

# 2016 Course Catalog



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## Our Philosophy



At Project and Process Professionals (PPPProfs), we use a common sense approach to help professionals increase the knowledge and skills vital for success. Our approach is simple, yet powerful. PPPProfs offers a curriculum that is tailored just for you, one that meets your specific needs by focusing not just on the necessary skills to effectively deliver projects, products and services but also on the critical soft skills so often overlooked.

At PPPProfs, we have created a delivery that is engaging, clear, and concise. What you will learn will let you walk away in a very short time with new techniques, knowledge, and skills that can be implemented immediately.

And, because we know everyone can't attend an instructor led class or learning session, we now offer online courses which qualify for Professional Development Units and can be combined with instructor interaction for a "blended" learning option. Check out our online offerings at: [www.ppprofs.com](http://www.ppprofs.com), select "Educational Offerings", and "Online".



## **Applied Lean Six Sigma Black Belt**

This four-day course is targeted toward developing Six Sigma process improvement project leaders. It provides a background on the Lean and Six Sigma methodologies and covers the tools and techniques necessary for implementing a successful process improvement culture. As pre-work, students will be required identify and to bring a “live” process improvement project and supporting data to class where we will develop a clear project definition, conduct data analysis using tools that require basic Excel knowledge and get a great start on an actual project. Upon completion of the course, an exam and the project, students will qualify for the Applied Lean Six Sigma Black Belt certification. A project template will be provided for project documentation / submission. Students may take up to six months to submit their completed project. Each day the student will have homework to be presented at the beginning of the next session for their project as well as teaching a specific tool to the class as this is the Black Belt role in many organizations.

### **Session One**

- Review of Lean Six Sigma Green Belt Concepts
- What is Six Sigma? Key Definitions and Roles and Responsibilities
- Value of Six Sigma
- How does it work?
- Key elements of Six Sigma
- Approaches to Six Sigma
- Lean concepts and tools
- Value stream mapping overview
- The project selection process – when to use each approach
- Owners and stakeholders – the Voice of the Customer
- Identifying and analyzing customers
- Using the SIPOC
- Process elements – define and describe process components and boundaries
- Introduction to DMAIC (Define-Measure-Analyze-Improve-Control)

### **Session Two - Define**

- Deliver training on one tool.
- Presentations – project overview and SIPOC
- Developing the project charter and problem statement
- The Seven Basic Quality Tools
- Methods for collecting customer feedback
- Analyzing customer feedback

- Translating feedback into requirements – CTQ (Critical to Quality)
- Defining the project scope
- Identifying value-added and non-value added activities
- Defining team roles and responsibilities for a Six Sigma project team
- Team stages and dynamics
- Project planning
- Project risk analysis
- Communication techniques and documentation
- Defining key project metrics
- Team tools
- Process modeling – “as is”

### **Session Three – Measure**

- Presentations – Project Charter, Problem Statement and “As is” process model
- Calculating process performance metrics – COPQ, DPMO, Yield
- Collecting and summarizing data
- Types of data and measurement scales
- Data collection methods
- Populations and samples – when to use each
- Measures of dispersion and central tendency
- Probability concepts and distributions
- Measurement system analysis
- Process capability studies
- Process performance vs. specification
- Hypothesis Testing, ANOVA
- Applying sampling plans

### **Session Four – Analyze**

- Presentations – through Data Collection Plans
- Leading a Kaizen event
- Interpreting diagrams
- Design for Six Sigma (DFSS) in the organization
- Introduction to Improve
- Training a tool
- Implement and validate solutions
- Validate Savings / COPQ Review
- Control Overview
- Analysis of control charts
- Control Plan Components
- Transition Plan Execution
- Project Close Out Process
- Exam and Review



## The “Art” of Project Management - Soft Skills One Day or Two Four-Hour Modules

Most organizations focus on technical training courses for project managers. Those things like methodology, processes and how to use tools like Microsoft Project. In fact, over the years so much emphasis has been on the tools, that many folks think a project plan is a task list built in Microsoft Project or a similar tool.

While methodologies and tools are important, successful project managers will tell you and recent research has shown that the “Soft Skills” are the ones that separate average project managers from the best project managers. In fact, the research has shown that 70% of project management success can be attributed to the soft skills while only 30% relates to the “hard” or technical skills.

Critical soft skills covered in this course include:

- How to deal with change in an organization
  - What justifies change
  - What changes
  - Guidelines to overcome resistance to change
  - Dealing with change in a positive way
- Effective Human Resource Management
  - Communications
  - Culture
  - Teamwork
  - Conflict management
  - Leadership
  - Managing stress

Not only are soft skills critical for managing projects, they are absolutely necessary for any good manager or leader to master. You’ll also learn how to manage to the optimal level of stress – yes, there is a positive correlation between stress and performance!

Through group and individual exercises, a new awareness of the soft skills will help attendees excel where before they may have struggled. Put these practices to work and those around you will notice!



## Building and Sustaining High Performance Teams One Day

Building and sustaining a high performance team is beneficial to an organization, the leader and also to the team members. High performance teams enjoy working together, achieve more and take advantage of the skills and experience of all team members. They operate like a “well-oiled machine” cranking out higher quality work and more work than any other team.

This interactive class will help you learn your leadership style and how to be successful with the styles of others. Following is an outline of the topics to be discussed:

- Recognizing a High Performing Team
- Competencies and Behaviors of a High Performing Team
- Measuring High Performance
- Leadership Styles and Development
- Creating a Team Operating Agreement
- Coaching
- Delegation
- BIRP Model
- Five Steps to Positive Discipline

This course can be customized with exercises specific to your business environment for an even greater impact.



## Building Effective Business Relationships Four Hours

Business relationships can make or break the success of an individual as well as an organization or company. Knowing how to build a good business relationship and when and how to leverage it, can be a huge advantage in today's business world.

This interactive half-day course will provide the “tools” for building effective relationships and provide group and individual exercises that will allow practicing these new skills in a safe environment. Topics to be covered include:

- Purpose of establishing good relationships
- Defining relationships
- Respect
- Healthy professional relationships
- How to leverage relationships
- Role clarity
- Effective relationships
- Barriers to developing effective relationships
- Factors for developing trust

This course can be customized with exercises specific to your business environment for an even greater impact.



## Effective Communications Made Simple Four Hours

Are communications in your organization sometimes the source of misunderstandings, disagreements or just plain ineffective? Is there productive time lost in “damage control” due to poor communications? If so, you’re not alone. With the advent of e-mail, instant messaging and net meetings among others, many folks have slipped into bad habits with their choices about communications.

This interactive half-day course will provide insight into the most effective ways to communicate. Ways to make excellent communications choices as well as guidelines on how to prepare for and effectively communicate with others will be covered. Group and individual exercises will reinforce key points. Following is an outline of the topics to be discussed:

- Efficiency
- Clarity and conciseness
- Removing emotions
- Choices for delivery
- Information presentation
- Anticipating topics
- Preparing for conversations – difficult and otherwise
- Active listening
- Talking versus communicating
- Sharing information
- Communication Styles
- Bottlenecks
- Barriers and how to address them
- Building trust

This course can be customized with exercises specific to your business environment for an even greater impact.



## Effective Meeting Management Four Hours

Are you envious of those meeting leaders that always seem to get exactly what they wanted out of their meetings? Do you ever wonder how they do it?

This interactive half-day course will provide insight into the most effective ways to manage meetings. It will provide practical, hands-on examples and experiences to help you be successful when planning, facilitating and closing out a meeting. Group and individual exercises will reinforce key points. Following is an outline of the topics to be discussed:

- Is a meeting necessary?
- Planning a meeting
- Determining Attendees
- Developing an agenda
- Facilitating the meeting
- Dealing with disrupters
- Documenting the meeting
- Closing the meeting
- Follow-up

This course can be tailored with exercises specific to your business environment for an even greater impact.



## Filling Your Leadership Toolbox Three Days or Six Half-Days

This three-day class (usually delivered 1 day a week over 3 weeks) is designed to provide valuable information, skills and techniques for new supervisors or managers, as well as employees preparing for their first leadership role. Participants will complete a personal assessment used to strengthen communication and teamwork.

Effective leaders are not simply trained — they are transformed!

Topics covered include:

- Exploring the challenges of moving from peer to leader
- Assessing a performer's skill and motivation
- Understanding differences in leadership styles and developing skills to apply these styles appropriately
- Recognizing the four primary communication styles and modifying one's own style to more effectively communicate with others
- Planning, organizing, and managing time and activities in accordance with one's most important priorities
- Conducting disciplinary discussions that improve performance and maintain a positive relationship
- Preparing for and conducting an effective interview and selection process
- Strategies for recognizing and effectively addressing workplace conflict
- How to recognize the symptoms and causes of stress and apply techniques to lessen the impact of stress
- Generational differences and strategies for leading across generations
- How to incorporate purposeful team-building events and activities
- Recognizing the many forms of diversity and leveraging the strengths of a diverse team
- Developing a personal action plan with key areas of opportunity for growth

This class can be customized to your organization's needs and delivered in shorter sessions.



## Leading Effective Project Teams Four Hours or One Day

Leading a project team, especially a disperse team, can be very challenging. Project managers, in most organizations, have significant responsibilities without authority over the resources assigned to their projects. Thus they need to be especially savvy at leading their teams to successfully deliver projects

This course will enhance your project leadership skills and success as a project manager by preparing you to take on even the most challenging team assignments. Group and individual exercises will enhance the learning experience so you are ready for action when you leave.

Following is an outline of the topics to be discussed:

### **Four Hour**

- Understanding the role of today's project leader
- Best Practices in Project Management
- Competencies for the ideal project team
- Planning your project team
- Maximize results through effective communication
- Motivating without authority

### **One Day (above topics plus the following)**

- Effective delegation
- Managing a disperse team
- Best practices in negotiation
- Dealing with difficult conversations
- Providing valued feedback
- Leading project change



## Lean Leadership – Leading Lean Teams One Day

Leading a Lean Six Sigma organization requires some special skills in order to ensure team members embrace the Lean culture. Lean organizations operate in the most effective and efficient manner and are adept at change. In fact, they embrace change and look for continuous improvement. This course covers the specialized skills that leaders in Lean organizations need to train and guide their team to be the best they can be.

Topics covered in this class include:

- Adult Learning Characteristics
- Structuring Training for the Adult Learner
- Reading and Engaging your Audience
- Personality Types (Myers-Briggs based)
- Sensory Preferences
- Critical Skills for Lean Leaders
- Presentation Skills
- Facilitation Skills
- Time Management
- Managing Conflict
- Overcoming Resistance to Change
- Building an Integrated Team
- Creating a Project Plan
- Coaching Team Members



## Lean Six Sigma

### Two Days or Four Four-Hour Modules

Lean Six Sigma is a methodology that companies apply to ALL aspects of business (NOT just manufacturing and supply chain processes). Tangible improvements and benefits are being realized everywhere! The fundamental basis for the success of Lean Six Sigma methods is the ability to identify waste, reduce it, and aggressively go for the elimination of non-value added activities. It also improves response to the customer base, whether internal or external.

Principles of Lean include:

- Focus on Customer, their expectations and what they perceive as value
- A passion for Continuous Improvement in the elimination of waste
- Identification of where an organization adds value and the identification of non-value added activities to enable the successful implementation of the future state vision
- Creating the ability for products or activities, (transactions) to flow through a process map in the shortest time possible
- Establishing disciplines to link Customer Demand directly to processes, transactions, resource, or material.

Lean topics covered in the course include:

- 5S Programs
- Theory of Constraints
- The 7 Wastes
- Toyota Production Systems, (TPS)
- Demand Flow
- Kaizen
- Just in Time
- Value Stream Mapping
- Transactional Mapping
- Kanban
- Re-engineering
- A3 Management Process

Lean methods are designed to yield benefits quickly by supporting the optimum methodology matched to a company's business objectives and needs while establishing a sustainable process for ongoing improvement. Our methods are quantitative and bring to light further areas of opportunity where Six Sigma projects can be utilized.



## Lean Six Sigma Yellow Belt

### One Day

This course is targeted toward providing an overview of Six Sigma process improvement terminology, the project process and roles and responsibilities. It provides a background on the Six Sigma methodology and covers some of the basic tools and techniques necessary to get started with Six Sigma. Students will identify a familiar process with improvement potential and develop a clear project definition, process maps and improvement opportunities. Upon completion of the course and a multiple-choice exam, students will qualify for a Six Sigma Yellow Belt certification. This course can be delivered in two 4-hour modules or one full day.

#### **Course Outline**

- Introduction to Six Sigma Methodology
- History of Six Sigma
- What is Six Sigma?
- Value of Six Sigma
- Key elements of Six Sigma
- Six Sigma project types and when they are used
- Key organizational drivers and metrics
- Roles and Responsibilities for Six Sigma projects
- Introduction to DMAIC
- Define overview, tools and techniques
- Measure overview, tools and techniques
- Analyze overview, tools and techniques
- Improve overview, tools and techniques
- Control overview, tools and techniques
- Wrap up
- Exam



## Lean Six Sigma Green Belt

### Four Days or Eight Four-hour Modules

This course is targeted toward developing Six Sigma process improvement project leaders. It provides a background on the Six Sigma methodology and covers the tools and techniques necessary for leading successful process improvement projects. Students will bring a “live” process improvement project and supporting data to class where we will develop a clear project definition, conduct data analysis using inexpensive tools that require basic Excel knowledge and get a great start on an actual project. Upon completion of the course, an exam and a project, students will qualify for a Six Sigma Green Belt certification. This course can be delivered in eight 4-hour modules or four full days (two sessions per day). Between sessions, students will have homework that will be reviewed at the beginning of the next session.

#### **Session One**

- Introduction to Six Sigma Methodology
- History of Six Sigma
- How is Six Sigma different from Total Quality or other Quality programs?
- What is Six Sigma?
- Value of Six Sigma
- How does it work?
- Key elements of Six Sigma
- Approaches to Six Sigma
- The project selection process – when to use each approach
- Key organizational drivers and metrics
- Organizational goals and Six Sigma projects
- Enterprise strategy

#### **Session Two**

- Lean concepts and tools
- Value stream mapping
- Identifying value-added and non-value added activities
- Theory of constraints
- Design for Six Sigma (DFSS) in the organization
- How does Quality Function Deployment fit in the DFSS process?
- Road maps for DFSS
- Introduction to DMAIC (Define-Measure-Analyze-Improve-Control)

### **Session Three - Define**

- Process elements – define and describe process components and boundaries
- Owners and stakeholders – the Voice of the Customer
- Identifying and analyzing customers
- Using the SIPOC
- Methods for collecting customer feedback
- Analyzing customer feedback
- Translating feedback into requirements – CTQ (Critical to Quality)
- Developing the project charter and problem statement
- Defining the project scope

### **Session Four – Define (Planning) and Measure**

- Introduction to management planning tools
- Defining team roles and responsibilities for a Six Sigma project team
- Team stages and dynamics
- Project planning
- Project risk analysis
- Communication techniques and documentation
- Defining key project metrics
- Calculating process performance metrics – COPQ, DPMO, Yield
- Team tools
- Process modeling – “as is”

### **Session Five – Measure (continued)**

- Collecting and summarizing data
- Types of data and measurement scales
- Data collection methods
- Assuring data accuracy and integrity
- Populations and samples – when to use each
- Central limit theorem and sampling distribution
- Measures of dispersion and central tendency
- Probability concepts and distributions
- Interpreting diagrams
- Measurement system analysis

## **Session Six – Measure (continued) and Analyze**

- Process capability studies
- Process performance vs. specification
- Process capability indices
- Process performance indices
- Short-term vs. long-term capability
- Computing the Sigma level
- Applying sampling plans
- Multi-vari studies
- Interpret correlation coefficient and its statistical significance
- Basics of hypothesis testing
- Tests for means, variances and proportions
- Paired-comparison tests
- ANOVA – Analysis of variance
- Chi Square

## **Session Seven – Improve and Control**

- Introduction to Improve
- Design of experiments
- DOE Terms
- Interpreting main effects
- Implement and validate solutions
- Statistical Process Control – objectives and benefits
- Understanding how rational subgrouping is used
- Deliverables Review
- Validate Savings
- COPQ Review
- Introduction to Control

## **Session Eight – Control (continued) and Closeout**

- Selection and application of control charts
- Analysis of control charts
- Control Plan Key Deliverables
- Control Plan Components
- Transition Plan Execution
- Project Close Out
- Exam Review
- Wrap up



## Leveraging Workplace Diversity Four Hours

Today's workplace is constantly changing and becoming more diverse. Understanding the value of diversity and leveraging it within your team can reap great rewards not only for the organization but also for the individuals.

This interactive four-hour class will compare individual characteristics and teach you how to recognize diversity in thoughts, actions and behaviors. You will learn how to apply methods to take advantage of diversity in work groups.

Topics to be covered include:

- Definitions of Diversity
- Value of Diversity
- Building Relationships
- Perceptions
- Ladder of Inference
- Challenges of Communication
- Listening Skills
- Working with Generations

This course can be customized with exercises specific to your business environment for an even greater impact.



## Managing Conflict Four Hours

Do you ever encounter conflicts in your day-to-day personal or professional activities? If not, then you can stop reading here. If you do, this course should be of interest. Learning how to effectively deal with conflicts so they are not only resolved, but don't occur again is a skill from which many can benefit.

This interactive four-hour course will provide insight into the most effective ways to manage conflict. It will provide practical, hands-on examples and experiences to help you be successful when addressing conflict. Group and individual exercises will reinforce key points. Following is an outline of the topics to be discussed:

- Building a Healthy Team Culture
- Raising concerns
- Conflict Styles
- Types and Levels of Conflict
- Balance of Power
- Sources of conflict
- Three steps to managing conflict
- Tactics for minimizing conflict
- Preparing for and having a difficult conversation
- Steps for inventing creative options
- Positive Conflict Results
- Overcoming resistance
- 7 Steps to Manage the Outer Experience

This course can be delivered customized with exercises specific to your business environment for an even greater impact.



## Managing Lean Six Sigma Projects

This one-day, practical workshop is targeted toward developing Lean or Six Sigma process improvement project leaders. It builds on the foundation of Lean and Six Sigma basics that participants should have prior to the workshop. Students will be asked to bring a “live” process improvement project and we will develop a clear project definition and get a great start on an actual project. Upon completion of the workshop, students will have confidence in their ability to successfully manage a Lean Six Sigma project from beginning to end.

### **Workshop Outline:**

- Introductions
- How are Lean and Six Sigma projects different from other projects?
- Organizational goals and Lean Six Sigma projects - The project selection process
- Identifying and capturing the Voice of the Customer - Using the SIPOC
- Translating feedback into requirements – CTQ (Critical to Quality)
- Developing the project charter and problem statement
- Defining the project scope
- Defining team roles and responsibilities for a Lean Six Sigma project
- Project planning
- Project risk analysis
- Communication techniques and documentation
- Project execution – monitoring and controlling
- Transition Planning
- Project Close Out
- Wrap up



## Managing Time, Priorities and Stress Effectively Four Hours

In today's busy world, managing your time and priorities can often create stress. This four-hour interactive class will help you appraise your personal time management skills, evaluate tools and techniques that will work to manage time, and guide you to applying the new tools and techniques to daily work planning.

You will also learn how to manage stress personally and how to assist others in recognizing and managing stress for overall better health!

Topics to be covered include:

- Identifying Values/Priorities
- Time Matrix
- Goals and Tasks
- Task Lists
- SMART Goals
- Planning Tools
- Resources
- Definitions of Stress and Symptoms
- Relationship of Stress to Performance
- Coping Resources



## Practical Process Improvement Three Days or Six Four-Hour Modules

If your organization needs to begin building a culture of continuous improvement, you've found the right course. Based on the principles of Lean and Six Sigma methodologies (with a large dose of practical application and common sense) this course provides the foundation upon which a long-term program of continuous improvement can be built. Attendees will learn a common language and develop an understanding of tools and techniques that will enable even the most process adverse organization to get started on the path of excellence and reap the rewards with a small investment. Attendees who deliver a completed project will be certified as a Process Improvement Leader. Students are encouraged to bring a real project to class to use for exercises and get a start toward certification.

Topics to be covered in this course include:

### **Module 1 – Introduction**

- Benefits of process improvement to you and the organization
- How business strategy drives project selection
- The role of “Champions of Change”
- Terms and definitions – learning the language
- Overview of Project Phases
- Differentiate key project roles & responsibilities

### **Module 2 – Define**

- Extracting Customer Requirements from Voice of the Customer information
- Developing a SIPOC for your projects
- Defining your project scope
- Creating a project charter complete with business case
- How Financial Benefits are classified
- Completing a Stakeholder Analysis

### **Module 3 – Measure**

- Developing performance metrics for your process
- Understanding and calculating the Cost of Poor Quality (COPQ)
- Collecting data to assess baseline performance
- Creating a Process Map to depict the current state
- Creating a plan to track activity completion

#### **Module 4 – Analyze**

- Analyzing a process flow to identify Non-value added activities
- Identifying types of Non-value added activity
- Completing a Cause & Effect Diagram to identify and document causes
- How to prioritize items using a Pareto Chart
- Tracking performance over time using a Run Chart

#### **Module 5 – Improve**

- Common improvement techniques
- Creating solution ideas for your project
- Evaluating, prioritizing and selecting solution ideas
- Understanding the concept of performing a pilot test of your solution
- Creating the plan for full-scale implementation

#### **Module 6 – Control**

- Developing and implementing a control plan
- Transitioning responsibility to a process owner
- Establishing continuous improvement
- Creating an Executive Summary for your project
- Closing the project
- Describe strategies for dealing with any barriers to progress



## Project Management Professional Exam Preparation Four Days or 10-Four Hour Modules

Have you been practicing project management for many years? Do you want to show the world you know what you're doing by achieving the prestigious PMP (Project Management Professional) certification through the Project Management Institute? Many employers now require this certification as a consideration of employment for project management positions.

This five-day course will prepare you for success when taking the PMP exam and it qualifies for the required 35 education hours needed to qualify for the exam. It is designed to be interactive, so not only will all the key points necessary to pass the exam be covered, but you will actually participate in group and individual exercises to enhance the learning experience so you are ready for action when you leave. Following is an outline of the topics to be discussed:

### **Day 1**

- PMP® Exam Overview
- Project Lifecycle and Organization Influences
- Project Integration Management

### **Day 2**

- Project Scope Management
- Project Time Management
- Project Cost Management

### **Day 3**

- Project Quality Management
- Project HR Management
- Project Communication Management
- Project Risk Management

### **Day 4**

- Project Procurement Management
- Ethics and Professional Responsibility
- Stakeholder Management
- Study Techniques
- PMP Practice Test



## Practical Project Management

### Two Days or Four 4-hour Modules

Did you know that virtually everyone manages a project at some point in their life? Are you tired of hearing how difficult it is to manage a project? Would you like to learn the basics that will enable you to manage a project in just two days? This course is just what you're looking for. It will cover all the basic terminology, process and tools and techniques used by project managers, yet give you a simple way to apply the rigor without the rigidity of most methodologies.

It will prepare you to work as an effective project team member, project sponsor, or team leader in just two days. This interactive course will provide group and individual exercises to enhance the learning experience so you are ready for action when you leave. Following is an outline of the topics to be discussed:

#### **Module 1 – Project Management Basics**

- Project Management terms and definitions
- Project Management process overview
- Tools and techniques used in managing projects
- Rigor versus rigidity – choosing what's needed for success
- Roles and responsibilities

#### **Module 2 – Project Planning**

- Project Planning – large versus small
  - a. Creating a Work Breakdown Structure
  - b. Determining tasks
  - c. Estimating
  - d. Milestones
  - e. Dependencies

#### **Module 3 – Project Monitoring and Controlling**

- Tracking progress – who, what, when
- Risk Management
- Managing project changes
- Project documentation best practices
- Issue Management – when and how to escalate

## **Module 4 – Communications and Closing**

- Project communications – who, what, when, how
- Negotiating
- Deadlines
- Dealing with difficult people
- The “Art” versus the “Science” of Project Management

This course can be customized with exercises specific to your business environment for an even greater impact.



## Project Management Essentials for Executives Four Hours

This half-day class will focus on providing an overview of project management terms and process at a general, high level. The class will be a combination of lecture and exercises to enhance the learning experience. If you have responsibility for overseeing project managers, shouldn't you know what to expect?

The topics will be aligned with best practices and include:

- Why Project Management?
- Project Management terms and definitions
- Project Management process overview
- Roles and responsibilities
- Project Planning (team member level)
  - a. Determining tasks
  - b. Estimating
  - c. Dependencies
- Tracking progress – who, what, when
- Risk Management
- Managing project scope changes
- Project communication plans – who, what, when, how
- Issue Management – when and how to escalate
- Closing the project



## Project Management Essentials for Beginning Project Managers 1 Day

This one-day class will focus on providing project management essentials at a general, high level. The class will be a combination of lecture and exercises to enhance the learning experience. The topics will be aligned with best practices and include:

- Why Project Management?
- Project Management terms and definitions
- Project Management process overview
  - a. Project phases – initiating, planning, monitoring, controlling, closing
  - b. What happens in each
- Tools and techniques used in managing projects (definitions and examples only)
- Roles and responsibilities
- Project Planning (team member level)
  - a. Determining tasks
  - b. Estimating
  - c. Milestones
  - d. Dependencies
- Tracking progress – who, what, when
- Status Meetings and their importance
- Risk Management
- Managing project scope changes
- Project communication plans – who, what, when, how
- Issue Management – when and how to escalate
- Project documentation best practices
- Closing the project



## Secrets of High Performing Teams 1 Day

Teams are truly the ultimate in volunteer organizations. You can't demand that members of a team cooperate - you can't force teamwork. The cooperation we see in high performing teams comes from personal choices that individuals make one at a time, and for reasons that are unique to that team member. High performance team members thrive in and prefer a team environment.

Great high performing teams work together harmoniously every day, they continually meet and surpass their goals and achieve at remarkably high levels. They are very open-minded, ready for change, nimble, candid, down-to-earth, know how to let ideas and opinions clash rather than people, and care that the right idea wins without regard for whose idea it is. Their competition doesn't stand a chance!

Learn how to lead or contribute to a high performing team in your organization. We'll discuss the six characteristics of high performing teams (Common Goals and Purpose, Effective Communications, Solid Relationships, Participative and Accepted Leadership, Clear Roles, and Effective Processes) and the secrets of how to create the environment that drives team members to deliver above expectations.



## Six Keys to PMO Success

### Four Hours

Considering starting a Program or Project Management Office (PMO)? Wondering how to get started? Do you have an existing PMO that is struggling? Need to sell the value proposition of your PMO?

If you answered “yes” to any of these questions, this half-day seminar will be of interest. It will provide insight into the challenges of implementing a PMO. We’ll discuss the many “flavors” of PMOs and get started on defining your PMO using individual and group exercises. And, finally, reveal the six keys to a successful implementation. Following this workshop you’ll be armed with the knowledge to define, implement and measure the success of a Program/Project Management Office. Isn’t that worth a few hours of your time?

#### **Agenda**

##### Basic Premise of PMOs

- “Flavors”
- Getting Ready
- Some Statistics

##### The Six Keys to PMO Success

- Value Proposition
- Sponsorship
- People
- Training
- Defined Roles
- Standards



## Value Stream Mapping

### Four Hours

Want a clear understanding of the processes that drive each of your products from start to finish? This course will provide the knowledge of how to clearly map out all process actions, identify those that create value, those that create no value but are currently required and those actions which don't create value as perceived by the customer. Attendees will learn how to look for opportunities to eliminate muda (waste), activities that consume resources but create no value), cut cycle time, improve quality and expedite customer delivery by exploring the big picture.

Topics to be covered will include:

- Defining value from the customer's perspective
- Creating the Value Stream Map
  - Determining the process start and end
  - Identifying the process actions
  - Capturing the process data
  - Analyzing the process data
- Techniques for identifying muda
  - Overproduction
  - Inventory
  - Repair/rejects
  - Motion
  - Processing
  - Waiting
  - Transport
  - Intellect

## Meet the Instructor



Pam Nintrup is a certified project and process management and coaching professional with over 25 years of experience. Her proficiency encompasses all facets of implementing project management practices and process improvement in organizations as well as leading Program Management Offices from inception through full operation.

Pam has delivered training on a variety of topics. Sample topics include: preparation for Project Management Professional exams; basic project management; tools and techniques; project management soft skills – communication, managing change, relationship/team building, conflict management, motivation and negotiation; process improvement – Lean, Six Sigma and practical process improvement; and ITIL.

She has held senior management positions for several large corporations including Procter & Gamble, American Financial Group, GRE Insurance and US Shoe. In addition to responsibility for all project management methodologies and practices, in these positions Pam was responsible for coaching and mentoring project managers with a wide range of experience levels and developing them to full potential.

Pam is former President of the Southwest Ohio Chapter of the Project Management Institute™. Under her guidance and leadership, the chapter won a prestigious international award for Component of the Year. In 2010, Pam won the Small Business Hero Award from the Southwest Ohio Chapter of the Project Management Institute for continuing support of the profession. Pam is the immediate Past President of the Greater Cincinnati Chapter of the Association for Talent Development.