a PM, it is important to learn how to best manage these stakeholders.*

Seminar Descriptions

1

Saving a Troubled Project

How to Save a Current Troubled Project and What to Do to Keep Future Projects Out of Trouble

Projects can run into trouble for many different reasons and many of these reasons are common and well characterized. Years of experience have resulted in proven solutions to resolve repeating challenged project situations and many solutions are provided in this seminar. A process for putting a troubled project back on a successful track with guidance for each step is addressed along with the actions that organizations and projects can do proactively to keep future projects out of trouble. Time for questions and answers is provided and a troubled project recovery process summary is included.

The attendee will learn:

- A process for saving a troubled project
- Implementation guidance for project recovery steps
- Key things any organization can do to keep future projects out of trouble

Focus Audience: Management, Project Sponsors, Quality, Project Managers and Team Members

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Troubled Project Recovery Process Summary

Speaker: Industry Expert and Seminar Developer



2

Preparing a Project Plan Quickly and Effectively

How to Develop a Basic Project Plan in a Short Timeframe

Every project needs some type of plan no matter how small or simple the project might be. Preparing plans can be difficult for project teams as a common understanding of planning components and knowledge of planning steps often does not exist. Additionally, skills to complete each planning step may be lacking or time to plan may be limited. This seminar addresses those shortcomings and includes excerpts from a 2 day skills building project planning workshop and offers effective actions that any project team can perform to build a basic plan. Time for Q&A and a plan preparation checklist is included.

The attendee will learn:

- Why plans are essential for any project
- What minimum components of a project plan are really needed
- What steps are most productive to complete the plan in minimum time
- Lessons from industry on how to complete core planning steps

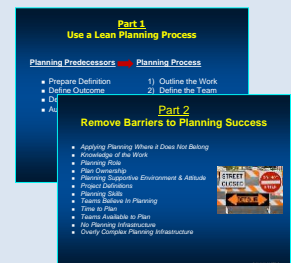
Focus Audience: Project Managers, Team Members and Project Sponsors

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Plan Preparation Checklist

Speaker: Industry Expert and Seminar Developer



3

Fixing Bad Meetings

What to Do to Make Your Meetings Effective and Interesting

Meetings are an essential aspect of making any team or organization productive but unfortunately many meetings are boring and a waste of time. This seminar offers some simple tips along with a tool that can make meetings both productive and interesting. The ideas presented are an excerpt from a full day workshop and offer key ideas and methods that are effective and easy to implement. Time for Q&A and a template for defining and conducting a great meeting is included.

The attendee will learn:

- Root causes of bad meetings
- Industry proven solutions to support productive and interesting meetings
- How to use a meeting template to form and conduct meetings
- How, as a meeting leader or participant, you can put a bad meeting back on a productive track

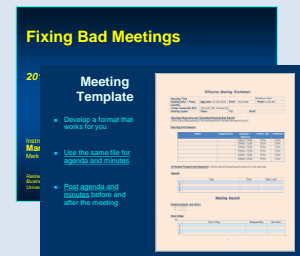
Focus Audience: Anyone Leading or Attending Meetings

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Meeting Definition Template

Speaker: Industry Expert and Seminar Developer



4

What Does Every Project Need to Be Successful

Understand the Critical Things You Can Do to Maximize the Success of Your Projects

Years of experience have resulted in the identification of 20 things projects need to do to be successful and many are easy to do. Learn what these critical project success factors are and what you and your organization can do to support the existence of these project success conditions. You will learn that often a few simple and easily accomplished tasks can remove real risks to project success and keep a project on a productive track. This seminar is based on decades of experience and includes a checklist to implement the ideas presented. Time for Q&A is included.

The attendee will learn:

- The key factors that affect the success of any project
- Things to do to make those success conditions exist on your projects
- How to use a checklist to support project success
- Lessons learned and experiences from industry

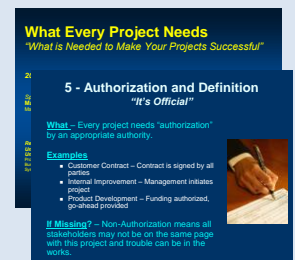
Focus Audience: Management, Sponsors, Quality Leads, Project Managers and Team Members

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Project Success Checklist

Speaker: Industry Expert and Seminar Developer



5

What Project Sponsors Can Do to Make Projects Successful

Sponsor Actions Critical to Project Success and Things Sponsors Should Not Do

Projects can be significantly supported or harmed through actions of management. There are key actions project sponsors must take to support projects at startup and during project performance and many of these do not take significant time or effort. There are also things management should not do as a number of actions can harm project efforts. This seminar is an excerpt from a longer workshop on this topic and is based on decades of industry experience. A project sponsor checklist is provided to implement the ideas presented and time for Q&A is included.

The attendee will learn:

- Key actions management can take to support project success
- Management actions and behaviors to avoid that often harm projects
- How to communicate and work with project teams
- How to detect if a project is heading into trouble
- How to use a “Sponsors Checklist” during different phases of a project



Focus Audience: Management, Project Sponsors and Project Managers

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Project Sponsor “Do’s and Don’ts” Checklist

Speaker: Industry Expert and Seminar Developer

6

How to Make Great Presentations to Get Your Ideas Accepted

Key Guidance to Support Your Audience Hearing, Understanding and Accepting Your Ideas

You can have the best idea but you can fail to convince decision makers of the value of that idea if you do not develop and deliver your message in a manner appropriate to the situation. Industry has developed proven methods for the development of presentations for the communication of new ideas including key things to do during the presentation itself to maximize the probability of your ideas being heard, understood and accepted. This seminar is an excerpt from a longer skills building workshop on this topic and the content is based on decades of experience in this area. A presenter’s checklist is provided as a take-away tool and time for Q&A is included.

The attendee will learn:

- What needs to be done before developing your message
- What information the presentation should contain and in what order
- What content types are important to different types of audiences
- Important things to do during the presentation to support your idea being understood

Focus Audience: Anyone Presenting New Ideas

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Presentation Development and Performance Checklist

Speaker: Industry Expert and Seminar Developer



7

How to Effectively Implement Strategic Plans

Learn What Can Be Done to Effectively and Consistently Implement Strategic Initiatives

Every organization needs to develop, follow and adjust strategic plans to support their mission and to attain desired visions. What can happen is that great strategic actions are defined and initiated without the application of project management fundamentals and the results can be less than desired outcomes. This seminar addresses the relationships of strategic plans and actions with the implementation of fundamental project management practices to resolve these all too common shortcomings. Effective methods for defining, planning, initiating and tracking strategic initiatives to closure are addressed. Time for Q&A and a checklist to implement the ideas presented is included.

The attendee will learn:

- The relationships of mission, vision and strategies to project management fundamentals
- How defining, planning, initiating and tracking initiatives can be accomplished consistently
- Guidance on stakeholder involvement during initiatives implementation

Focus Audience: Management, Project Managers and Teams Involved with Strategic Initiatives

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Strategic Initiatives Implementation Checklist

Speaker: Industry Expert and Seminar Developer



8

Project Manager Competencies and a Project Manager Development System

What Every Project Manager Should Be Able to Do and an Approach to PM Professional Growth

Project managers need a wide range of knowledge and skills to be an effective leader of any effort. Some knowledge and skills are unique to the respective environment but most are generic skills that are important to all projects and environments. Industry, government and management associations all have models of PM skills and this seminar presents a composite set of skills and knowledge topics from these sources. This seminar also addresses a means to employ a PM competency model to both assess project manager skills for purposes of hiring, promoting and job assignment, but also to provide a basis for individual PM development and organizational level PM improvement actions. This seminar is based on decades of work in this area and a top level project manager competency outline is provided as a seminar "take-away". Time for Q&A is included.

The attendee will learn:

- PM competency views from industry, government and professional associations
- The categories of PM skills necessary to form a complete competency model
- How the competency model can be applied to both support individual project manager development and also to support enterprise wide project management improvements

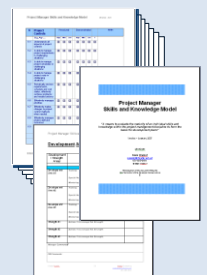
Focus Audience: Management, Project Sponsors, HR and Quality Leads

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Handout: Project Manager Competency Outline

Speaker: Industry Expert and Seminar Developer



9

Assessing Organization Level Project Management Capabilities

Resolving Common Failures in Improvement Initiatives by Understanding the Environment

Many organizations work to make improvements in the management of projects but unfortunately many improvements miss the mark in securing intended outcomes. Common shortcomings can be related to several factors including resolving symptoms vs. root causes and the identification of a narrow focus of improvements vs. addressing a full spectrum of needed improvement dimensions. As one example of the later, a new process coupled with training that is supported with a new role definition that is aligned with a new tool can result in an improvement that is both effective and sustained. If instead, only one of these improvement dimensions is implemented, little or no improvement may result. To support improvements that address root causes and contain a sufficiently complete scope of improvement dimensions, an enterprise wide assessment is necessary. This seminar describes an available project management capabilities assessment and how it can be applied to form the basis for an effective PM improvement program. A summary description of the approach is provided and time for Q&A is included.

The attendee will learn:

- What an organization maturity assessment is and why it is important
- The core categories of a complete PM assessment and example questions
- A process to employ the assessment to provide a solid basis for improvements
- How multi-dimensional solutions are defined and implemented

Focus Audience: Management, Project Sponsors, HR, Quality Leads and Project Managers

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Take-Away: PM Organization Level Assessment Categories Summary

Speaker: Industry Expert and Seminar Developer



10

How to Start a Project to Maximize Success

Effective Methods that are Easy to Perform and that are Valuable to any Project

Studies have shown that most projects that get into trouble, started out that way. Studies have also shown that there are clear and common things any project can do to at the initiation of a project to significantly increase the probability of success. This seminar identifies the critical project startup tasks needed for any project and includes guidance for these critical startup actions. Time for Q&A and a project startup checklist is included.

The attendee will learn:

- Key project initiation actions critical to support success
- How project stakeholders can work together to perform startup actions
- Key project initiation pitfalls to avoid

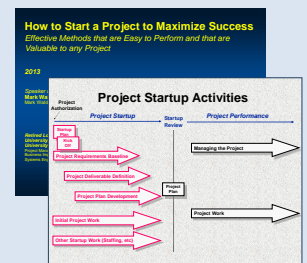
Focus Audience: Management, Project Sponsors, Quality, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Project Startup Checklist

Speaker: Industry Expert and Seminar Developer



11

Instructional Design Basics for Everyone

Learn Selected Basics for the Development of an Effective Course or Seminar

Every member of any organization has a unique set of skills and knowledge and often these skills can be of benefit to others in the organization. Where such knowledge is transferred via training, such training is often accomplished by an individual that is not experienced in instructional design. This common situation can result in the knowledge transfer not being completed effectively or in some cases, not completed at all. This seminar is an excerpt of a two day workshop addressing instructional design basics for “non-instructional designers” and will provide the attendee with some important ideas for course design, course materials preparation and course conduct. Time for Q&A and a course developer’s checklist is included.

The attendee will learn:

- What basic information must exist to drive the development of a course
- Lessons learned in designing a course and developing course materials
- Ways to use peers and management to support the preparation of a great course
- How pilot course offerings can be of value and how to conduct and benefit from them

Focus Audience: Anyone Developing Courses and Seminars

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Course Developers Checklist

Speaker: Industry Expert and Seminar Developer



12

Systems Engineering Basics

Learn Some Basics of Systems Engineering and Be Able to Apply These to Your Work

Every effort, large and small needs the application of selected fundamental systems engineering methods. Many projects fail due to a lack of systems engineering principles because few project teams understand what systems engineering practices exist and their importance. This seminar identifies several core SE practices important to any project and how these practices are integrated with project management fundamentals to form an essential overall management approach. This seminar is an excerpt of a two day skills building class on this topic and is based on many years of industry experience. Time for Q&A and a listing of core systems engineering tasks related to projects is included.

The attendee will learn:

- What is systems engineering and why is it important
- What are components of systems engineering and how do they apply to projects
- What project pitfalls can be avoided by applying systems engineering concepts
- What systems engineering methods apply to what project phases

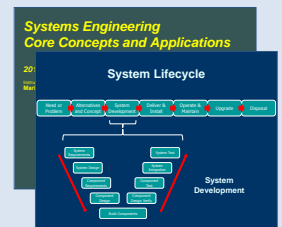
Focus Audience: Management, Project Sponsors, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Handout: Systems Engineering Task Summary

Speaker: Industry Expert and Seminar Developer



13

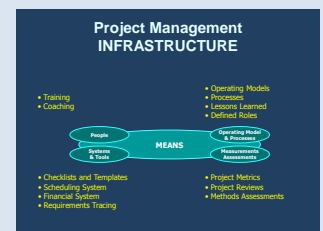
What Infrastructure Is Needed to Support Consistent Project Performance?

Developing and Implementing a Core Project Management Infrastructure

Organizations must do a number of things to support consistent project performance. Where such support does not exist, project chaos and missed project results are often the norm. This seminar identifies the critical project management infrastructure components any organization needs to have in place to support consistent and successful project performance. Common components include processes, tools, training, measures, expert support and other elements. This seminar is based on decades of industry experience in the development of project management infrastructures and can provide the attendee with many lessons learned to save years of trial and error. Examples of organization PM infrastructure components and ideas to build this supporting network are addressed. Time for Q & A and an infrastructure checklist is included.

The attendee will learn:

- What project management infrastructure components in terms of policy, process, training, tools and measures are really needed
- The role of infrastructure and its integration with project teams and the enterprise
- Key lessons learned from industry to shorten the timeframe to put an infrastructure in place



Focus Audience: Management, Project Sponsors, HR, Quality Leads and Project Managers

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Organization Infrastructure Checklist

Speaker: Industry Expert and Seminar Developer

14

Key Lessons Learned in Supplier Management

Making Sure Your Subcontracts Add Benefits to Your Efforts, Not Problems

Significant work is subcontracted by many organizations. Sourcing work can provide significant advantages related to cost, schedule, quality, workforce considerations and many other important factors. Subcontracting work also generates risks and problems for project teams and businesses. Learn what common and proven methods are critical to successful sourcing of work and learn how to avoid common subcontracting pitfalls. This seminar is an excerpt from a one day course on this topic and is based on decades of experience. Time for Q&A is and a supplier management checklist is included.

The attendee will learn:

- When suppliers are best suited to complete work
- How to select the best supplier
- Proven best practices for supplier management as well as common pitfalls to avoid
- Key roles for different stakeholders for effective management of subcontractors



Focus Audience: Management, Project Sponsors, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Supplier Management Lessons Learned Summary

Speaker: Industry Expert and Seminar Developer

15

Should Projects Really Spend Time Managing Risks?

Key Things to Consider When Risks Threaten Your Projects

Some believe that if there is one thing a project manager should always do, it is to control threats to project success. Others feel that managing requirements, schedule, costs and resources is a sufficient management approach. This seminar is an excerpt of a full day course and workshop on this topic and identifies key things every project should consider when facing risks to success. The seminar includes lessons learned from industry and a risk identification checklist. Time for Q&A is included.

The attendee will learn:

- What is project risk management and why it is important to any project
- How can risk management be accomplished effectively with a low level of effort
- What are key lessons learned from industry for simple risk management actions
- What is opportunities management and how does it apply to projects

Focus Audience: Management, Project Sponsors, Quality, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Risk Identification Checklist

Speaker: Industry Expert and Seminar Developer



16

Making Project Communications Easy and Effective

Teams Must Communicate, How to Do It Effectively Without Much Effort

Any activity performed by a team needs complete and accurate communications so that the team and other stakeholders can work together effectively. Unfortunately few projects have sound communication methods in place and it has been found that a very common root cause of many project issues is the lack of effective communications. This seminar is an excerpt of a longer workshop on this topic and identifies some of the key things every project must do to establish and maintain critical communications. Examples of important communication paths and communication vehicles are included. Time for Q&A and a communications checklist are a part of this seminar.

The attendee will learn:

- Why communications are critical to team success
- What specific communications on a project are a “must do”
- How needed communications can be easily defined and implemented
- Examples of project communication formats and information repositories

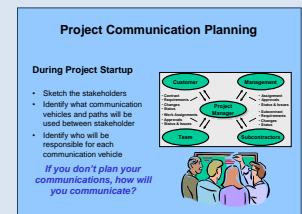
Focus Audience: Management, Project Sponsors, HR, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Team Communications Checklist

Speaker: Industry Expert and Seminar Developer



17

The Concept of “Customer Value”

Every Organization Needs to Build Value for Its Customers to Survive, How Is This Done?

There is a critical view that the very existence of any organization is only to support the organization’s customer, whether that customer is internal or external or both. Organizations that focus themselves on building value for customers and on making decisions that take impacts to customers as a top priority are far more likely to survive and prosper than organizations that are focused on their own internal interests. This seminar explains the concept of “Customer Value” and how this mindset can be used to focus an organization and teams on customer needs. The seminar is an excerpt of a longer workshop and is based on decades of industry experience. Time for Q & A and a customer value checklist is included.

The attendee will learn:

- The concept of “Customer Value” and why it is critical to any organization
- How a customer value mindset is instilled in an organization
- What sponsors and project managers can do to implement this critical concept

Focus Audience: Management, Project Sponsors, HR, Quality Leads, Project Managers and Project Teams

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Customer Value Fundamentals Cheat Sheet

Speaker: Industry Expert and Seminar Developer



18

Critical, Strategic and Systems Thinking

What are Important Thinking Methods and How Can These Be Applied to Everything We Do?

There are many aspects to understanding and analyzing information and making decisions. All of these will significantly affect an individual’s ability to function in a management role especially those roles that lead project teams. These thinking behaviors and methods are critical to our professional pursuits and our personal lives as well. Information validation, priority based decisions, root cause analysis, calculated risk taking, phased decisions, top down thinking and context thinking are a few examples of important thought processes that support sound actions and decisions. This seminar is an excerpt from a longer course and the content is both interesting and applicable to everything we do. Time for Q&A and a critical thinking cheat sheet is included.

The attendee will learn:

- What are important thinking methods and what are examples of each
- How do these methods apply to managing teams and projects
- Examples and experiences from industry in the application of these methods

Focus Audience: Everyone

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Critical Thinking Cheat Sheet

Speaker: Industry Expert and Seminar Developer

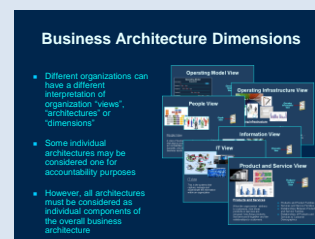


19

Business Architecture

“What is Business Architecture?”, “Why is it Important to any Organization?”, “What Should Be Done?” and “What Roles do Project Management and Systems Engineering Play?”

Any organization or business is a very complex entity that is composed of people, facilities, systems, information and other components or dimensions. As such, making improvements or changes must be done with many factors about the business in mind otherwise any given change may miss the mark and may have unintended consequences. The awareness of the “Architecture of a Business” and the application of that awareness when organizational improvements are made can be a critical success factor. Business architecture efforts are conducted in parallel with project management and are performed using core systems engineering methods. Knowledge and skills in all of these disciplines is essential for any organization to function well and to improve.



The attendee will learn:

- What are the dimensions of a business
- What is “Business Architecture”
- What should all stakeholders understand about business architecture and what should they do
- What can you do to make this important concept an effective part of your organization

Focus Audience: Everyone

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Tool Provided: Business Architecture Checklist

Speaker: Industry Expert and Seminar Developer

20

Handling Difficult Project Situations

“Learn How to Handle Troubling Project Situations Effectively”

All projects run into difficulties and some troubling situations can be very challenging for the project team to address. Issues with sponsors, clients, subcontractors, management and other stakeholders related to requirements, funding, resources, scope changes and other factors can arise, adding stress and turmoil to any effort. Learn what the common project challenges are and what the PM and team can do to handle these situations effectively. Also learn how to lessen the probability that these troubling situations will surface on your projects. The content of this seminar is the experiences of the speaker in over 40 years of experience in working with 100s of projects that have faced difficult situations.

The attendee will learn:

- What are Common Difficult Situations Projects Face
- What to Do If These Challenges Arise
- How To Avoid These Difficulties Before They Surface

Focus Audience: Project Managers and Team Leaders, but All Project Stakeholders Can Benefit

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Further Information Provided: URL for access to FAQs that address common PM questions

Speaker: Industry Expert and Seminar Developer

21

Taking Charge and Driving Project Success

“Critical methods any PM can use to drive their projects to consistently make progress”

For a PM to be successful, there is often more required than the application of project management fundamentals and performing as a leader. In many environments the PM must work consistently to drive project progress. This is especially important where project team members are working on multiple projects simultaneously and where team members do not report to the PM. For a PM to take charge and drive progress, it must be done in a professional and constructive manner so as to maintain teamwork and a productive team environment. How PMs can accomplish these important and challenging actions is the focus of this seminar.

The attendee will learn:

- What does taking charge mean and not mean
- What methods can be used to constructively and professionally drive progress
- How the PM can handle difficult project progress situations

Focus Audience: Project Managers and Team Leaders and Sponsors

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Further Information Provided: (A checklist is in development)

Speaker: Industry Expert and Seminar Developer

22

Ethical Considerations for Project Managers, Not Ethics Training

“Ethics is very important to all projects, learn how this topic should be applied to any project to support success”

Ethical behavior is critical to being a professional. Understanding how ethics directly applies to the management of projects is a key knowledge area for all PMs. This seminar is not ethics training but is a treatment of ethics that describes the importance of the topic and how PMs can use basic concepts to both support project success and for the PM to function as a true leader. Examples of ethical situations and potential solutions are included.

The attendee will learn:

- Why ethics is important to projects
- What ethical behavior means for projects, the PM and the team
- Real world examples of ethically related situations and what can be done

Focus Audience: Project Managers and Team Leaders, but All Project Stakeholders Can Benefit

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Further Information Provided: Links to ethics resources

Speaker: Industry Expert and Seminar Developer

23

Building Teamwork and Collaboration in Your Project Team

“Every project needs teamwork, communication and collaboration to be effective, learn how to make sure these critical project success factors exist on your projects”

Most PMs understand that teamwork and collaboration are important to support project success but many PMs may not have the knowledge or skills necessary to ensure these important conditions are in place. Learn why teamwork is critical, what can be done to build teamwork and how the project, team members and the organization will benefit.

The attendee will learn:

- Why teamwork and collaboration are critical to any effort, especially projects
- How team members can be motivated to work as a team and to engage in productive collaboration
- Methods and techniques the PM can use to surmount barriers preventing teamwork

Focus Audience: Project Managers and Team Leaders, but All Project Stakeholders Can Benefit

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Further Information Provided: Links for teamwork and collaboration references

Speaker: Industry Expert and Seminar Developer

24

How to Get Management to Accept Your Ideas

“Great ideas are of no value unless you can convince others that there is value”

How and when an idea is presented to any stakeholder is key to that message being heard, understood and accepted. Without all of these conditions in place, a great idea will go nowhere. Learn the basics of presenting ideas and how to get an audience to “hear it.” Gain an understanding of different “decision environments” and how to use that knowledge to architect your message. Be aware of lesson learned when making presentations to management and how to handle difficult situations during your time at the front of the room. A step by step process for message development and delivery is included.

The attendee will learn:

- How to assess the audience before the presentation to support the type of message to be prepared
- How to structure the message to match different audience personalities and decision environments
- What steps should be accomplished when developing and delivering your message

Focus Audience: Project Managers and Team Leaders, but All Project Stakeholders Can Benefit

Format: Lecture, Examples and Industry Experiences

Duration: 50 Minutes + 10 Minutes for Q&A

Further Information Provided: A detailed paper describing this topic is available.

Speaker: Industry Expert and Seminar Developer

Mark Waldof Consulting Management Services Summary

Assessments and Evaluations

Assessments are necessary for effective improvements. A comprehensive and broad focused assessment defines root causes enabling the development of sustainable and cost effective improvements. A separate general discovery survey is available at no cost.

- *Comprehensive Organization PM Assessment*
- *PM Discovery Survey*
- *Supplier Management Assessment*
- *Process Improvement Assessment*



Improvement Programs

A four step improvement program addresses enterprise wide success factors using assessments, training and workshops to define and implement effective and sustained change. A single topic improvement methodology is also available.

- *Four Step Improvement Program*
- *Focused Single Topic Improvement Service*



PM Courses and Workshops

A wide range of courses and workshops are available to build basic and advanced PM knowledge and skills. These courses are conducted at multiple university and industry venues and are PMI® reviewed and approved.

- *Project Management Fundamentals, Exec PM Overview*
- *Project Initiation, Project Planning*
- *Project Execution, Control and Metrics*
- *Risk Management, Systems Engineering for PMs*
- *Supplier and Customer Contracts Management*
- *Project Team Communications, Meetings and Reporting*



PM Seminars

Great ideas can be provided in a short time. One hour seminars address critical PM topics and include immediately implementable improvement ideas.

- *Saving a Troubled Project*
- *Developing a Plan Quickly*
- *What Every Project Should Do*
- *Systems Engineering Basics*
- (18 topics available)



Expert Project Facilitation Services

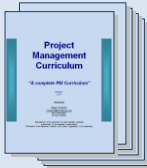
Projects often need coaching. An industry expert works with a project team to apply proven industry best practices to support success, reduce risks and build team skills for future projects.

- *Requirements, Startup and Planning*
- *Team Communications and Meetings*
- *Project Metrics and Controls*
- *Risk Management, Supplier Management*



On-Site Tailored Project Management Curriculum

An on-site PM curriculum, tailored to client needs, provides both broad based and focused learning while significantly reducing training costs. Complete organization training is also far more effective than individuals attending off-site courses.



Project Manager Competency Model and Development Tool

A new project manager competency model, based on multiple industry models, is used to assess individual PM skills and knowledge. The model is customized by adding client specific details to the core assessment. Assessment results can be used to prepare individual PM development plans, assign and hire PMs. Enterprise wide learning requirements also result.

- *PM Competency Model*
- *PM Assessment Tool*
- *PM Development Guidance*



Tailored Management Tools

Projects need tool support. Processes, operating models, templates, checklists and other tools are needed to make projects run smoothly and be consistently successful. Generic industry proven resources are tailored to the client's environment to maximize value and ease of use. Web based repositories provide efficient access to all resources.

- *Operating Models and Process Development*
- *Web Based Infrastructure Repositories*
- *Checklists, Templates and Proven Formats*



Troubled Project Recovery

Projects in trouble can be helped. Industry experts, knowledgeable in a wide range of project pitfalls, apply proven solutions to put troubled projects back on track.



Provided by

Mark Waldof

Mark Waldof Consulting, LLC

Over 40 Years of Fortune 50 & 500, Government and Commercial,

Domestic and International Management Experience

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About the Instructor and Developer

Mark Waldof has 44 years of industry experience in systems engineering, project and program management, system design, electrical design, software development, systems integration and test, marketing and proposals, legal support, subcontracts management and organizational process developments. During the last 20 years of his industry experience, Mark worked to develop and implement organization assessments, processes, training courses and related infrastructure in both technical and management areas.

Mark has provided services to a wide range of large Fortune 50 and 500 corporations, medium and small businesses, state and federal government agencies, academic institutions and non-profits. NASA, Stanford, Sandia Labs, Naval Post Graduate Schools, Lockheed Martin, Unisys, Target, CHS are some example clients. Mark has also worked with international governments and industry in Japan, Taiwan and Europe.

Mark is retired from Lockheed Martin Corporation where he held numerous positions including the corporate focal point for project management processes, assessments, development and training. Other positions included leading the Corporate Technical Learning Council which worked, in part, to coordinate the development of skills based learning curriculums for over 70,000 engineers. Mark's experience includes a past adjunct professor position at the graduate level at the University of St. Thomas, CSIS Dept. and a current position with the University of Minnesota, CCE.

Today Mark provides management consulting services to a wide range of commercial and government clients, domestic and international. At the University of Minnesota, Mark develops and conducts project management, systems engineering and other courseware. He has worked with the State of Minnesota and the University of Minnesota to build a systems engineering partnership with Lockheed Martin and works with local school districts in Minnesota to provide foundational science and math course materials. Mark provides management consulting volunteer services for non-profits including the National Marrow Donor Program in Minneapolis. Mark is a graduate of the University of Minnesota, Institute of Technology Electrical Engineering Program and has completed numerous other areas of study.

CLIENT LISTING

(Partial)

Example Corporate Clients

- Target Corporation – Minneapolis MN
- Cargill – Minnetonka MN
- CHS – Inver Grove Heights MN
- Lockheed Martin Corp - MD
- Unisys Corporation - PA
- ADC – Eden Prairie MN

Management Seminars

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- Data Card Group – Eden Prairie MN
- HTI – Hutchinson MN
- RMS – Minneapolis MN
- Starkey Labs – Eden Prairie MN
- BWBR Architects – St. Paul MN
- Nova-Tech – Willmar MN
- Aero Systems Engineering – St. Paul MN
- Donaldson Corporation – Bloomington MN
- FSI – Chaska MN
- CSI – St. Paul MN
- MTS – Eden Prairie MN
- CHS – Inver Grove Heights MN
- Bergquist Companies – Cannon Falls MN
- Pearson VUE – MN and NJ
- Enterprise Minnesota – Minneapolis MN
- AMS – Eden Prairie MN
- Pentair – Minneapolis MN
- Kemps – St. Paul MN
- Honeywell, MN

Example Academic, Non-Profit & Industry Speaking Engagements

- Stanford CA, ATC (Advanced Technology Center)
- University of Minnesota CPE CCE MN
- University of St. Thomas Graduate School, MN
- SW Technical College Winona MN
- Stout State College WI
- Loram, MN
- CH Robinson – Eden Prairie MN
- Center for Efficient & Compact Fluid Power, Univ of MN School of Engineering
- MN Council for Quality, PEN
- Metro State College St. Paul MN
- MN IT Symposium
- “Be the Match” Nat’l Marrow Donor Program
- PMI, Project Management Institute SIGs/COPs
- IIBA
- Twin Cities In Motion
- NSIA, IEEE, INCOSE and other associations

Example International Clients

- Japanese Industry and Government
- Portuguese Industry, Canadian Industry
- Taiwan Industry and Government

Example Government Clients

- Sandia National Labs NM
- Naval Post Graduate School CA
- FAA Training Facilities MD
- Colorado DOT CO
- US Army Corps of Engineers
- NASA United Space Alliance FL & TX
- MPCA, MNDoT
- USAF NM ANG