The Project Management Certificate Series

Take advantage of these highly effective seminars as stand-alone learning experiences or in combination to earn your certificate!

1. Team-Based Project Management April 5-7, 2011
8. Making Meetings Productive October 24-25, 2011
9. How to Be a Highly Effective Project Manager October 26-28, 2011

“Dr. Lewis was an excellent engaging teacher who elicited thoughtful participation and taught us how to identify our motivating factors. I also appreciated the real-world examples used to illustrate different topics that are applicable in business application.”
— Regina Hinman, Senior Specialist Application Process, Polymer Group, Inc., Charlotte, NC

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Why These Seminars Can Help You Make a Difference

The Six Sigma people say most organizations run at a “three sigma” level, meaning that 30 cents of every sales dollar is lost due to scrap, re-work, and warranty costs. The same numbers apply to projects. Numerous studies have shown that your organization may waste about 30 cents of every dollar spent on projects due to poor project management. With projects costing in the hundreds of thousands of dollars, a small investment in training and consulting can reduce your waste dramatically and gain a payback in very short order. Good project management can significantly reduce these wasted expenses!

Additionally, nearly 85% of software projects get into trouble, with close to 30% being canceled. Estimates in recent years suggest that companies like yours lose about $120-130 billion annually on software projects.

The same is true of your product development projects. Alan Mulally, former President and CEO of Boeing Commercial Airplanes, estimated during the 777 program (for which he was chief engineer) that 30% of the cost to develop an airplane was re-work—meaning that one of every three engineers on the team was spending full time re-doing what two other engineers had done wrong.

You will learn how to help your team perform better by:

- Improving communication
- Reducing destructive conflict
- Enhancing problem solving
- Making better decisions
- Increasing strategic thinking and planning
- Constructing better implementation plans
- Fostering higher creativity and innovation

Your Instructors Will Show You How You Can Make a Difference

Instruction Provided by The Lewis Institute, Inc.

The Lewis Institute has built a reputation for delivering practical, hands-on instruction that provides tools and techniques you can use immediately upon leaving the seminar to manage your own projects. The Lewis Institute insists that all of their instructors have real-world experience managing projects, so that they can go beyond the workbook content and answer your questions. Questions such as, “What do you do when…?” and “How do you handle a situation in which…?” These are the kinds of concerns that people have when they attend our programs; they want more than a textbook answer—they want “meat and potatoes.”

You also will find the instructors very generous with their time in answering questions both during the class and after it is over. They freely give their e-mail addresses to their clients and invite them to correspond with them. They treat you as a client, not a customer. The difference is that a client is someone you care for, whereas a customer is simply someone who buys from you.

The Lewis Institute is proud of their reputation and pleased to be working with NC State University to bring you the finest continuing education experience that you will find anywhere.

Dr. James P. Lewis has 15 years of industry experience as an electrical engineer and project manager, focusing on the design and development of communication equipment, and over 29 years of experience teaching seminars. He has been conducting seminars worldwide and has trained more than 30,000 individuals since 1981. Widely recognized as one of the top writers on the subject, Jim has published ten books of his own and an 11th with co-author Bob Wysocki. His Lewis Method® of managing projects has been adopted by thousands of managers. Jim has a B.S. in electrical engineering and a doctorate in psychology, both from NC State University.

The Lewis Institute is a registered education provider with the Project Management Institute.
Hand-Picked Lewis Institute Instructors

Doug DeCarlo is internationally recognized as a thought leader and paradigm shifter in the world of projects that feature high-speed, high-change, high-stress and high uncertainty. He is the author of the landmark book, *eXtreme Project Management: Using Leadership, Principles and Tools to Deliver Value in the Face of Volatility*.

George Hollins, P.E., PMP, has been responsible for the management of over $1 billion in project value in his twenty-five year career as a professional engineer. He has worked on individual projects ranging in value from a few thousand dollars to over $100 million - as well as programs and portfolios valued at several hundred million dollars. He has developed and managed major capital programs and associated projects ranging in scope from the creation of new research, academic and office buildings, to utility installations and plant expansions, to roadway and bridge improvements, to building infrastructure renovations. In addition to capital projects, he has managed or overseen the management of software implementations, process/quality improvement initiatives, and feasibility/programming projects.

Having earned his bachelor degrees in engineering (Iowa State University) and business management (Upper Iowa University) as well as a master’s degree in organizational leadership (St. Ambrose University.) He is also a PMI-certified Project Management Professional with a certificate in project management from NC State University.

Ken Whitaker of Leading Software Maniacs™ (LSM) has more than twenty-five years of software development executive leadership and training experience in a variety of technology roles and industries. He has led commercial software teams at Software Publishing (remember Harvard Graphics?), Data General, embedded systems software companies, and enterprise software suppliers. Mr. Whitaker is an active PMI® member, Project Management Professional (PMP)® certified, a Lewis Institute Certified Instructor, and a Certified ScrumMaster (CSM). Sources for LSM’s presentations come from case studies, personal leadership experience, the PMI Project Management Book of Knowledge (PMBOK® Guide), and Mr. Whitaker’s two books: *Managing Software Maniacs* and *Principles of Software Development Leadership*. 
Team-Based Project Management
Dealing Effectively with the “People” Side of Projects

April 5-7, 2011

Why You Should Attend
A committed and motivated project team can work miracles, but how do you create such a team? By applying the methods taught in this dynamic seminar, you can turn a project group into a winning project team!

Through this seminar you will learn to manage and lead, to influence and motivate, and to work with team members to get the best possible performance from each individual. If you have ever said, “I have no trouble solving the technical problems in my projects—it’s the people problems I have trouble with,” then this seminar may be just what you’re looking for. The job of the project manager is to integrate people with different knowledge and skills into a functional team, so that each can make a specific contribution. In short, a project team needs a leader, not a manager.

A common problem for project managers is that they don’t “own” the people in their project team. For that reason, you must have very good people skills in order to have a successful project. You must hone your interpersonal skills so that you can exercise influence, rather than power, to get things done. You’ll return to work better equipped to bring out the best in those individuals on your team.

Attend and You’ll Learn How to
- Get team members to “buy-in” to the project mission, vision, and objectives
- Create a sense of project ownership
- Clarify roles of team members so everyone knows exactly what he/she is supposed to be doing
- Determine how to handle decisions in your team (by consensus, majority vote, or autonomously)
- Understand different personalities and how they best contribute to team performance
- Build a climate to enhance innovation and promote acceptable risk-taking
- Manage conflicts to promote creativity without having the conflicts become interpersonal
- Determine what motivates team members
- Achieve objectives through teamwork
- Organize the project team and build commitment to project objectives
- Build a team in matrix or subcontract environments
- Deal with unsatisfactory performance
- Manage team development stages
- Lead the team improvement process
- Improve your own performance

Who Should Attend
As a project manager you will benefit from this seminar, especially if you are involved in engineering, data processing, information technology, construction, research and development, manufacturing, maintenance, corporate planning, finance, marketing, and quality. The principles can be applied to any kind of project. The seminar is especially valuable for managers who are concerned with effectively managing projects for which the cost, schedule, and performance must meet rigid requirements.

Attend and You’ll Receive
- A copy of the book, Team-Based Project Management, by Dr. James P. Lewis, a $35 value
- A comprehensive workbook full of easy-to-use procedures, guidelines and worksheets, plus an extensive reading list. This book will help you put what you learn to work immediately—and will serve as a handy reference in the years to come.
- Feedback from the Kiersey Temperament Sorter to help you understand your preferences for dealing with others, contributing to your growth as a manager
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Course Fee
- $1,695 for the first registration from your organization
- $1,495 for each additional participant from the same organization
Managing Capital Projects

How to Meet Critical Project Objectives By Producing Measurable Results

April 18-20, 2011

Why You Should Attend

Investment in capital assets is on the rise. Billions of dollars are being committed to new construction as well as repairs to roadways, bridges, buildings, power plants, dams, levees, pipelines and more. From federal stimulus packages to universities to K-12 schools improvements, investment in facilities and infrastructure is nearing record levels. Through this seminar, you’ll learn to maximize your return on investment. An experienced project manager will instruct you in bringing capital projects on-line while meeting project objectives.

This program will benefit public and private owners and project managers who want to improve the delivery of capital projects. The principles and techniques presented in this class are directed toward creating a predictable project management system for capital projects, in essence, a pipeline, where standard inputs produce predictable results – success in meeting project objectives.

Attend and You’ll Learn How to

- Assemble the right project team with clear roles and responsibilities
- Understand the project cycle and progressive elaboration
- Develop a communication plan that coordinates team member roles and keeps stakeholders informed as the project progresses
- Select the appropriate design professionals to help with the design and administration of the work – architects, engineers, and other specialists
- Define an organizational methodology which will help to reduce stress and improve success
- Develop a design intent report to serve as a foundation document within the project management plan
- Select the appropriate project delivery system (e.g., design-bid-build, design-build, construction manager at risk, turn-key lease, partnerships) for your project parameters
- Deal with conflict
- Incorporate a regular program of lessons-learned into the project management methodology (teaching people to teach people)
- Maximize project success through appropriately developed plans and specifications (detailed vs. performance, peer review, modeling, mock-ups)

Who Should Attend

You must know the following to attend this course: the fundamentals of managing projects, including developing mission statements, using work breakdown structures, creating a critical path schedule, and tracking progress using earned value analysis. If you have taken the PM Tools class in this series (or an equivalent course that covered the topics listed above), or if you have your PMP®, you are qualified. Please consider this when registering. If you are unsure whether you should take this course, please call Dr. James P. Lewis at 828.628.2823.

Attend and You’ll Receive

- A comprehensive workbook
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Course Fee

$1,695 for the first registration from your organization
$1,495 for each additional participant from the same organization

What Others Have Said

“The managing capital projects course was relevant, insightful and taught by an excellent instructor with a lot of experience.”
—James Van Etten, Fuquay-Varina, NC

“I really enjoyed this class. George was a great teacher and kept things interesting. I appreciate the instructor’s real-world experience and he shared experience as examples of course material. He proves that you learn as much from your mistakes as much as accomplishments.”
—Lynn Tarsi, Construction Administrator, General Sports Venue, LLC, Raleigh, NC
Mastering Project Management: Going Beyond the Basics

So you’ve mastered the fundamentals of project management. What else is there? A lot. The basic tools which include Work Breakdown Structures, GANTT/CPM/PERT scheduling methods and Earned Value Analysis have been around for a long time. These are all covered in our seminar, Project Management: Tools, Principles and Practices. It has been our experience that people leave the “Tools” seminar still thinking like technical professionals. In this more advanced seminar, you will focus on the job of actually managing.

Mastering Project Management will take you through critical areas not covered in much depth by the Project Management Institute’s A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—issues such as how decisions are made, faulty work processes, lack of innovation and problem-solving deficiencies that often wreak havoc on projects. These important points receive special emphasis during this comprehensive program.

If you want to enhance your skills further in managing projects, this course offers just the ticket!

Attend and You’ll Learn

- Thinking styles and their effect on projects
- Problem solving within projects
- How to enhance innovation and creativity in teams
- Adaptors and innovators: differences in cognitive style
- Improving decisions in projects
- Steps to effective decisions
- The analytical hierarchy
- Improving project management processes
- Identifying processes
- Principles of process improvement
- Methods of scheduling uncertainty
- Using design-of-experiments
- Other approaches
- Change control in projects
- The need for control procedures
- Logging changes
- Who Should Attend

This seminar is designed for project managers who are well-versed in the tools of project management listed above. As a general rule, a candidate for this program should have been formally trained in a course similar to Project Management: Tools, Principles and Practices. If you are unsure whether you should take this course, please call Dr. James P. Lewis at 828.628.2823.

Attend and You’ll Receive

- The text, Mastering Project Management, (2nd edition) by Dr. James P. Lewis, a $60 value
- A comprehensive, 140-page workbook full of easy-to-use procedures, guidelines, worksheets, and an extensive reading list. This book will help you put what you learn to work immediately—and it will serve as a handy reference in the years to come.
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Course Fee

$1,695 for the first registration from your organization

$1,495 for each additional participant from the same organization

The Project Management Body of Knowledge® (PMBOK)® is a collection of processes and knowledge areas generally accepted as best practices within the project management discipline. As an internationally recognized standard (IEEE Std 1490-1998, IEEE Guide - Adoption of PMI Standard - A Guide to the Project Management Body of Knowledge), it provides the fundamentals of project management, irrespective of the type of project, be it construction, software, engineering, automotive, etc. PMBOK, PMP and the PMI Registered Education provider logo are registered marks of the Project Management Institute, Inc.
Project Management: Tools, Principles, and Practices
How to Plan, Schedule and Control Projects Successfully

June 6-8, 2011 or September 12-14, 2011

Why You Should Attend
Take the guesswork out of project management! If managing projects to get results is important to your organization, you can’t afford a seat-of-the-pants approach. Here are proven tools and techniques used by world-class companies to make their projects sizzle! With these methods, your projects will come in on time, on budget, and at the right level of performance.

This is not a theoretical, academic program, but a true nuts-and-bolts, no-nonsense approach to project management, taught by a seasoned project manager. Your instructor applies the latest methods of learning technology to accelerate your learning and increase your retention so you can apply these important tools. You’ll see how all techniques relate to each other during five interactive exercises that simulate a project.

Attend and You’ll Learn
- How to manage every aspect of a project to achieve schedule, cost, and performance objectives
- How to master the concepts and methods needed to manage resources efficiently to achieve project goals
- How to develop and coordinate the total project plan
- How to construct achievable project schedules using CPM, PERT, and bar charts
- How to develop valid estimates of resource requirements and costs by applying the work breakdown structure (WBS)
- Why the WBS is the most important tool of project management
- Rules for developing the WBS
- How to use the WBS to estimate time and cost
- How to monitor and control project status using Earned Value Analysis and other methods
- How to avoid the ten most common causes of project failure
- How to get project team members to buy in, even when they don’t report directly to you
- What you need for a viable project management system
- The Lewis Method® of project management
- How to manage the project life cycle
- The importance of clarifying the project mission
- The difference between mission and vision
- The difference between strategy and tactics, and why strategy is important
- Risk analysis and management – assessing probability, severity and detection for each risk
- How to develop a risk management plan
- Common mistakes made in planning
- Why you need both arrow diagrams and bar charts
- How to use the schedule to manage the project
- How ignoring resource limitations produces a worthless schedule
- How software can help you allocate resources
- How to estimate when you have no historical data
- The probability of scheduled completion
- How to improve performance by evaluating projects
- What to do to keep your projects on track
- How to forecast project completions
- Factors that make a project successful

Attend and You’ll Receive
- The text, *Project Planning, Scheduling & Control* (5th edition), by Dr. James P. Lewis, a $55 value
- A comprehensive workbook
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Who Should Attend
This seminar will benefit project managers whose jobs involve engineering, data processing, information technology, construction, research and development, manufacturing, maintenance, corporate planning, finance, marketing, and quality. The principles you’ll learn can be applied to any kind of project.

Course Fee
$1,695 for the first registration from your organization
$1,495 for each additional participant from the same organization

What Others Have Said
“The Tools, Principles and Practices course should be a requirement to all those that will be required to serve as a project manager because the overall material provides a solid foundation to succeed as a project manager.”
— Sandra Elizondo, Team Leader, US Army Research Office, Durham, NC

“Jim Lewis feeds not only the brain but more importantly the soul. I very much appreciate the “people-focus” in his project management teaching.”
— Thomas Heady, Project Manager, Eli Lilly and Company, Indianapolis, IN
Whole-Brain Project Management
How to Improve Project Management through the Technology of Thinking™ and the Lewis Method®

June 13-15, 2011 The registration deadline is May 27, 2011

Why You Should Attend
Seldom do projects fail because people don’t know how to create a proper schedule or work breakdown structure. They fail most often because infighting, conflict, hidden agendas, communication problems, and egos plague project teams. All of these problems can be reduced or eliminated completely if people are given the proper tools for dealing effectively with each other. This dynamic program will show you how.

Teams, like individuals, do not always demonstrate a “whole brain” preference for thinking. This means that teams can also apply ineffective thinking to problems they must solve. By enabling teams to think in a whole-brain way, their performance can be greatly improved—with obvious bottom-line results. By combining individual thinking profiles with the team profile, project leaders can take maximum advantage of the strengths of each member and minimize any weaknesses that exist. When the Lewis Method® is combined with the Technology of Thinking™ model, you have an extremely powerful approach to capturing the strengths of your team to deliver project results on time, on budget, and at high performance! No other approach exists that yields the benefits of this method.

You can help your team improve better by:
- Improving communication
- Reducing destructive conflict
- Enhancing problem solving
- Making better decisions
- Increasing strategic thinking and planning
- Constructing better implementation plans
- Fostering higher creativity and innovation

Attend and You’ll Learn How to
- Improve your own thinking and the thinking of your team, using the “whole-brain walkaround”
- Compensate for lack of preference for a particular mode of thinking in yourself and your team
- Apply whole-brain thinking to develop a balanced scorecard for measuring project performance
- Get a quick “reading” of another person’s preferred thinking in order to deal more effectively with him or her
- Apply a whole-brain approach to managing a project of any kind
- Improve communication, planning, control, and other aspects of team performance

Who Should Attend
As a project manager, you’ll find this seminar especially beneficial if your job involves engineering, data processing, information technology, construction, research and development, manufacturing, maintenance, corporate planning, finance, marketing, and quality. The principles you’ll learn can be applied to any kind of project.

Attend and You’ll Receive
- Your own personal HBDI profile and report, which shows your thinking preferences and describes general characteristics of your personality based on this profile. You will take the HBDI™ on-line before the program and receive feedback on your own thinking preferences!
- A comprehensive class workbook
- A copy of Whole-Brain Business Book, by Ned Herrmann, a $25 value
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

How the HBDI Will Help You
Ned Herrmann, formerly a manager of training at General Electric’s Crotonville Management Training Facility, spent 30+ years researching the Herrmann Brain Dominance Instrument (HBDI). Over one million people have taken it, and the current database contains approximately 500,000 profiles. The statistical validity of the instrument is excellent. In addition, the application of the model to everyday thinking and thinking in organizations is completely in line with the work of other experts on the technology of thinking, including: Dr. Howard Gardner, who has discovered that there are eight intelligences; Dr. Daniel Goleman, whose research has shown that there is a bottom-line correlation for managers who have high emotional intelligence; Dr. Edward de Bono, perhaps the world’s leading guru of thinking; and Tony Buzan, originator of the Mind Map®. We have incorporated the work of all of these experts into our program to deliver one of the most unique sets of tools ever developed.

Course Fee
$1,795 for the first registration from your organization
$1,595 for each additional participant from the same organization

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™ The ThinkAbout titles and HBDI are trademarks of Herrmann International
Managing Agile Software Development Projects  How to Use a Balanced Approach to Improve Your On-time Product Delivery

September 7-9, 2011

Why You Should Attend
This highly interactive workshop is designed specifically for software/IT organizations and will show you how to master tactical and strategic planning, apply process management principles, and lead your people to transform your organization to become more agile.

You will receive a solid foundation to improve on-time product delivery using a balanced approach of planning, process, and people leadership:

Planning – Maximize your organization’s time with just en’uff™ planning to enable your teams to focus on execution of tactical goals while building a bought-in strategic vision and roadmap.

Process – There’s no secret that a more interactive approach such as Scrum provides a more realistic framework based on a series of discovery, investigation, and quality validation cycles. You’ll learn how to apply best-of-breed PMI® project management processes to your agile projects.

People – These days every organization needs to do more with less time, smaller budgets, and fewer resources than ever before. You’ll learn tips and techniques that will motivate, empower, and improve your team’s overall effectiveness without introducing needless bureaucracy.

Learning these key software leadership principles ultimately results in building a software/IT organization that consistently delivers quality, on-time results. To reinforce best practices learned, you’ll work with others to simulate a typical project’s life cycle using agile. If you are finding yourself in a rut, your teams lacking motivation, or you’re hopelessly struggling trying to prioritize among all of the incoming customer and business needs, this workshop is definitely the “breath of fresh air” that will guide you to take charge of your role and your career.

Attend and You’ll Learn
- Tools and techniques to prepare for the worst (yet may produce the best outcome)
  - 7 deadly habits of ineffective software managers
  - Relating PMBOK® Guide best practices to software development and the 4Ps™
  - Understanding to Agile thinking
  - Aligning to your company vision
  - Preparing for the unexpected using risk management techniques to prepare for the unexpected
  - Controlling the cost of a project
  - Deciding whether to outsource
- How to adopt a pragmatic project management approach to deliver products on time, every time
  - Deciding whether a new process methodology needed
  - Defining project scope the first time
  - Scheduling projects the right way
  - Incorporating Agile workflow
  - Verifying and controlling scope
  - Ensuring quality throughout the software life cycle
  - Simulating an actual software project life cycle
  - Understanding how an Agile (Scrum) project really works
  - Avoiding failure on a Scrum project
- How to successfully transition to an Agile, communicating organization
  - Conducting organizational spring cleaning
  - Using broken squares to show the importance of team dynamics
  - Finding the right resources using creative techniques
  - Retaining the best staff
  - Motivating the team to outperform your competition
  - Creating a winning workplace with effective communication
  - Understanding stakeholders and sponsors
  - Being effective at meeting management
  - Getting balanced results with the 4Ps priority board

Who Should Attend
- Project, program, or portfolio managers, managers, directors, VPs of software development
- Software developers or technical lead advancing to a management role
- Anyone in a leadership position that must transform their organization to be more adaptable and agile in order to improve results

Attend and You’ll Receive
- The text, Principles of Software Development Leadership, by Ken Whitaker, a $50 value
- A comprehensive class workbook
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Course Fee
$1,695 for the first registration from your organization
$1,495 for each additional participant from the same organization
How to Communicate, Influence, and Negotiate in Project Management
Developing the People Skills to get Results without Direct Authority

September 19-21, 2011

Why You Should Attend
The majority of a project manager’s time is spent working with people, not on technical tasks. As a project manager you need to get work done by people over whom you usually have no direct authority and have to work closely with project stakeholders throughout the life of the project.

You and your project team usually have more than enough technical skill and creativity to get the job done. What you need more of are the “people skills” that will help you get the resources, organizational support, and buy-in at all levels necessary to get the project done on time and within budget, while leaving the team ready for the next project.

By attending this seminar you will be equipped with the critical companion skills in communication, influencing, and negotiating that complement the problem solving, goal setting, scheduling, tracking, and other technical skills needed by project managers for the administrative aspects of the job.

Attend and You’ll Learn How To
- Use an array of techniques to communicate effectively with anyone who might affect the success of your project
- Use proven methods to influence the attitudes and performance of team members and stakeholders
- Negotiate when necessary to meet your project objectives
- Understand and work with communication styles of others
- Use active listening
- How to read nonverbal communication and formulate your message
- Get your message across and use feedback
- Gain the skills that highly influential people use to work with others successfully
- Plan out and influence strategy
- Analyze purpose, audience, and resources
- Use several soft and hard tactics of influence without direct authority

Who Should Attend
The project managers whose jobs involve engineering, data processing, information technology, construction, research and development, manufacturing, maintenance, corporate planning, finance, marketing and quality will benefit from this seminar. The principles you’ll learn can be applied to any kind of project.

Attend and You’ll Receive
- Three textbooks, Influencer, by Kerry Patterson; Getting to Yes: Negotiating Agreement Without Giving In, by Roger Fisher and William Ury, a $30 value; and Difficult Conversations: How to Discuss What Matters Most, by Douglas Stone, Bruce Patton, Sheila Heen, Roger Fisher, a $15 value
- A comprehensive workbook, full of easy-to-use procedures, guidelines and worksheets
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- Three networking luncheons
- A Certificate of Attendance

Course Fee
$1,695 for the first registration from your organization
$1,495 for each additional participant from the same organization

What Others Have Said
“Very informative courses that include real life experiences of the instructor. They also provide skills, tools and techniques that I can realistically use on a daily basis in my work place and with my team”
— Christina Huss, System Manager, NC Education Lottery, Raleigh, NC

“Course does an excellent job at providing a base-level introduction to common situation and techniques that people in business will find themselves in and need to use.”
— Paul Kaper, Engineer Project Manager, Gilbarco Veeder-Root, Greensboro, NC

“This course was very interactive and learning the material was made fun, I am walking away with new and useful knowledge.”
— Erin Oakley, 3PL Operations Analyst, Greensboro, NC

“This course offers you “real-world” examples for communicating, influencing and negotiating with anything you do in work…not just for projects. It can be applied to almost everything you do.”
— Stephanie Monk, Senior Product Manager, SunTech Medical, Morrisville, NC
Why You Should Attend

It is a well-recognized fact that the majority of meetings tend to be huge time-wasters, never accomplishing the intended purpose (if there was one in the first place), losing focus, and generally being dreaded by everyone. However, those that don’t do this are often run so rigidly that there is no room for any kind of creative thinking, and they too do not accomplish the intended result.

Is there a happy medium?

There is. In this two-day program, you will learn how to plan, organize, and conduct meetings that can be kept on track, meet stated objectives, and keep all participants engaged without stifling creativity or allowing a free-for-all. These are time-tested, proven methods that you can use to make your meetings productive. This is a learn-by-doing seminar, not a death-by-lecture class that leaves you wondering how you are supposed to actually do what the instructor taught.

Attend and You’ll Learn About

Planning your meeting
- Determining your objectives
- Establishing a time frame
- Deciding who should attend
- Publishing the agenda and meeting invitation

Meeting guidelines
- Making the environment productive
- Rules for presentations
- Attend to the biological needs of participants
- Ban the marathon meeting!
- Behavioral norms for meetings

Roles and responsibilities of participants
- The Mining Group Gold approach of Xerox
- The collaborative emphasis

Effective facilitation
- Controlling level of participation
- Drawing out reticent individuals
- Limiting the over-active person
- The relevance challenge
- Dealing with emotions
- Maintaining focus
- Staying on time

Specific kinds of meetings
- The problem-solving meeting
- Making decisions
- Meetings to develop creative outcomes
- The bad news meeting
- The state of the union meeting

Technology to enhance meetings
- Mind Manager® software for planning and brainstorming
- Virtual meetings using GoToMeeting™ and other networking software

Attend and You’ll Receive
- A copy of The Skilled Facilitator, by Roger Schwarz (a $40 value)
- A workbook that contains all the guidelines presented in the seminar
- 1.2 CEUs/12 PDHs/12 AIA LUs/12 PDUs
- Two networking luncheons
- A Certificate of Attendance

Who Should Attend

Department managers, team leaders, project managers, and/or supervisors who must manage frequent meetings.

Course Fee

$1,195 for the first registration from your organization

$995 for each additional participant from the same organization

Note: This course is not an elective in the Project Management Certificate program, but is an independent program that will benefit your management of projects and provide you with PDUs needed for your PMP® certification requirements.
How to Be a Highly Effective Project Manager
Learn How to Achieve Your Business and Personal Goals Faster and with Less Effort!
October 26-28, 2011

Why You Should Attend
As a project manager you may feel that the odds of winning are low while the odds of losing seem to be very high. You may have complained that you have a lot of responsibility and little or no authority, so how are you to get the job done?

You don’t need authority to be effective if you know how to exercise personal power. Personal power is not given to you by your position in the organization—it is achieved by how you think, how you communicate, and how you behave. It is about who you are as a person, rather than what tools you use, what degrees or certifications you have, or your political skills. People who know how to exercise personal power are winners. Those who don’t are often losers—if they even get into the game at all! Effective individuals exercise power. Ineffective people try to get things done by using force. There is a huge difference. Force is always met with resistance…resistance while power…dissolves resistance. This is illustrated by the power of water to carve the Grand Canyon.

Principles and practices that make an effective project manager also make you a more effective individual in whatever you do, whether at work or outside of work. In this high-impact three-day program, you get more bang for your buck because you will be more effective in every area of your life! When you start living from your power zone—where your greatest strengths reside—your weaknesses become irrelevant.

Benefits of Attending
You’ll learn how to achieve your business and personal goals faster and with less effort by:

- Developing a balanced approach to your life so that you tackle any task with calm assurance of a successful outcome
- Applying the principles and practices to both your work and personal endeavors
- Being more effective in dealing with your boss, co-workers, and other stakeholders to your projects
- Designing and experience your compelling future
- Discover and release unconscious blocks that rob you of energy in your professional and personal life
- Identifying a set of practices to become self-generative and self-correcting
- Attracting people and circumstances that can lead to greater financial rewards
- Improving relationships with the important people in your life
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- Identifying a set of practices to become self-generative and self-correcting
- Attracting people and circumstances that can lead to greater financial rewards
- Improving relationships with the important people in your life

Who Should Attend
Functional and department managers, project managers and business professionals who want to:

- Better align their jobs with their life’s purpose and passion
- Energize constituents and improve individual and team performance

Attend and You’ll Receive
- A comprehensive workbook
- Assignment to a Power POD to further support your growth in personal power
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDUs
- A Certificate of Attendance

Course Fee
$1,695 for the first registration from your organization
$1,495 for each additional participant from the same organization

What Others Have Said
“This was a very introspective course that was enlightening on a very personal level.”
— Ellen Hughes, Process Engineer Manager, Mills Manufacturing Corporation, Asheville, NC

“Best class I have ever taken. I think everyone could benefit from this course and use it as a periodic refresher.”
— Debra Del Corral, Facilities Liaison, National Institute of Environmental Health Sciences, Durham, NC
Don’t Delay! Start Earning Your Certificate!

Learn how you can earn your project management certificate today.
Go online to http://continuingeducation.ncsu.edu/ProjectCertPage.html to see how.
Our project management seminars are offered throughout the year. To view a current schedule or to register, go to ContinuingEducation.ncsu.edu. You can also call 919.515.2261 or fax your registration form to 919.515.7614.
For more information e-mail ContinuingEducation@ncsu.edu. Attendance in each class is limited.

To be eligible to earn the certificate, you must

- Complete five total courses—all three core courses plus any two of the electives—within three years
- Have taken these courses offered through the Office of Professional Development at NC State University
- Have earned FULL CEU credits for each of the courses, indicating that you have met the attendance requirements for ALL FIVE classes. (To receive CEU credit, you are required to attend 90% of each class. If you must be absent from class for meetings or other obligations, you should consider re-scheduling your class for a later date.)
- Submit a completed application form and a $50 processing fee. The form can be found online at ContinuingEducation.ncsu.edu.

Sample NC State Project Management with Dr. Jim Lewis for FREE!
Project Management Webinar: http://continuingeducation.ncsu.edu/pmr.html

Also Available to You in 2011 *

SharePoint for Project Management
January 24-25  |  March 15-16

Microsoft Project Level 1
February 8  |  March 9  |  April 5

Microsoft Project Level 2
February 22  |  April 6

For more information or to register, contact the Computer Training Unit at 919.515.8173, ctu_registration@ncsu.edu or online at www.ncsu.edu/ctu

* These courses do not count towards your Project Management Certificate
Course Schedules and Locations
Check-in will take place from 8:00 - 8:30 a.m. on the first day, with classes beginning promptly at 8:30 a.m. and ending no later than 4:30 p.m. each day. Luncheons and refreshment breaks are included in the registration fee. All courses will take place at 1101 Gorman Street on the NC State University campus in Raleigh, NC. You will receive a map, cancellation policy, and hotel information with your confirmation via e-mail.

Depending on your Internet service provider and/or your personal e-mail settings, e-mails from NC State University in regard to this registration process may be considered unsolicited and not be delivered to your in box. If you do not receive an e-mail confirmation from NC State University, please check your spam file if you have one, or you may contact us at 919.515.2261 with any questions about your registration status.

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Call Andy Billingsley at 919.513.5080 or e-mail Andrew_Billingsley@ncsu.edu for more information.

Credits You Can Earn
Individuals satisfactorily completing a course will be eligible for Continuing Education Units (CEUs), Professional Development Hours (PDHs) and AIA Learning Units (LUs) for each day of instruction. For more information on these credits and how to obtain your record, please visit our website at ContinuingEducation.ncsu.edu or call 919.515.2261.

The Lewis Institute is a registered education provider with the Project Management Institute and provides PDUs for completion of these courses.

Persons with Special Dietary Needs
If you have special dietary needs, please contact us at 919.515.2261 or ContinuingEducation@ncsu.edu at least two weeks prior to the program.

Persons with Disabilities
If you desire assistive devices, services, or other accommodations to participate in these programs, please contact us at 919.515.2261 or ContinuingEducation@ncsu.edu at least two weeks prior to the program.

Regina Hinman (right) receives her NC State University Project Management Certificate from instructor Dr. James Lewis (left).

“Dr. Lewis was an excellent engaging teacher who elicited thoughtful participation and taught us how to identify our motivating factors. I also appreciated the real-world examples used to illustrate different topics that are applicable in business application.”
— Regina Hinman, Senior Specialist Application Process, Polymer Group, Inc., Charlotte, NC
<table>
<thead>
<tr>
<th>Course</th>
<th>Fee</th>
<th>Code</th>
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<tbody>
<tr>
<td>Team-Based Project Management</td>
<td>$1,695/$1,495</td>
<td>EITBPM11</td>
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<tr>
<td>Managing Capital Projects</td>
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<tr>
<td>Mastering Project Management</td>
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<tr>
<td>Project Management: Tools, Principles, and Practices</td>
<td>$1,695/$1,495</td>
<td>EITPP211</td>
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<tr>
<td>Whole-Brain Project Management</td>
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<td>Managing Agile Software Development Projects</td>
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<td>How to Communicate, Influence, and Negotiate in Project Management</td>
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<td>Making Meetings Productive</td>
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<td>How to Be a Highly Effective Project Manager</td>
<td>$1,695/$1,495</td>
<td>EIHEPM11</td>
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*The discounted rate is extended to each additional participant attending the same seminar from the same company.

Method of Payment
Payment must accompany registration and be received by the first day of the program.

Enrollment is limited.
The easiest way to guarantee your place is to pay with a credit card.

Payor:  □ Company  □ Individual

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9. **How to Be a Highly Effective Project Manager**  
   October 26-28, 2011

“Numerous studies have shown that your organization may waste about 30 cents of every dollar spent on projects due to poor project management.” —Dr. James P. Lewis, The Lewis Institute