

2009 Course Catalog



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Our Philosophy



At Project and Process Professionals (PPProfs), we use a common sense approach to help professionals increase the knowledge and skills vital for success. Our approach is simple, yet powerful. PPProfs 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 PPProfs, 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.



The “Art” of Project Management - Soft Skills Two Days or Four 4-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 Effective Business Relationships Four Hour

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.



Business Analysis - An Executive Overview

Four Hour

This 4-hour course will provide a high-level overview of the role and responsibilities of a Business Analyst, Business Systems Analyst and Project Manager and the importance of these roles in project success. Familiarize project sponsors and managers of BA's, BSA's and PM's with the skills, characteristics, expectations and support that make individuals in these roles successful.

Those that manage Business Analysts, Business Systems Analysts and Project Managers, as well as those that act as project sponsors, executive project sponsors or steering committee members will find this extremely helpful in understanding how to get the most out of their analysts.

Content Outline

- Introductions
- Terms and definitions use in projects
- Typical roles and responsibilities in projects
- Necessary skills for the BA, BSA and PM
- The roles – how are they similar or different from each other?
- Habits of effective analysts and project managers
- The leadership role
 - Establishing accountability
 - What questions should I ask?
 - Providing growth and support for the BA, BSA and PM
 - Key Performance indicators
 - The PMI and IIBA professional organizations



Business Analysis Best Practices – introducing Use Cases Three Days or Six 4-Hour Modules

This course focuses on eliciting and documenting requirements, roles and responsibilities and many topics that will enhance the skills of a Business Analyst. The classes will be a combination of lecture and exercises to enhance the learning experience and will be based on the customer process and templates if available. A case study will be provided, or attendees may be asked to bring information on current projects or most recently completed projects to use for exercises. The topics to be covered each day are:

Day 1 – Getting Started

- Introductions
- Business analysis and requirements - Business Analysis Body of Knowledge (BABOK) terms and definitions
- Roles and responsibilities - necessary BA fundamental skills
- How do your skills match up?
- Discussion – BA/BSA roles. How are they similar or different from each other?
- Habits of effective analysts
- Defining project scope (from the BA perspective)
- Describing the business situation and business case
- Documenting the business situation - The Requirements Document
- Customer involvement - finding their voice
- Gathering data – techniques
- Determining planning considerations
- Selecting requirements activities
- Estimating requirements activities
- Planning the Kick-Off Meeting

Day 2 – Gathering and documenting Requirements

- Sources of requirements - business and technical
- Requirements elicitation techniques
- How do business and technical requirements differ?
- Characteristics of quality requirements statements
- Analyzing and documenting requirements
- Understanding requirements - Use Case approach
- Identifying Use Cases
- Requirements problems in projects
- Levels of requirements
- Writing requirements in the appropriate format
- Characteristics of quality requirements specifications
- Prioritizing requirements - Critical, Important, Useful
- Guidelines for writing quality requirements
- Examining requirements for clarity
- Validating and verifying requirements - technical reviews, peer reviews, inspections, cross-validation

Day 3 – Optimizing Performance

- Project Champions - what to request and expect
- How do you know when you're done?
- Finding missing requirements
- Traps to avoid
- Tools and Techniques Review – other modeling techniques
- Managing requirements scope and change – goals and practices
- Designing a requirements change control process
- Requirements Traceability
- The “Art” versus the “Science” of Business Analysis - soft skills – communication, leadership, problem solving/conflict management
- Summary of Best Practices and key points



Managing Change Successfully! Four Hours

This half-day course is designed to provide a clear understanding of the causes of change, how to effectively and efficiently deal with change in an organization, on a project or in everyday life. Attendees will be prepared to become successful Change Agents – a skill that more and more employers seek!

Topic Outline

- Justifications for change in the Corporate Environment
- Change triggers
- Types of change
- Overcoming resistance to change
- Being a Change Agent
- Understanding reactions to change
- Assessing the impact of change
- Planning for change
- Leading change
- Institutionalizing change
- Simple Tips for handling change



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

4 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 delivered tailored with exercises specific to your business environment for an even greater impact.



Leading Project Teams Four Hour 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 Six Sigma

Two Days or Four 4-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 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 amount of 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.



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 many can benefit from.

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:

- Raising concerns
- Levels
- 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
- Overcoming resistance
- Managing stress – finding your de-stressor

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



Practical Process Improvement Three Days or Six 4-Hour Modules

If your organization needs to begin building a culture of continuous improvement, you've found the right course. Built on the principles of Six Sigma (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 Three Days or Six 4-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 three-day course will prepare you for success when taking the PMP 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
- Project Integration Management
- Project Scope Management
- Project Time Management
- Review and Practice Questions

Day 2

- Project Cost Management
- Project Quality Management
- Project HR Management
- Project Communication Management
- Review and Practice Questions

Day 3

- Project Risk Management
- Project Procurement Management
- Ethics and Professional Responsibility
- 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 one day? 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. Determining tasks
 - b. Estimating
 - c. Milestones
 - d. 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

- 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 Non-Project Managers) 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. 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 Those Just Getting Started) 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



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 seminar 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



Six Sigma Yellow Belt

1 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



Six Sigma Green Belt

4 Days or 8 4-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 implementing a successful process improvement culture in your organization. Students will be asked to 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
- Introduction to FMEA
- 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



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 customers 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

Meet the Instructor



Pam Nintrup is a certified project and process management professional with over 25 years of experience. Her experience 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, stress management, motivation and negotiation; process improvement; Six Sigma and ITIL.

She has held senior management positions for several large corporations including P&G, 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. She was most recently Practice Director for Program and Project Management with Technology Management Partners.

Pam Nintrup 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.