



The Project Management Certificate Series

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

CORE COURSE

1. How to Communicate, Influence, and Negotiate in Project Management

February 7-9, 2011

CORE COURSE

2. Project Management: Tools, Principles, and Practices

March 7-9, 2011 or June 6-8, 2011 **Choose from 2 dates!**

3. Managing Disaster Planning, Response and Recovery Projects

March 21-23, 2011

CORE COURSE

4. Team-Based Project Management

April 5-7, 2011

5. Managing Capital Projects

April 18-20, 2011

6. Mastering Project Management

May 2-4, 2011

7. Whole-Brain Project Management

June 13-15, 2011



Christina Huss receives her NC State University Project Management Certificate from instructor Dr. James Lewis (right).

"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

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McKimmon Conference and Training Center,
NC State University, Raleigh, NC

Earn Your Certificate in Project Management by Completing 5 Courses!

Register Today! All courses are limited to 30 participants

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- Call **919.515.2261**
- Fax **919.515.7614**
- On-line at ContinuingEducation.ncsu.edu/seminars
- Complete and mail the enclosed registration form

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

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.

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



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.

Early in his career Mr. Hollins worked as a project engineer for the Iowa Natural Resources Council, the Iowa Department of Transportation, and the City of Westminster, Colorado; he quickly moved to leadership positions serving as the City Engineer for West Des Moines, Iowa, Associate Director for Business and Finance for the Iowa Board of Regents, and Director of Design and Construction Services and Business Manager for the University of Iowa.

Mr. Hollins 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.

Mr. Hollins has 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 a PMI-certified Project Management Professional and has earned his certificate in project management from NC State University.

How to Communicate, Influence, and Negotiate in Project Management

Developing the People Skills to get Results without Direct Authority

February 7-9, 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

"This course has taught me the general things you need to know about project management. It has proven that leadership is a lot about social skills and not only the budget."

—Annika Perhammar, Project Validation Manager, Pharmadule Inc., Durham, 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

Project Management: Tools, Principles, and Practices

How to Plan, Schedule and Control Projects Successfully

March 7-9, 2011 or June 6-8, 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* (4th edition), by Dr. James P. Lewis, a \$55 value
- A comprehensive workbook
- 1.8 CEUs/18 PDHs/18 AIA LUs/18 PDU's
- 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.

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What Others Have Said

"This is a good program which could be useful to project teams in the early stages of team building to help them understand their differences."

—Diane Allen, Senior Project Controls Analyst, Progress Energy, Raleigh, 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

"I have several project management ideas I look forward to implementing back at work."

—Robert Powell, Group Product Manager, GrapeCity Inc., Morrisville, NC

Managing Disaster Planning, Response, and Recovery Projects

How to Develop a Framework for Effective Response

March 21-23, 2011

Why You Should Attend

All too often we read about natural disasters and their effects on people, organizations and communities...and we sigh, "I'm glad it didn't happen here...to us." But what if it did? Are you and your organization or community prepared to respond? Through this seminar, you'll learn to develop the framework for an emergency response plan to guide you in case your organization or community experiences such a disaster. You'll learn tools and techniques to assist you in managing the response as well as in recovering, getting back to a sense of normalcy, after the event.

An experienced leader and project manager will instruct you in putting together the basic project management planning framework for meeting response and recovery objectives. More than once in his career your instructor has had to "walk the talk" that he provides in this seminar. He knows exactly what the expression "been there, done that" means ...and how critical advanced planning is to successful response and recovery.

You'll learn how advanced planning saved one organization—and no doubt the surrounding community—millions of dollars in property losses and how a well thought-out response plan may have helped save the lives of many who, without warning, would have been totally unprepared for what lay in store for them as a river steadily rose—to unprecedented levels—that no one dreamed it could reach.

This class unfolds like a thriller novel, as the instructor relates a step-by-step approach to managing a disaster that could have been much worse. This is undoubtedly one of those areas in which you want to learn from the experience of others, rather than having to do it through the school of hard knocks!

Attend and You'll Learn How to

- Identify the basic elements of a disaster management plan
- Assemble the right project team with clear roles and responsibilities.
- Conduct a risk assessment and establish a risk register for your organization or community.
- Identify strategies to avoid, transfer or mitigate the various risks.
- Estimate preliminary budgets for various strategies.
- Develop a communication plan that coordinates team member roles and keeps stakeholders informed as the project progresses.
- Deal with conflict that might arise throughout the planning, response or recovery periods.

- Identify whether certain materials should be stockpiled in advance and in what quantities.
- Determine whether outside consulting professionals are required and establish relationships and engagement protocols prior to the disaster.
- Test the plan prior to needing to use it through "Table-Top" exercises, peer reviews and other means.
- Execute the plan during the disaster response and recovery phases.

Who Should Attend

This program will benefit public and private leaders and project managers who want to be proactive with regard to planning for disasters. The principles and techniques presented in this class are directed toward creating a somewhat predictable system for managing disaster situations should the need arise.

Attend and You'll Receive

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

Course Fee

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

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What Others Have Said

"This course is extremely valuable in providing a framework for enlisting community leaders and emergency officials in effectively planning for disaster and responding to them. I highly recommend it."

— Bob Kadle, *Managing Director, Tompkins Computer Labs, NCSU, Raleigh, NC*

Please note:

You must know the following to attend this course: 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. Otherwise, you should take this course at a later date.

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 PDU
- 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. Experienced project managers 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 as agent, 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 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. Otherwise, you should not register for this program.

Attend and You'll Receive

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

Also Available to You in 2011 *

SharePoint for Project Management

January 24-25 | March 15-16

Microsoft Project Level 1

January 12 | 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

Mastering Project Management: Going Beyond the Basics

May 2-4, 2011

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

The job of managing

- What managers do: the myth and reality
- Roles managers perform
- Assessing your use of managerial roles
- Power and politics in projects
- Understanding power and politics
- The five faces of power
- Using influence to get things done
- Defining success and failure in projects
- Types of project failures
- Deliverables, results, and expectations
- Research findings on factors for success
- Problem solving in projects
- Open- and closed-ended problems
- Problems versus decisions
- Solving closed-ended problems
- Solving open-ended problems
- Managing innovation in projects
- Why we need to manage innovation
- Tools to enhance innovation

- 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

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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.

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 workaround"
- 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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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 probably re-schedule your class for a later date.)
- Submit a completed application form and a \$50 processing fee.

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 the McKimmon Conference & Training Center located at the corner of Western Boulevard and Gorman Street on the NC State University campus in Raleigh, NC**, unless otherwise noted. 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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