Chapter Meeting

Enterprise Project Management (EPM)

Successful organizations understand how to align resources and business activities with strategic objectives.

It's a simple concept - until you try to do it!

Download PowerPoint Presentation

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When: January 19, 2006
5:00-7:15 p.m.

Where: Summit Lake Winery
Capitol View Room (upstairs meeting room)
1707 South Summit Drive
Holts Summit, MO 65043-2100
(573) 896-9966
Directions to Summit Lake Winery

Cost: For Members and Non-members: $20.00

Registration is needed by January 13. We encourage you to use the online registration/payment process by clicking on REGISTER

Individuals planning to pay by check or cash can register by sending an e-mail to pmivpprograms@pmimidmo.org

Organizations registering as group should send a list of the attendee names, company name, and preferred method of payment to pmivpprograms@pmimidmo.org

For special dietary needs, please notify pmivpprograms@pmimidmo.org

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Menu: Asiago Dip w/Crostinis
Chicken Tenders
Toasted Raviolis
Veggie Tray
Fruit Tray
Gourmet Dessert Bars

Agenda: 5:00 Social

6:00 Program
7:00 Business Meeting
7:15 Adjourn

About the Program:

Successful organizations understand how to align their resources and business activities with their strategic objectives. It's a simple concept - until you try to do it.

To achieve this strategic alignment, forward-thinking organizations are managing their own internal activities as projects. An Enterprise Project Management (EPM) solution provides the infrastructure that enables this to happen. By using an EPM system to carefully plan and track their portfolio of projects, organizations can make better, more cost effective decisions about resources. And they can establish repeatable processes that allow for agile responses to fast-changing business environments.

Benefits include:

- Optimize resources across your organization: Understand your staff's skills and availability so you can strategically hire, deploy, and develop resources that match the needs of your project portfolio.
- Streamline project management: Reduce cycle times, minimize costs, and control quality.
- Strengthen collaboration across the enterprise: Improve productivity by creating clear communication channels.

A Center for Business Practices study of organizations using EPM processes and tools showed an overall return on investment of 27.9% in the survey group.

EPM Solution

Oakwood is one of a select group of companies that has met Microsoft's stringent partnership requirements for becoming a Gold Certified Partner for the Microsoft Office EPM Solution. We'll deploy a customized Microsoft Office EPM Solution that will improve productivity, reduce cycle times, decrease costs, and increase quality.

We bring together best practices in project management, client, server, and Web-based technology with Microsoft Office Project 2003 to give organizations everything they need to manage enterprise-wide projects:

- Standards-based best practices approach to project management.
- Microsoft Project Professional is the project management program for enterprise project management. It connects to Microsoft Project Server.
- Microsoft Project Server provides a central storage area housing project and resource information.
- Microsoft Project Web Access enables team members to view and update project information on Project Server.

Microsoft Project 2003 relies on familiar tools and processes. Believe it or not, that's unique among project management systems. This ease of use encourages more people to use the system.

Microsoft Office EPM Solution helps manage your project portfolio by enabling you to:

- Evaluate status and quickly identify at-risk and under performing projects using roll-up

scorecard reports that display key metrics.
- Integrate critical project data as Web parts into your executive-level dashboard with other critical information for a complete view of your business.
- Gain insight into the performance of your overall portfolio by identifying trends and problem areas.
- Use what-if scenario modeling to evaluate risk mitigation strategies and to understand the impact of trade-offs.

To learn more about Oakwood's EPM solutions send email to info@oakwoodsys.com or call St. Louis (314.824.3000).

Speaker Biography

Mr. Frank Records is a Director in Oakwood Systems Group's Enterprise Project Management (EPM) Practice and is responsible for leading the Strategic Implementation Team that installs and configures Microsoft's Project Server 2003 toolset. He has extensive experience in project management, software development team management and earned value measurement systems (EVMS) as well as cost and schedule implementation and control.

In addition to Frank's responsibilities as a Director, he manages several projects with primary responsibility for all phases of the project lifecycle as well as development of business process improvements leading to company standards.

He is a proven team leader who can direct very diverse groups to complete critical projects on time and within budget. His communication skills and professional manner make him effective at the executive as well as the team level. During his twenty+ years in management, he has served clients in a variety of industries including Government, Healthcare, Food and Beverage, Insurance, Tax Services, Financial Services, Bus Maintenance, B2B e-Procurement, Life Sciences, Telecommunications, Retail Grocery, Aerospace Engineering and Manufacturing, Microelectronics and Electronics.

Mr. Records specializes in project recovery and business process definition, especially around project management methodologies, to assist organizations in the control of their business.

Frank earned his Bachelor of Science degree in Aeronautical Administration from Parks College of St. Louis University and his MBA from Lindenwood University in Saint Charles, MO.

All-Day Seminar Presentation

Peter de Jager

Rational Change Management without Hype and Myth

March 9, 2006

Peter de Jager and workshop attendees

Meeting Summary:

Over 60 mid-Missouri project management professionals attended the Chapter's all-day Rational Change Management workshop. Nationally known speaker and author Peter de Jager presented the professional development event, sponsored by CIBER, Inc., at the Ramada Inn in Jefferson City. This was Mr. de Jager's second appearance at a Chapter event, and survey feedback indicates he was equally impressive the second time around.

Throughout the interactive presentation, lessons were applied on the spot in various exercises and case studies. Mr. de Jager debunked myths about change (Is resistance to change bad?), walked us through the change management lifecycle (knowledge shortens the cycle), and provided ways to think about managing change in our own projects. Take a few minutes to look on our website for photos from our fun and educational day.

Attendees represented nearly 10 private companies as well as many departments within the State of Missouri. 80% of the attendees were not Chapter members, which presents an opportunity for Chapter growth. Over 20 people took advantage of the new PayPal online payment process to simplify their individual registration, and many others used the PayPal invoice system.

Professional development events like this one take a lot of planning and behind-the-scenes effort. Thanks to Karen Alexander, past Vice-President of Programs and Professional Development, for securing top-name speakers like Mr. de Jager for our Spring 2006 events. Thanks to our Programs and Professional Development Committee Members Gagneesh Rawat, Keith Foster, and Ragan Sappington for offering their help wherever needed. And finally, thanks to Lois Heldenbrand, Vice-President of Programs, for lending a hand in so many ways.

Peter de Jager and Vice-President of Professional Development Michelle Navarro

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Chapter Meeting

Peter de Jager

Change Management - Culture Challenges?

When:	March 9, 2006 5:00-7:15 p.m.
Where:	Summit Lake Winery Capitol View Room (upstairs meeting room) 1707 South Summit Drive Holts Summit, MO 65043-2100 (573) 896-9966 Directions to Summit Lake Winery
Cost:	For Members and Non-members: $20.00 Registration is needed by March 2. We encourage you to use the online registration/payment process by clicking on REGISTER

Individuals planning to pay by check or cash can register by sending an e-mail to pmivpprograms@pmimidmo.org

Organizations registering as group should send a list of the attendee names, company name, and preferred method of payment to pmivpprograms@pmimidmo.org

For special dietary needs, please notify pmivpprograms@pmimidmo.org

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Cancelation: If you register but can't attend the event, you may cancel before the registration deadline. You will receive a refund by check after the event. The amount of the refund will be less a 10% processing fee. To request a refund, please notify pmivpprograms@pmimidmo.org

You may not cancel your registration after the registration deadline, but we encourage you to send someone in your place.

PDUs: The PMI Mid-Missouri Chapter is a PMI Registered Education Provider, and aims to provide educational opportunities to all its members. This event provides 1.0 PDU credits for certified Project Management Professionals.

Menu:
Swedish Meatballs
Hot Wings
Mini Pizzas
Veggie Tray
Fruit Tray w/ Asst. Cheeses
Petit Fours

Agenda:

5:00	Social
6:00	Program
7:00	Business Meeting
7:15	Adjourn

About the Program:

If you're delivering a project, then you're introducing a change into your organization. Regardless of how much hard work went into delivering that project on time, on spec. and to budget... if people don't embrace the change that it introduces, then the project is ultimately a failure. This presentation takes a humorous hard look at change management and proposes that it isn't as difficult to manage as our past failures in this area might seem to suggest.

So, if you're interested in the following;

- How to get anyone to do anything.
- How to turn Resistance into Enthusiastic Support.
- The single point of failure in Change Management.
- How to avoid the thing mentioned above.
- Managing Change is not as difficult as we make it out to be.

...Then come out and laugh for a Change.

Speaker Biography

Peter de Jager

Peter de Jager is a speaker/consultant on the issues relating to the Management of the Future -- Technological and otherwise.

He has published 100's articles on Problem Solving, Creativity, Change and issues relating to the future and technology. His articles have appeared in The Washington Post, The Wall Street Journal and Scientific American.

Having spoken in more than 30 countries he is recognized worldwide as an exciting and engaging speaker. His audiences have included the World Economic Forum, The World Bank and The Bank for International Settlements.

In his presentations he attacks, with humor of course, the myths surrounding our understanding of the Change process and technology. His talks are accessible by both staff and upper management. The sole objective of his presentations, despite the seriousness of the topic, is to provide actionable items which immediately help with both the management of change and the ability to cope with change.

His presentations are highly interactive, fun, irreverent to mistaken ideas and most importantly, directly applicable to the change & technology challenges facing us both personally and professionally.

Articles published in:

The Washington Post, Datamation, Computerworld, Information Weekly, The Wall Street Journal, The Futurist, Scientific American, Toronto Star, Innovative Leader, Executive Technology, CIO Magazine, Corporate Computing, Information Center, Computing Canada and Info Canada

Currently has monthly columns in The ABA Bankers Journal , Municipal World, Galt Global Review, HR Gateway, CIPS Across Canada, and Managing Change & Technology.

His Computerworld Canada column is syndicated across the IDG family of publications, including: Singapore, Ireland, Malaysia, New Zealand, Hong Kong and Computerworld USA.

Estimated monthly readership? In excess of 1,000,000 readers worldwide.

He is also the president of the Global Future Forum - NA www.thegff.com

AND sits on the advisory board of the Society for Leading Change www.theslc.org

Media exposure?

More than 2,000 interviews and appearances including, Dateline, Nightline, Crossfire, Fortune, Forbes, Today Show, BBC World Report, NPR and CSPAN as well as profiles in The New York Times, FT of London, Globe & Mail, Financial Post, Esquire and The National Post.

From the NY Times Profile? "A talent for simple metaphors and pithy pronouncements"

www.technobility.com

All-Day Seminar Presentation

Brian Adams

Mental Martial Arts: Defend yourself against your toughest opponent...YOU!

When: May 11, 2006

Where: Ramada Inn
1510 Jefferson Street
Jefferson City, MO

Register: Please register early to guarantee a place in the seminar! Registration is needed by Friday, May 5. We encourage you to use the on-line registration/payment process by clicking REGISTER.

There are four ways to register:

1.**Individual Payment On-line:** Click on one of the two Register links below and pay via a secure PayPal transaction. If you are paying for someone other than yourself, please type the name of the meeting attendee in the Shipping Address.

2.**Group Payment On-line:** E-mail pmivppd@pmimidmo.org and request a PayPal invoice so you can register more than one person via a secure PayPal transaction. Include your name and e-mail address as well as the name, e-mail address, and PMI membership status (member or non-member) of each meeting attendee. You will receive an invoice with a link to PayPal's on-line registration.

3.**Individual or Group Payment by Check:** E-mail pmivppd@pmimidmo.org and request a paper invoice so you can pay with a corporate check. Include your name, billing address, and e-mail address as well as the name, e-mail address, and PMI membership status (member or non-member) of each meeting attendee. You will receive a paper invoice in the mail.

4.**Individual or Group Payment at Desk:** E-mail pmivppd@pmimidmo.org and request to pay at the registration desk the day of the event. Include your name and e-mail address as well as the name, e-mail address, and PMI membership status (member or non-member) of each meeting attendee. You will receive an e-mail confirmation of registration and will be asked for full payment at the desk.

Cancel: If you register but can't attend the event, you may cancel before the registration deadline. You will receive a refund by check after the event. The amount of the refund will be less a 10% processing fee. To request a refund, please notify pmivppd@pmimidmo.org

You may not cancel your registration after the registration deadline, but we encourage you to send someone in your place.

PDUs: The PMI Mid-Missouri Chapter is a PMI Registered Education Provider, and aims to provide educational opportunities to all its members. This event provides 8.0 PDU credits for certified Project Management Professionals. For PDU program and provider information, see the Previous Events and PDUs section of the Chapter's web site.

Menu: Lunch will be provided as part of this workshop. For special dietary needs, please notify pmivppd@pmimidmo.org

Baked Chicken Breast
Assorted Veggies
Seasoned Rice
Coffee/Tea/Water

Schedule:

8:30	-	12:00	Morning Session
12:00	-	1:00	Lunch
1:00	-	4:30	Afternoon Session

About the Workshop:

Presentation Abstract: In 24 years of teaching martial arts, I realized that it's not enough to teach people to defend themselves physically. I found it more important to teach people the benefits of mental self-defense.

It's not enough to be motivated; you have to be motivated to act!

Break through years of negative programming. Earn your Black Belt in life and fight back negativity!

You may not need to perform at your peak every minute of the day but wouldn't it be nice to know that you can perform at your peak at any minute of the day? That's right, you decide.

Athletes have days when they are in the zone and can do no wrong; sales people have days where everything seems to go their way and they close every sale.

Then there are the days when the same athlete can't do anything right or the same sales person can't make even one sale. How can the same person have such different days?

Lack of Mental Martial Arts!

We all have days when we are on our best game and days when we can't seem to get anything right. That's normal, that's life!

Then there are days when no matter what's going on in our lives we have to perform at our best, our peak; we must be outstanding, better than outstanding! I'm here to tell you … you can!

Things you'll remember after the event:

- How to break through years of negative programming.
- We think in pictures. If you're stressed or uncertain, paint a more positive picture!
- Practice as if you are in competition and the competition will be as easy as practice!
- If you don't control your breathing, your breathing will control you!
- The 11 principles of the Subconscious-mind

(http://www.endlesspossibilities.net/home.htm)

Speaker Biography:

Brian Adams

Brian Adams is a published author and award-winning speaker. Born and raised in rural North Carolina, Brian did not just endure but purposely overcame his poverty stricken and abusive upbringing. He decided at a very young age that he was not going to be a casualty of his environment but instead an example of the human strength and willingness needed to succeed. He learned early on that we can be, do or have anything we want, no matter what we experience in life.

Through the years he has mastered several styles of martial arts which enabled him to lead numerous training seminars for the Los Angeles Police Department. While teaching children's and women's self defense classes, he realized it was more important to teach people mental self defense.

He recently sold his successful hardwood flooring business to pursue his true life's passion-helping others succeed. Through his new company-Endless Possibilities-Brian shares his enthusiastic, motivational, and entertaining seminars in which he reveals the strategies and techniques that he has learned throughout the years on how to control the conscious and subconscious minds, in order to look at the good in EVERY situation and learn from them. Brian's life is a true example of what one can accomplish regardless of one's background.

Chapter Meeting

Brian Adams

Mental Martial Arts - Learn to stay FIRED UP and ready to take on the world: AKA, Life!

When: May 11, 2006
5:00-7:15 p.m.

Where: Ramada Inn
Roanoke room
1510 Jefferson Street
Jefferson City, MO

Register: For Members and Non-members: $20.00

Registration is needed by May 4. We encourage you to use the online

registration/payment process by clicking on REGISTER.

Individuals planning to pay by check or cash can register by sending an e-mail to pmivpprograms@pmimidmo.org.

Organizations registering as group should send a list of the attendee names, company name, and preferred method of payment to pmivpprograms@pmimidmo.org.

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Menu:
Swedish Meatballs
Egg Rolls
Breaded Mushrooms
Veggie Tray
Cold Cut Tray

Agenda:

5:00	Social
6:00	Program
7:00	Business Meeting
7:15	Adjourn

About the Program:

Presentation Abstract: Every week I'm doing seminars and presentations and at the end of each, whether it's one of my motivational seminars or business seminars, the attendees leave FIRED UP and ready to take on the world: AKA, Life!

Unfortunately, life usually ends up winning.

Not with some huge KO - that would actually be a good thing. No, life keeps us in the fight but beats us with continual jabs. You should learn that lesson from life. If you have a goal, you don't have to try and knock it out with one punch - just keep chipping away at it with continual jabs.

Life is constantly pricking us, like little bee stings. It would be great if life would hit us over the head with a hornet's nest because that would be enough to get us to do something! Sometimes life does. It comes in the form of a layoff or divorce, etc. Sometimes we are lucky enough to have life push us out of the nest but that's rare.

Everyday, hour after hour, life will hit you with a jab or prick you: not enough to hurt you, just enough to keep you from being able to focus on your dreams, your goals.

Things you'll remember after the event:

- Too much of anything good or bad, puts you out of balance.
- There is always going to be something going on at home and at work. Handle work at work and home at home.
- What we originally sacrificed for… usually ends up being sacrificed.

(http://www.endlesspossibilities.net/home.htm)

Speaker Biography

Brian Adams

Brian Adams is a published author and award-winning speaker. Born and raised in rural North Carolina, Brian did not just endure but purposely overcame his poverty stricken and abusive upbringing. He decided at a very young age that he was not going to be a casualty of his environment but instead an example of the human strength and willingness needed to succeed. He learned early on that we can be, do or have anything we want, no matter what we experience in life.

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Through his new company-Endless Possibilities-Brian shares his enthusiastic, motivational, and entertaining seminars in which he reveals the strategies and techniques that he has learned throughout the years on how to control the conscious and subconscious minds, in order to look at the good in EVERY situation and learn from them. Brian's life is a true example of what one can accomplish regardless of one's background.

Chapter Meeting

Mike Saxton and Patrick Shore

Tips, Tricks, & Traps – Practical Application of Your PM Toolkit

Download Acrobat Meeting Presentation

When: September 14, 2006
5:00-7:15 p.m.

Where: Summit Lake Winery
Capitol View Room (upstairs meeting room)

1707 South Summit Drive
Holts Summit, MO 65043-2100
(573) 896-9966
Directions to Summit Lake Winery

Register: For Members and Non-members: $20.00

Registration is closed.

Cancel: If you register but can't attend the event, you may cancel before the registration deadline. You will receive a refund by check after the event. The amount of the refund will be less a 10% processing fee. To request a refund, please notify pmivpprograms@pmimidmo.org

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PDUs: The PMI Mid-Missouri Chapter is a PMI Registered Education Provider, and aims to provide educational opportunities to all its members. This event provides 1.0 PDU credits for certified Project Management Professionals.

Menu:
Mini Quesadilla
Toasted Raviolis
Beer Brats
Fruit Tray
Mini Cheesecake

Agenda:

5:00	Social
6:00	Program
7:00	Business Meeting
7:15	Adjourn

About the Program:

Book smart vs. street smart. Do your Project Managers (PM) know how to use their skills effectively without getting bogged down in "administrivia"? Not every tool and practice applies to every situation. Without assessing the project and plotting how to effectively structure and manage it, project management "best practices" can become your worst enemy.

A seasoned project manager has learned how to assess and how to configure his/her project management team and toolkit to best manage each specific effort. Often the PM will step in where another has departed or failed. This session will discuss practical application of the Project Health Check as well as other tips, tricks and traps of effective project management.

Lessons from the battlefield on:

- Conducting health checks to kickoff or salvage a project
- Professional vs. personal correctness and courtesy
- How to deliver bad news
- Rules-based escalation and notification

- Other practical approaches to project management

More information is available at http://www.Intelli-Think.com or from msaxton@intelli-think.com Phone:816-210-9669

Speaker Biography

Mr. Mike Saxton is the Executive Vice President of IntelliThink, LLC and brings 17 years of experience and expertise in organizational design and transformation for the entire business model: process, people, and technology to streamline operations, reduce costs and drive increased profits across expanded markets. Mike holds a Bachelor of Science degree in industrial and systems engineering from the University of Southern California. He earned a Department of Energy certification in nuclear engineering and later a master's degree in business administration from Duke University .

Mr. Saxton also held manager and executive roles across Sprint's wireline and wireless divisions driving numerous organizational design and turnaround efforts. Highlights include: developing and implementing the strategic planning and performance management processes for a post-reorganization, 7,000 person technology organization; supervising marketing operations teams defining and executing marketing programs and product trials/launches; completely rebuilding and reorienting sales teams to lead 30% of representatives to President's Club (top five percent) within two years; chief architect developing a $448 million business case and its operational model: the capability to sell, deliver and service a new customer segment and product set.

With IntelliThink, Mike leads sales, marketing, partner and talent acquisition & development while also serving IntelliThink's clients to redesign and define new processes, develop human talent and supporting technology management capabilities.

Mr. Patrick Shore is the President and CEO of IntelliThink, LLC. He has more than 20 years of business solution experience. Patrick is a dynamic visionary widely recognized for creative leadership in defining and developing thought provoking business process, organization, and technology solutions that enhance a company's ability to be successful.

As senior director of account management with Sprint PCS, Mr. Shore managed a staff of 49 employees and seven (7) contractors to define and implement an Account Management function that supported nine business departments to develop business strategies, define new concept development, prioritize projects, develop new business cases, and manage the investment portfolio. Through other executive roles in Sales and Marketing Services as well as Decision Support, Patrick managed a geographically dispersed staff of 280 employees and 48 contractors in Kansas City, Dallas, & Chicago with an expense budget of $19,500,000 (travel, training, consulting, etc.) and a capital budget of $68,000,000 (hardware, system software and 3rd party software).

In his Decision Support role, Patrick managed project development and operations support for 14 applications supporting two business divisions with 2000 internal clients. Key successes included:
1) developing the concept, strategy and construction plans for a multi-division customer data warehouse application providing a single view of customer information, data acquisition and loading, household tagging and demographic modeling for campaign execution and business intelligence reporting and

2) managing the formulation of a One-Sprint data warehouse strategy encompassing a staging hub, subject matter repositories, enterprise client-id process, modeling environment, exploration zone, distribution hub, and on-line multi-dimensional reporting and
3) defining and implemented a Software Process improvement program centered on the Capability Maturity Model. Active components included requirements management, software project planning, project management, risk management and configuration management.

Chapter Meeting

Carol Elliott,PMP

Help! I'm a Project Manager in a World without Project Management!

Download PowerPoint Presentation

Download the free Microsoft PowerPoint Viewer

When: November 16, 2006
5:00-7:15 p.m.

Where: Summit Lake Winery
Capitol View Room (upstairs meeting room)
1707 South Summit Drive
Holts Summit, MO 65043-2100
(573) 896-9966
Directions to Summit Lake Winery

Register: For Members and Non-members: $20.00

Registration is needed by November 7. We encourage you to use the online registration/payment process by clicking on REGISTER.

Individuals planning to pay by check or cash can register by sending an e-mail to pmivpprograms@pmimidmo.org.

Organizations registering as group should send a list of the attendee names, company name, and preferred method of payment to pmivpprograms@pmimidmo.org.

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encourage you to send someone in your place.

PDUs: The PMI Mid-Missouri Chapter is a PMI Registered Education Provider, and aims to provide educational opportunities to all its members. This event provides 1.0 PDU credits for certified Project Management Professionals.

Menu:
Artichoke Dip and Chips
Mini Quiche
Swedish Meatballs
Veggie Tray
Fruit Tray
Assorted Gourmet Cookies

Agenda:

5:00	Social
6:00	Program
7:00	Business Meeting
7:15	Adjourn

About the Program:

Congratulations! You've earned your PMP® stripes. But what's next for your career? What if your employer doesn't have a project manager job title or any formal project management processes? What, heaven forbid, if your boss thinks PMP is just another three-letter acronym lost in the shuffle among MP3, NBA, and CPCU?

Do you expect the world to change around you with your new designation? Can you be effective as a project management practitioner in an organization that doesn't formally acknowledge or name a project management role?

Despite these obstacles and doubts, you can have a vital and constructive impact in organizations with no formal project management job title or formal project management processes. You'll learn how to find the hidden signs of project management in more informal organizations, and use them to help your projects succeed. Using your project management tools and skills, you will have your organization thirsting for more. You will learn the importance of your personal example as a project manager role model in the organization. You will learn how organizations can learn to embrace project management despite their denial of its necessity!

Even the best project manager cannot guarantee success in a risky endeavor such as a project without an organization that fully and consciously adopts project management as part of its culture. We'll take some time to learn a little about PMI's Organizational Project Management Maturity Model (OPM3®) and how organizations who want to adopt formal project management processes have a valuable asset at hand.

Speaker Biography

Carol Elliott, PMP, is a Database Administrator at Shelter Insurance Companies in Columbia, Missouri. Her work at Shelter includes database design, application architecture, legacy and eCommerce system integration, and project management. Before joining Shelter she was Manager of IMS and DB2 Database Administration at USAA in San Antonio, Texas.

Carol holds a Bachelor of Science in Systems and Data Processing from Washington University in St. Louis, Bachelor of Music from Oberlin College Conservatory of Music, and Master of Music from Northern Illinois University. She is certified in DB2 for z/OS Database Administration and earned her PMP® certification in 2000.

Carol has been an active member of the PMI Mid-Missouri Chapter since 2000. She helped found the Chapter's Web site, www.pmimidmo.org, and has served as Vice-President of Communications since 2004. She is a member of the PMI Information Systems Special Interest Group (IS-SIG).

Carol is married to Joe Howell, a Network Administrator at Shelter Insurance Companies. Carol and Joe have two sons attending college in North Carolina and Indiana, respectively. Carol enjoys cycling and playing her cello on the side as much as possible. She is active in adult education and music ministry at St. Andrew's Lutheran in Columbia.