

Public Programs

This note contains a summary of those of the public programs presented by [Rick Brenner](#) that would be of greatest interest to your organization. Asterisks indicate future dates.

As you can see, I'm an experienced speaker who has been invited to return on several occasions. With the heavy speaking schedule I maintain, I prefer not to release contact information for references until we're pretty close to an agreement. I do this because my references are busy people, as I'm sure you are, too. If this presents problems, please contact me at 650-787-6475 or rbrenner@ChacoCanyon.com.

This information is current as of March 1, 2019. It can be downloaded from <http://www.ChacoCanyon.com/pdfs/public-programs.pdf>.

The programs:

1. [Creating High Performance Virtual Teams](#)
2. [Strategies for Leading Teams in Hard Times](#)
3. [The Power Affect: How We Express Our Personal Power](#)
4. [Sudoku Solutions, INK: A Simulation of a Project-Oriented Organization](#)
5. [Team Development for Leaders](#)
6. [High Voltage Brainstorming: Leading Teams to More Brilliant Ideas Faster](#)
7. [Strategies for Technical Debt: A workshop for leaders](#)
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19. [Organizational Politics for People Who Hate Politics](#)
20. [The Organizational Politics of Risk Management](#)
21. [The Politics of Meetings for People Who Hate Politics](#)
22. [Dealing with Devious Political Tactics While Preserving Your Integrity](#)
23. [Cognitive Biases and Workplace Decision-Making](#)
24. [Decision-Making for Team Leaders](#)
25. [Ten Project Management Fallacies: The Power of Avoiding Hazards](#)
26. [The Race to the South Pole: Ten Lessons for Project Managers](#)
27. [The Race to the South Pole: The Power of Agile Development](#)

28. [The Race to the South Pole: Lessons in Risk Management for Leaders](#)
29. [The Race to the South Pole: The Organizational Politics of Risk Management](#)
30. [Saying No to Power: A Short Course for Project People](#)
31. [Decision-Making from the Inside Out](#)

1. Creating High Performance Virtual Teams

Many people experience virtual teams as awkward, slow, and sometimes frustrating. The problem is that we lead, manage, and support virtual teams in ways that are too much like the way we lead, manage, and support co-located teams. In this program, Rick Brenner shows you how to change your approach to leading, managing, and supporting virtual teams to achieve high performance based on Simons' Four Spans model of high performance.



[More about this program](#)

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
9/19/17	Monthly Meeting	Southern New England Chapter of the Project Management Institute	Berlin, Connecticut
11/17/16	Dinner Meeting	Maine Chapter of the Project Management Institute	Portland, Maine
11/16/16	Dinner Meeting	Metro/St. Louis Chapter of the Project Management Institute	St. Louis, Missouri
11/15/16	Dinner Meeting	Boston SPIN	Bedford, Massachusetts

2. Strategies for Leading Teams in Hard Times

When a project team is on task, the contributions of leaders are important, and little noticed. Sometimes the team encounters unexpected difficulty, or requirements change, or budgets are reduced, or any of a number of other things might happen. In these cases, the leader must make or facilitate decisions about how to respond or how to revise the plan. We get through it somehow. Hard times are something else altogether. Dependency, disillusionment, resource shortages, unexpected and severe failure of the plan, and toxic conflict can erode morale. How can leaders deal with such extreme situations?



[More about this program](#)

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
3/24/17	Spring Conference	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba

3. The Power Affect: How We Express Our Personal Power

Many who possess real organizational power have a characteristic way of projecting their presence. I call this the power affect. Some people — call them power pretenders — adopt the power affect before they attain significant organizational power. Understanding the power affect is therefore important for anyone who aims to attain power, or anyone who works with power pretenders. In this program we survey 10 principles of expressing personal power, to make attendees better able to recognize power pretenders, and better able to express their own personal power. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
6/29/17	Monthly Webinar	Technobility Webinar Series	Webinar (two presentations)

4. **Sudoku Solutions, INK: A Simulation of a Project-Oriented Organization**

This program is a *fun* simulation of a company that solves Sudoku puzzles for its clients. Each project team solves puzzles, where team members specialize in the usual skills such as quality control, project management, or business analysis. But some people specialize in even numbers, multiples of three, twos only, and so on. The inevitable tensions that arise are expensive distractions. For example, a department gets downsized, or the division is reorganized, or a function is outsourced. We simulate these events to let participants experiment with effective responses, which helps them understand how to deal with and prevent these tensions, and how to work more productively in cross-functional teams. [More about this program](#)

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<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
9/6/16	Consultants' Camp 2016	Consultants' Camp	Ellicottville, New York

5. **Team Development for Leaders**

Teams at work are often teams in name only—they're actually just groups. Because true teams can achieve much higher levels of performance than groups can, there's an entire industry built on what we call team building, in which we take a group of folks, put them through a series of simulations and games, and produce a team. Often, it works pretty well. But it doesn't work all the time, and part of the reason is that what happens at work is different from what happens in team-building programs. Typically, after a few months, we start to see some of the same unhelpful behaviors that we saw before we conducted the program. This program gives organizational leaders, managers, team leads, team sponsors, and project managers the tools and concepts they need to help a group become a team. And then once they have become a team, there are tools for keeping them from drifting back to being a group. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
10/23/15	Professional Development Day	New York City Chapter of the Project Management Institute	New York, New York

6. High-Voltage Brainstorming: Leading Teams to More Brilliant Ideas Faster

Although most of us are very familiar with a technique known as brainstorming, many overestimate its effectiveness. Serious research indicates that, as commonly practiced, brainstorming produces results that tend to overlook some brilliant ideas, and might even include ideas that actually have little promise. In this eye opening yet entertaining program, we explore the sources of the deficiencies of brainstorming, and then suggest concrete tips for mitigating those deficiencies. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
2/18/16	Monthly Meeting	Maine Chapter of the Project Management Institute	Portland, Maine

7. Strategies for Technical Debt: A workshop for leaders

In technological assets, technical debt is the accumulation of technical artifacts that we'd like to replace. Replacement would reduce the cost of—and shorten delivery times for—maintenance and enhancement of that asset. Technical debt arises from obsolescence, poor workmanship, changing requirements, deadline pressures, or—most often—learning, as we go, about designs better suited to our needs. The “interest charges” on the debt are the higher maintenance costs and longer delivery times caused by the artifacts we want to replace. But “retiring” the debt is more difficult than just throwing resources at it. In this seminar, we provide guidance for technical leaders, senior managers, and executives as they devise policy changes and organizational changes that help to get technical debt under control, permanently. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
4/7/17	Professional Development Day	Maine Chapter of the Project Management Institute	Falmouth, Maine

8. 10 Non-Technical Phenomena That Lead to Technical Debt

When organizations set about gaining control of their accumulated and newly incurring technical debt, a common error of thinking is that the problem can be addressed by modifying their technical processes alone. That can be effective in cases in which the causes of technical debt are found only in the engineering and IT organizations. But those cases are rare. This program surveys ten examples of organizational phenomena that lead to accumulating technical debt and which aren't restricted to the engineering or IT organizations. Indeed, many of these phenomena cannot be found in the engineering or IT organizations, or if found there, they have relatively small effects on technical debt.



For each of the ten phenomena, we describe how it leads to technical debt formation or persistence, and what can be done to mitigate its effects. Most important, we explain how effective control of technical debt requires contributions from a broad array of organizational roles. [More about this program](#)

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
2/13/19	Monthly Meeting	Chicagoland Chapter of the Project Management Institute	Lombard, Illinois

9. Technical Debt Management: Making the Business Case

For many organizations, adopting a program for rationally managing technical debt entails organizational change. Like many organizational changes, efforts of this kind tend to be unexpectedly difficult. And unlike many organizational changes, these changes touch almost everyone in the organization, because technical debt isn't merely a technical problem. Technical debt manifests itself in technological assets, but its causes are rarely restricted to the behavior and decisions of engineers. And that's the central reason why so many organizations have such difficulty gaining control of technical debt. We can't resolve the problem of chronically excessive levels of technical debt by changing the behavior of engineers alone. In most cases, chronically excessive levels of technical debt are the technological manifestation of an organizational problem. Technical debt is the symptom, not the problem. An effective business case for adopting a rational technical debt management program has seven elements. We discuss those elements and outline a method for executing them. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
6/12/18	Monthly Meeting	Central Illinois Chapter of the Project Management Institute	Springfield, Illinois and Bloomington, Illinois

10. Leading Virtual Meetings for Real Results

Managing global or dispersed teams is challenging—miscommunications, misunderstandings, and interpersonal conflict all thrive in the typical environment of the distributed team. And virtual meetings are among the places where these problems most often appear. Scheduling issues, inattentiveness, technology trouble, virtual conflict, and even agenda mismanagement all contribute to the difficulty of managing virtual meetings. The focus of this program is practical—attendees will learn concrete techniques for preventing and dealing with the challenges that confront virtual meetings. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
11/4/16	Professional Development Day	Southern Maryland Chapter of the Project Management Institute	California, Maryland
4/15/15	Professional Development Day	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba
10/24/14	Professional Development Day	Chicagoland Chapter of the Project Management Institute	Rolling Meadows, Illinois
11/18/13	Monthly Meeting	Northeast Florida Chapter of the Project Management Institute	Jacksonville, Florida
4/27/13	Professional Development Day Workshop	Massachusetts Bay Chapter of the Project Management Institute	Lowell, Massachusetts
4/16/13	Monthly Meeting	Boston SPIN	Bedford, Massachusetts

11. Influencing Outcomes Without Authority

Your ability to influence others — whether upward, downward, laterally, or within a team — always depends on both the quality of your relationships with the people you influence, and on your perception and their perception of your personal power. This program shows you the techniques for making things happen not by using formal organizational power, but by using informal, personal power. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
3/24/17	Spring Conference	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba

12. Conflict Resolution Skills for Leaders

In collaborative work, especially in knowledge-based organizations, conflict is inherent. It can be constructive, producing outcomes that are superior to the outcomes that could have been produced without it. Or it can be destructive and toxic, destroying the working relationships of the collaborators. This program shows leaders how to keep conflict constructive, and how to make it constructive again if it turns destructive. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
3/24/17	Spring Conference	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba

13. Person-to-Person Communications for Project Managers

Whenever we talk, listen, send or read email messages, or read or write memos, we take risks. We risk being misunderstood, offending others, feeling hurt, and being confused. And these risks become risks to the project. In this highly interactive program we explore better ways to communicate, using the Satir Interaction Model, and we learn to manage these risks. Best of Conference in 2001 for ASQ Boston's Annual BOSCON. A very lively program suitable for any audience looking for a refreshing change from PowerPoint. [More about this program](#)



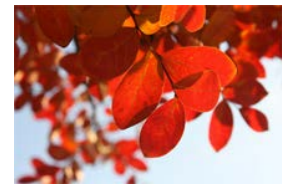
<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
4/2/14	Monthly Meeting	Hampton Roads Chapter of the Project Management Institute	Virginia Beach, Virginia
1/20/14	Monthly Meeting	Michigan Huron Valley Chapter of the Project Management Institute	Ann Arbor, Michigan
9/21/12	Professional Development Day	East Tennessee Chapter of the Project Management Institute	Oak Ridge, Tennessee
6/12/12	Monthly Meeting	Houston Chapter of the Project Management Institute	Houston, Texas
6/13/12	Monthly Meeting	Houston Chapter of the Project Management Institute	Houston, Texas
6/7/12	Keynote Presentation, Professional Development Day	Northern Utah Chapter of the Project Management Institute	Salt Lake City, Utah
2/16/12	Monthly Meeting	Central Iowa Chapter of The Project Management Institute	Urbandale, Iowa

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
2/16/12	Monthly Meeting	Central Iowa Chapter of The Project Management Institute	Des Moines, Iowa
9/12/2011	Monthly Meeting	Western Michigan Chapter of the Project Management Institute	Grand Rapids, Michigan
10/22/10	Keynote Presentation, Professional Development Day	Hudson Valley Chapter of the Project Management Institute	Poughkeepsie, New York
4/15/10	Keynote Presentation, Professional Development Day	Eastern Idaho Chapter of the Project Management Institute	Idaho Falls, Idaho
2/19/09	Monthly Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia (South Side)
2/18/09	Monthly Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia (West End)
11/18/08	Luncheon Meeting	Oklahoma City Chapter of the Project Management Institute	Oklahoma City, Oklahoma
11/10/08	Monthly Meeting	Atlanta Chapter of the Project Management Institute	Atlanta, Georgia
7/10/08	Dinner Meeting	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
9/23/04	Dinner Meeting	Mid-Missouri Chapter of the Project Management Institute	Holts Summit, Missouri
4/9/04	Full-Day Seminar	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
12/17/03	Dinner Meeting	New York City Chapter of the Project Management Institute	New York, New York
10/17/03	Annual Symposium	South Florida Chapter of the Project Management Institute	Coral Springs, Florida
9/30/03	Dinner Meeting	Alamo Chapter of the Project Management Institute	San Antonio, Texas
9/17/03	Dinner Meeting	Madison Wisconsin Chapter of the Project Management Institute	Madison, Wisconsin
9/8/03	Dinner Meeting	Great Lakes Chapter of the Project Management Institute	Detroit, Michigan
6/18/03	Luncheon Meeting	Rochester Chapter of the Project Management Institute	Rochester, New York
6/16/03	Dinner Meeting	Metro/St. Louis Chapter of the Project Management Institute	St. Louis, Missouri
5/21/03	Dinner Meeting	Southwest Ohio Chapter of the Project Management Institute	Cincinnati, Ohio
5/14/03	Dinner Meeting	Greater Boston Chapter of the Association for Women in Computing	Waltham, Massachusetts
5/12/03	Dinner Meeting	Western Michigan Chapter of the Project Management Institute	Grand Rapids, Michigan
3/20/03	Luncheon Meeting and Full-Day Workshop	Northern Utah Chapter of the Project Management Institute	Salt Lake City, Utah
2/18/03	Dinner Meeting	New Jersey Chapter of the Project Management Institute	Union, New Jersey
1/9/03	Dinner Meeting	Ocean State Chapter of the Project Management Institute	West Greenwich, Rhode Island
12/10/02	Dinner Meeting	Dayton Miami Valley Chapter of the Project Management Institute	Dayton, Ohio

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
11/20/02	Dinner Meeting	Rio Grande Chapter of the Project Management Institute	Albuquerque, New Mexico
10/9/02	Dinner Meeting	Maine Chapter of the Project Management Institute	Portland, Maine
8/21/02	Dinner Meeting	Olde Colony Section ASQ	West Bridgewater, Massachusetts
8/13/02	Dinner Meeting	Central Illinois Chapter of the Project Management Institute	Bloomington, Illinois
7/18/02	Dinner Meeting	Southern Nevada Chapter of the Project Management Institute	Las Vegas, Nevada
5/14/02	Dinner Meeting	Quinsippi Section ASQ	Quincy, Illinois
4/18/02	Dinner Meeting	Mass Bay Chapter of the Project Management Institute	Burlington, Massachusetts
3/12/02	Dinner Meeting	Central Massachusetts Chapter of the Project Management Institute	Northboro, Massachusetts
2/20/02	Dinner Meeting	Cleveland Section of ASQ	Cleveland, Ohio
2/13/02	Dinner Meeting	New Hampshire Chapter of the Project Management Institute	Manchester, New Hampshire
1/22/02	Half-Day Seminar and Dinner Meeting	Golden Gate Section of ASQ	Oakland, California
1/15/02	Dinner Meeting	Metropolitan Section of ASQ	New York, New York
11/15/01	Dinner Meeting	Toledo Section of ASQ	Toledo, Ohio
11/12/01	Dinner Meeting	Central Northwestern Ohio Section of ASQ	Lima, Ohio
10/25/01	Half-Day Seminar	Pensacola Section of ASQ	Pensacola, Florida
10/18/01	Dinner Meeting	Rhode Island Section of ASQ	Warwick, Rhode Island
10/16/01	Chapter meeting	Boston SPIN	Bedford, Massachusetts
10/10/01	Dinner Meeting	Harrisburg Section of ASQ	Lancaster, Pennsylvania
9/13/01	Dinner Meeting	Hartford Section of ASQ	Hartford, Connecticut
3/15/01	BOSCON (Regional Conference)	Boston Section ASQ	Burlington, Massachusetts

14. Changing How We Change: The Essence of Agility

Managing organizational change has been a favored topic now for over four decades. Books, articles, academic careers, and entire consulting practices continue to be built around the topic. Apparently we haven't figured it out yet, despite enormous investments. Maybe it's time for changing how we approach Change. And the rewards for doing so can be especially significant for those who are contemplating adopting, or who have adopted or who are adopting Agile processes. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
5/17/17	Monthly Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia
3/24/17	Spring Conference	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba
9/15/16	2016 Heartland Chapter Conference	Heartland Chapter of the International Institute of Business Analysis	Council Bluffs, Iowa
4/16/15	Profession Development Days	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
3/24/17	Profession Development Days	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba

15. Managing in Fluid Environments

Most people now work in environments that can best be characterized as fluid, because they're subject to continual change. We never know what's coming next. In such environments, managing—teams, projects, groups, departments, or the enterprise—often entails moving from surprise to surprise while somehow staying almost on track. It's a nerve-racking existence. This workshop provides numerous tools that help managers who work in fluid environments. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
7/14/16	Summer Symposium	Oklahoma City Chapter of the Project Management Institute	Oklahoma City, Oklahoma
5/4/16	Webinar	Computer Aid, Inc. (CAI)	Teleseminar
11/17/15	Chapter meeting	Boston SPIN	Bedford, Massachusetts
11/13/15	Professional Development Day	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
6/3/15	Monthly Meeting	Hampton Roads Chapter of the Project Management Institute	Virginia Beach, Virginia
5/7/15	Professional Development Day	Michigan Huron Valley Chapter of the Project Management Institute	Ann Arbor, Michigan
7/19/12	Monthly Meeting	Northeast Ohio Chapter of the Project Management Institute	Cleveland, Ohio
5/17/12	Monthly Meeting	Mid-Missouri Chapter of the Project Management Institute	Columbia, Missouri
10/11/11	Monthly Meeting	Columbia River Basin Chapter of the Project Management Institute	Richland, Washington
10/11/11	Professional Development Day	Columbia River Basin Chapter of the Project Management Institute	Richland, Washington
10/10/11	Professional Development Day	Columbia River Basin Chapter of the Project Management Institute	Richland, Washington

16. Leading Virtual Teams for Real Results

Leading global or dispersed teams is challenging—miscommunications, misunderstandings, and interpersonal conflict all thrive in the typical environment of the distributed team. And they're even more common in global teams, because of time-zone offsets and language and cultural differences. We'll inventory the challenges distributed and global teams face, and provide tools for anticipating and addressing them. The focus of this program is practical—attendees will learn concrete techniques for preventing and dealing with the problems that accompany global and distributed teams. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
10/23/12	Professional Development Day	Milwaukee/Southeast Wisconsin Chapter of the Project Management Institute	Pewaukee, Wisconsin

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
5/11/11	Full-Day Workshop	Portland Chapter of the Project Management Institute	Portland, Oregon
4/29/11	Professional Development Day	Southern New England Chapter of the Project Management Institute	Hartford, Connecticut
2/11/11	Workshop	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
10/18/10	Conference Tutorial	Pacific Northwest Software Quality Conference 2010	Portland, Oregon
5/19/10	Dinner Meeting	PMI Canada's Technology Triangle Chapter	Kitchener, Ontario
10/9/09	One-Day Workshop	Oklahoma City Chapter of the Project Management Institute	Oklahoma City, Oklahoma
5/19/09	Monthly Meeting	Keene Chapter of the Project Management Institute	Keene, New Hampshire
1/13/09	Monthly Meeting	Dayton Miami Valley Chapter of the Project Management Institute	Dayton, Ohio
11/6/08	Teleseminar	Computer Aid, Inc. (CAI)	Teleseminar
11/6/08	Workshop	New Jersey Chapter of the Project Management Institute	Somerset, New Jersey
4/10/08	Dinner Meeting	La Crosse, Wisconsin, Chapter of the Project Management Institute	Rochester, Minnesota
4/8/08	Dinner Meeting	Central Illinois Chapter of the Project Management Institute	Bloomington, Illinois
3/3/08	Half-Day Tutorial	Software Development West Conference and Expo 2008	Santa Clara, California
2/26/08	Dinner Meeting	Boston Chapter of the Independent Computer Consultants Association	Burlington, Massachusetts
6/19/07	Monthly Meeting	Boston SPIN	Bedford, Massachusetts
4/19/07	Dinner Meeting	Delaware Valley Chapter of the Project Management Institute & the Philadelphia Post of the Society of American Military Engineers	Trevese, Pennsylvania
4/14/07	Regional Conference	Society of Women Engineers	Boston, Massachusetts
4/12/07	Professional Development Days	Northeast Wisconsin Chapter of the Project Management Institute	Kimberly, Wisconsin
2/13/07	Dinner Meeting	Central Massachusetts Chapter of the Project Management Institute	Westborough, Massachusetts
9/11/06	Half-Day Tutorial (with Ken Pugh)	Software Development Best Practices Conference 2006	Boston, Massachusetts
5/23/06	Dinner Meeting	Alamo Chapter of the Project Management Institute	San Antonio, Texas
5/4/06	Professional Development Day	Rochester Chapter of the Project Management Institute	Rochester, New York
3/16/06	Software Development Conference and Expo	SD Expo	Santa Clara, California
2/15/06	Dinner Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia
9/27/05	Conference Tutorial	SD Best Practices 2005	Boston, Massachusetts
9/22/04	Conference Tutorial	SD Best Practices 2004	Boston, Massachusetts

17. Person-to-Person Communications: Models and Applications

Like "Person-to-Person Communications for Project Managers," we explore the Satir Interaction Model as a vehicle for understanding the communications process. But we go further, by exploring a specific class of applications of this model, saying no to power, which most of us find very difficult to do. By analyzing the dynamics of the saying-no situation, and by applying the Satir Interaction Model, we can devise effective ways either to communicate bad news uphill, or failing that, learn to recognize impossible situations. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
10/19/10	Conference: Invited Speaker	Pacific Northwest Software Quality Conference 2010	Portland, Oregon

18. Human-Centered Risk Management

Although most of us can do a pretty good job assessing technological risks, risks related to human behavior—and misbehavior—tend to resist many of our best efforts. This program provides project managers, program managers, project sponsors, business analysts, functional managers, executives, and risk managers a framework for assessing and monitoring risks related to human behavior—including the behavior of individuals, teams, organizations and people in the larger context outside the organization. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
2/6/15	Professional Development Day	East Tennessee Chapter of the Project Management Institute	Oak Ridge, Tennessee
3/20/12	Monthly Meeting	Boston SPIN	Bedford, Massachusetts
6/13/11	Monthly Meeting	Space Coast Florida Chapter of the Project Management Institute	Melbourne, Florida
4/15/10	Professional Development Day	Eastern Idaho Chapter of the Project Management Institute	Idaho Falls, Idaho
4/15/10	Professional Development Day	Eastern Idaho Chapter of the Project Management Institute	Idaho Falls, Idaho
10/29/08	Class	Software Development Best Practices Conference 2008	Boston, Massachusetts

19. Organizational Politics for People Who Hate Politics

Understanding the dynamics of organizational politics can make the difference between an under-funded, disappointing project, and a clear success that leads to a step up in your career. Presented repeatedly at Software Development and Software Development/Best Practices, attendee comments included: "Best of conference," "I both enjoyed and was surprised by it," and "Excellent!!" [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
10/10/13	Monthly Meeting	Pikes Peak Regional Chapter of the Project Management Institute	Colorado Springs, Colorado
3/21/13	Professional Development Day Full-Day Workshop	Mid-Missouri Chapter of the Project Management Institute	Columbia, Missouri
4/27/12	Symposium	Southwest Ontario Chapter of the Project Management Institute	London, Ontario
5/11/11	Full-Day Workshop	Portland, Oregon, Chapter of the Project Management Institute	Portland, Oregon
4/28/11	Half-Day Workshop	Southern New England Chapter of the Project Management Institute	Hartford, Connecticut
10/29/10	Fall Conference Full-Day Workshop	Oklahoma City Chapter of the Project Management Institute	Oklahoma City, Oklahoma
10/27/10	Monthly Meeting	Maine Chapter of the Project Management Institute	Portland, Maine
10/5/10	General Session Professional Development Day	Kansas City Chapter of the Project Management Institute	Overland Park, Kansas
5/1/10	Professional Development Day	Massachusetts Bay Chapter of the Project Management Institute	Waltham, Massachusetts
3/18/10	West End Dinner Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia (West End)
3/17/10	Southside Dinner Meeting	Central Virginia Chapter of the Project Management Institute	Richmond, Virginia (South Side)
1/21/09	Dinner Meeting	Upstate New York Chapter of the Project Management Institute	Albany, New York
10/30/08	Class	Software Development Best Practices Conference 2008	Boston, Massachusetts
10/22/08	Teleseminar	Computer Aid, Inc. (CAI)	Teleseminar
7/10/08	One-Day Workshop	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
4/11/08	Half-day Workshop	La Crosse, Wisconsin, Chapter of the Project Management Institute	Rochester, Minnesota
3/18/08	Half-day Workshop	Northeast Florida Chapter of the Project Management Institute	Jacksonville, Florida
2/22/08	One-Day Workshop	Rochester Chapter of the Project Management Institute	W. Henrietta, New York
2/21/08	Dinner Meeting	Rochester Chapter of the Project Management Institute	W. Henrietta, New York
2/5/08	Dinner Meeting	Central Florida Chapter of the Project Management Institute	Orlando, Florida
9/21/07	Class	Software Development Best Practices Conference and Expo 2007	Boston, Massachusetts
7/14/07	One-Day Workshop	Alamo Chapter of the Project Management Institute	San Antonio, Texas
3/28/07	Dinner Meeting	Alamo Chapter of the Project Management Institute	San Antonio, Texas
3/23/07	Quarterly PMO Forum	Northeast Ohio Chapter of the Project Management Institute	Cleveland, Ohio
2/15/07	Lunchtime Teleseminar	Southern New England Chapter of the Project Management Institute	Teleseminar
1/10/07	Full-Day Workshop	Portland Chapter of the Project Management Institute	Portland, Oregon

20. The Organizational Politics of Risk Management

Organizational politics presents a risk not often accounted for by risk models. It creates one of the many components of risk management risk—the risk that the risk management process itself is inadequate. Political considerations can lead to risk products that seem acceptable but which are fatally flawed; or worse, the risk products are plainly unserviceable, but everyone chooses not to acknowledge the problem. In this program we examine how organizational politics influences risk management, and discuss several measures for mitigating its effects. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
9/1/11	Webinar	Computer Aid, Inc. (CAI). Software Best Practices Webinar Series	Internet

21. The Politics of Meetings for People Who Hate Politics

There's a lot more to running an effective meeting than having the right room, the right equipment, and the right people. With meetings, the whole really is more than the sum of its parts. How the parts interact with each other and with external elements is as important as the parts themselves. And those interactions are the essence of politics for meetings. This program explores techniques for leading meetings that are based on understanding political interactions, and using that knowledge effectively to meet organizational goals. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
4/15/15	Professional Development Day	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba
2/13/15	Breakfast Webinar	Southern New England Chapter of the Project Management Institute	Internet
10/24/14	Professional Development Conference	Chicagoland Chapter of the Project Management Institute	Rolling Meadows, Illinois
5/9/14	Professional Development Conference	Northern Utah Chapter of the Project Management Institute	Salt Lake City, Utah
4/22/13	Tri-Cities Leadership Forum	East Tennessee Chapter of the Project Management Institute and the Northeast Tennessee Section of the American Society for Quality	Kingsport, Tennessee
3/21/13	Professional Development Day Full-Day Workshop	Mid-Missouri Chapter of the Project Management Institute	Columbia, Missouri
10/26/12	Professional Development Symposium	New York City Chapter of the Project Management Institute	New York, New York
5/24/12	Professional Development Day	Rochester Chapter of the Project Management Institute	Rochester, New York
7/21/11	Webinar	Computer Aid, Inc. (CAI)	Internet
5/19/11	Monthly Meeting	Charleston Chapter of the Project Management Institute	Charleston, South Carolina

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
8/3/10	Monthly Meeting Webinar	Memphis Chapter of the Project Management Institute	Webinar
4/15/10	Professional Development Day Keynote Presentation	Eastern Idaho Chapter of the Project Management Institute	Idaho Falls, Idaho
1/20/09	Monthly Meeting	Boston SPIN	Bedford, Massachusetts

22. Dealing with Devious Political Tactics While Preserving Your Integrity

Although some regard politics as a nasty game, it's mostly helpful. Still, there are some ruthless individuals who abuse the rest of us by employing devious, unethical tactics to get what they want — or just for the thrill of it. Understanding these ploys is the first step in defending yourself. In this program we examine many of the more common devious political tactics and show how to recognize them and defend yourself against them. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
3/28/19*	Monthly Meeting	Central Iowa Chapter of the International Institute for Business Analysis	Des Moines, Iowa

23. Cognitive Biases and Workplace Decision-Making

For most of us, making decisions is a large part of what we do at work. Everyone—not just the “decision-makers”—makes decisions that do matter. And we tend to believe that we make our decisions rationally, except possibly when stressed or hurried.

That is a mistaken belief.

Very few of our decisions are purely rational. Almost all decisions are subject to a range of non-rational influences that psychologists call *cognitive biases*. And most of the time, we're unaware of the influence of these biases. In this eye opening yet entertaining program, Rick Brenner serves as a guide through the fascinating world of cognitive biases. He'll introduce the concept and survey some of the more common cognitive biases, showing how they can affect the decisions we make at work. And most important, he'll give concrete tips to help you control the influence of cognitive biases on those decisions. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
1/19/16	Monthly Meeting	Michigan Capital Area Chapter of the Project Management Institute	Lansing, Michigan
1/13/16	Monthly Meeting	Chicagoland Chapter of the Project Management Institute	Lombard, Illinois
12/10/15	Monthly Meeting	Boston Chapter of the International Institute of Business Analysis	Wellesley Hills, Massachusetts
5/21/15	Monthly Meeting	Maine Chapter of the Project Management Institute	South Portland, Maine
10/21/14	Monthly Meeting	Boston Software Process Improvement Network	Bedford, Massachusetts

24. Decision-Making for Team Leaders

Effective group decision-making requires far more than knowing how to organize a discussion or take a vote. This program is designed for both new and experienced team leaders or team sponsors, managers, project managers, portfolio managers, program managers, business analysts, and executives and general managers. It is especially valuable to people who work in organizations that confront fluid environments, in which decisions must be made in the context of uncertainty. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
5/13/15	Professional Development Day	Northern Utah Chapter of the Project Management Institute	Provo, Utah
3/14/15	Workshop	New Hampshire Chapter of the Project Management Institute	Manchester, New Hampshire

25. Ten Project Management Fallacies: The Power of Avoiding Hazards

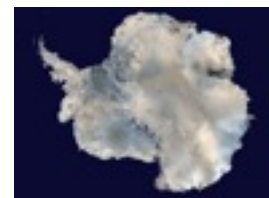
Most of what we know about managing projects is useful and effective, but some of what we know “just ain’t so.” Identifying the fallacies of project management reduces risk and enhances your ability to complete projects successfully. Even more important, avoiding these traps can demonstrate the value and power of the project management profession in general, and your personal capabilities in particular. In this program we describe ten of these beliefs. There are almost certainly many more, but these ten are a good start. We’ll explore the situations where these fallacies are most likely to expose projects to risk, and suggest techniques for avoiding them. [More about this program](#).



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
5/4/16	Webinar	Computer Aid, Inc. (CAI). Software Best Practices Webinar Series	Webinar
5/12/15	Professional Development Day	Northern Utah Chapter of the Project Management Institute	Provo, Utah

26. The Race to the South Pole: Ten Lessons for Project Managers

On 14 December 1911, four men led by Roald Amundsen reached the South Pole. Thirty-five days later, Robert F. Scott and four others followed. Amundsen had won the race to the pole. Amundsen’s party returned to base on 26 January 1912. Scott’s party perished. As historical drama, why this happened is interesting enough. But to project managers, the story is fascinating. We’ll use the history of this event to explore ten important lessons about managing complex projects—lessons about leadership, planning, scope creep, risk management, improvisation, discipline, organizational politics, team dynamics, technology management, and the importance of simplicity. A fascinating and refreshing look at project management from the vantage point of history. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
9/20/17	Full-Day Workshop	Southern New England Chapter of the Project Management Institute	Rocky Hill, Connecticut
1/15/15	Monthly Meeting	Regina/South Saskatchewan Chapter of the Project Management Institute	Regina, Saskatchewan, Canada
6/19/14	Monthly Meeting	Maine Chapter of the Project Management Institute	Falmouth, Maine
4/5/14	Professional Development Day Plenary Session	Westchester Chapter of the Project Management Institute	Mt. Kisco, New York
1/14/14	Monthly Meeting	Southwest Virginia Chapter of the Project Management Institute	Roanoke, Virginia
6/ 11/13	Professional Development Day Full-Day Workshop	Inland Northwest Chapter of the Project Management Institute	Spokane, Washington
4/11/13	Professional Development Day Full-Day Workshop	North Saskatchewan Chapter of the Project Management Institute	Saskatoon, Saskatchewan
2/21/13	Professional Development Day Full-Day Workshop	Canadian West Coast Chapter of the Project Management Institute	Vancouver, British Columbia
11/15/12	Monthly Meeting	Central Virginia Chapter of the Project Management Institute	Glen Allen, Virginia
9/27/12	Monthly Meeting	Hudson Valley Chapter of the Project Management Institute	Wappinger's Falls, New York
5/17/12	Full-Day Workshop	Mid-Missouri Chapter of the Project Management Institute	Columbia, Missouri
5/15/12	Monthly Meeting	Hudson Valley Chapter of the Project Management Institute	Wappinger's Falls, New York
11/10/11	Full-Day Workshop	Mid-Nebraska Chapter of the Project Management Institute	Lincoln, Nebraska
9/16/11	Professional Development Day	New York City Chapter of the Project Management Institute	New York, New York
2/16/11	Monthly Meeting	St. Louis Chapter of the Project Management Institute	St. Louis, Missouri
2/15/11	Monthly Meeting	Boston SPIN	Bedford, Massachusetts
2/10/11	Monthly Meeting	Central Ohio Chapter of the Project Management Institute	Columbus, Ohio
12/7/10	Monthly Meeting	Northeast Wisconsin Chapter of the Project Management Institute	Appleton, Wisconsin
12/6/10	Monthly Meeting	Northeast Wisconsin Chapter of the Project Management Institute	Weston, Wisconsin
10/4/10	General Session Professional Development Day	Kansas City Chapter of the Project Management Institute	Overland Park, Kansas
9/22/10	Monthly Meeting	Northeast Indiana Chapter of the Project Management Institute	Fort Wayne, Indiana
9/15/10	Monthly Meeting	Southern New England Chapter of the Project Management Institute	Cromwell, Connecticut
5/1/10	Professional Development Day	Massachusetts Bay Chapter of the Project Management Institute	Waltham, Massachusetts
4/15/10	Professional Development Day Keynote Presentation	Eastern Idaho Chapter of the Project Management Institute	Idaho Falls, Idaho

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
4/12/10	Monthly Meeting	Space Coast Florida Chapter of the Project Management Institute	Melbourne, Florida

27. The Race to the South Pole: The Power of Agile Development

On 14 December 1911, four men led by Roald Amundsen reached the South Pole. Thirty-five days later, Robert F. Scott and four others followed. Amundsen had won the race to the pole. Amundsen's party returned to base on 26 January 1912. Scott's party perished. As historical drama, why this happened is interesting enough. But to project managers, the story is fascinating. Lessons abound. Among the more important lessons are those that demonstrate the power of the agile approach to project management and product development. [More about this program](#)



<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
7/17/18	Monthly Meeting	Cincinnati Chapter of the International Institute of Business Analysis	Cincinnati, Ohio
7/13/16	Summer Symposium	Oklahoma City Chapter of the Project Management Institute	Oklahoma City, Oklahoma
5/8/14	Professional Development Conference	Northern Utah Chapter of the Project Management Institute	Salt Lake City, Utah
11/18/13	Monthly Meeting	Northeast Florida Chapter of the Project Management Institute	Jacksonville, Florida
10/10/13	Monthly Meeting	Pikes Peak Regional Chapter of the Project Management Institute	Colorado Springs, Colorado
10/9/13	Monthly Meeting	Mile Hi Chapter of the Project Management Institute	Aurora, Colorado
10/8/13	Monthly Meeting	Mile Hi Chapter of the Project Management Institute	Loveland, Colorado
6/15/13	Professional Development Day	New Hampshire Chapter of the Project Management Institute	Manchester, New Hampshire
10/9/12	Professional Development Day	Hampton Roads Chapter of the Project Management Institute	Norfolk, Virginia
6/7/12	Professional Development Day	Northern Utah Chapter of the Project Management Institute	Salt Lake City, Utah
3/6/12	Monthly Meeting	Canada's Technology Triangle Chapter of the Project Management Institute	Kitchener, Ontario
11/15/11	Monthly Meeting	Rochester Chapter of the Project Management Institute	Pittsford, New York
10/11/11	Professional Development Day	Columbia River Basin Chapter of the Project Management Institute	Richland, Washington
10/10/11	Professional Development Day	Columbia River Basin Chapter of the Project Management Institute	Richland, Washington
2/23/11	Monthly Meeting	LaCrosse Chapter of the Project Management Institute	LaCrosse, Wisconsin
2/23/11	Full-Day Workshop	LaCrosse Chapter of the Project Management Institute	LaCrosse, Wisconsin
2/22/11	Monthly Meeting	LaCrosse Chapter of the Project Management Institute	Rochester, Minnesota
1/6/11	Monthly Meeting	Agile Bazaar Chapter of the ACM	Waltham, Massachusetts

28. The Race to the South Pole: Lessons in Risk Management for Leaders

On 14 December 1911, four men led by Roald Amundsen reached the South Pole. Thirty-five days later, Robert F. Scott and four others followed. Amundsen had won the race to the pole. Amundsen's party returned to base on 26 January 1912. Scott's party perished. As historical drama, why this happened is interesting enough, but to organizational leaders, the story is fascinating as a source of lessons in risk management. This program provides some much-needed relief from the sometimes-dry presentations about risk management, by comparing Scott's approach—based on conventional wisdom—to Amundsen's fiendishly clever expedition design. [More about this program](#)

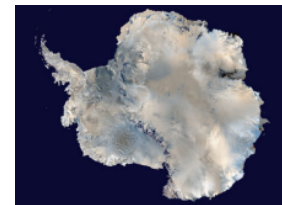


The Race to the South Pole
Risk Management for Leaders

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
4/16/15	Professional Development Days	Manitoba Chapter of the Project Management Institute	Winnipeg, Manitoba
9/3/14	Professional Symposium Workshop	Tampa Bay Chapter of the Project Management Institute	Tampa, Florida
6/26/14	Breakfast Seminar	IT Metrics and Productivity Institute Conference Series	Newton, Massachusetts
5/22/14	Breakfast Seminar	IT Metrics and Productivity Institute Conference Series	New York, New York
9/26/13	Monthly Meeting	Hudson Valley Chapter of the Project Management Institute	Wappinger's Falls, New York
10/23/12	2012 Professional Development Day	Milwaukee/Southeast Wisconsin Chapter of the Project Management Institute	Pewaukee, Wisconsin
8/9/12	Monthly Meeting	Dallas Chapter of the Project Management Institute	Dallas, Texas
9/12/11	Monthly Meeting	Western Michigan Chapter of the Project Management Institute	Grand Rapids, Michigan
3/10/11	Monthly Meeting	Ocean State Chapter of the Project Management Institute	Woonsocket, Rhode Island
2/2/11	Webinar	Computer Aid, Inc. (CAI). Software Best Practices Webinar Series	Webinar

29. The Race to the South Pole: The Organizational Politics of Risk Management

On 14 December 1911, four men led by Roald Amundsen reached the South Pole. Thirty-five days later, Robert F. Scott and four others followed. Amundsen had won the race to the pole. Amundsen's party returned to base on 26 January 1912. Scott's party perished. As historical drama, why this happened is interesting enough, but to risk managers and organizational leaders who want to control the influence of organizational politics on risk management, the story is fascinating as a source of insights. [More about this program](#)



The Race to the South Pole:
The Organizational Politics
of Risk Management

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
10/20/15	Professional Development Days	Milwaukee/Southeast Wisconsin Chapter of the Project Management Institute	Milwaukee, Wisconsin

30. Saying No to Power: A Short Course for Project People

Sometimes people with organizational power don't hear "No" when they should, and sometimes people don't deliver it clearly enough. This program explores the obstacles to delivering a clear "No" and shows you techniques for getting your "No" across. [More about this program](#)

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
2/16/11	Tutorial	St. Louis Chapter of the Project Management Institute	St. Louis, Missouri
2/9/09	Monthly Meeting	Western Michigan Chapter of the Project Management Institute	Grand Rapids, Michigan
3/17/08	Dinner Meeting	Northeast Florida Chapter of the Project Management Institute	Jacksonville, Florida
1/15/08	Dinner Meeting	Syracuse Chapter of the Project Management Institute	Fayetteville, New York
10/25/05	Professional Development Day	Northeast Ohio Chapter of the Project Management Institute	Independence, Ohio
10/19/04	Monthly Meeting	Boston SPIN	Bedford, Massachusetts
4/8/04	BOSCON	Boston Section of ASQ	Woburn, Massachusetts
3/16/04	Monthly Meeting	Boston SPIN	Bedford, Massachusetts
2/19/04	Dinner Meeting	Central Iowa Chapter of the Project Management Institute	Des Moines, Iowa

31. Decision Making from the Inside Out

This is an exploration of how people make decisions, and how that process influences group decision-making. Mastery of personal and group decision-making is a critical skill for project managers, project sponsors, and business analysts. In a highly interactive demonstration, we show how conflicting goals are ultimately resolved to make decisions. [More about this program](#)

<i>Date</i>	<i>Event</i>	<i>Sponsoring Organization</i>	<i>Location</i>
11/13/08	Monthly Meeting	Maine Chapter of the Project Management Institute	South Portland, Maine
11/15/07	Dinner Meeting	Central Iowa Chapter of the Project Management Institute	Des Moines, Iowa
11/2/05	Professional Day Seminar Event	PMI Buffalo	Amherst, New York
4/20/05	Luncheon Meeting	Rochester Chapter of the Project Management Institute	Rochester, New York
4/11/02	BOSCON	Boston Section of ASQ	Burlington, Massachusetts
4/6/02	Speakers' School	National Speakers Association, New England Chapter	Westford, Massachusetts
3/13/02	Anna Allison Memorial Lecture	Boston Software Quality Group (ASQ)	Burlington, Massachusetts