# 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 May 11, 2021. It can be downloaded from http://www.ChacoCanyon.com/pdfs/public-programs.pdf . (https://c4i.co/38h)

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
8.  Technical Debt Management: Making the Business Case
9.  Nontechnical Phenomena That Lead to Technical Debt
10. Leading Virtual Meetings for Real Results
11. Influencing Outcomes Without Authority
12. Conflict Resolution Skills for Leaders
13. Person-to-Person Communications for Project Managers
14. Changing How We Change: The Essence of Agility
15. Managing in Fluid Environments
16. Leading Virtual Teams for Real Results
17. Person-to-Person Communications: Models and Applications
18. Human-Centered Risk Management
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

**1. Creating High Performance Virtual Teams**
Many people experience virtual teams as awkward, slow, and some-
times 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 support-
ing virtual teams to achieve high performance based on Simons' Four
Spans model of high performance.

More about this program

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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. De-
spondency, 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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. Under-
standing the power affect is therefore important for anyone who
aims to attain power, or anyone who works with power pretend-
ers. In this program we survey 10 principles of expressing personal power, to make at-
tendees better able to recognize power pretenders, and better able to express their own
personal power. More about this program

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| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

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

8.  **Nontechnical 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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](#)

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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](#)

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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, later-ally, 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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

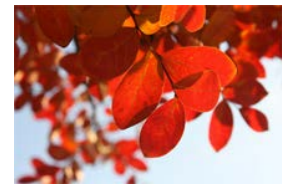| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 4/2/14 | Monthly Meeting | Hampton Roads Chapter of the Project Management Institute | Virginia Beach, Virginia |
| 1/20/14 | Monthly Meeting | Michigan Huron Valley Chapter of the Project Management 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 |

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 |

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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](#)

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 |

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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-wracking existence. This workshop provides numerous tools that help managers who work in fluid environments. More about this program

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 | Trevose, 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 |

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## 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|-------------------------|----------|
| 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|-------------------------|----------|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 |

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 |

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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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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.

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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

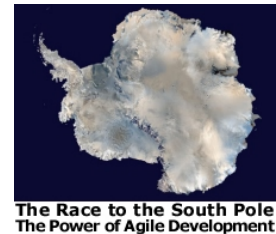| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 11/21/19 | Monthly Meeting | Northern Utah Chapter of the Project Management Institute | West Jordan, Utah |
| 9/20/17 | Full-Day Workshop | Southern New England Chapter of the Project Management Institute | Rocky Hill, Connecticut |
| 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 |

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 4/15/10 | Professional Development Day Keynote Presentation | Eastern Idaho Chapter of the Project Management Institute | Idaho Falls, Idaho |
| 4/12/10 | Monthly Meeting | Space Coast Florida Chapter of the Project Management Institute | Melbourne, Florida |
| 11/21/19 | Quarterly Training Session | Northern Utah Chapter of the Project Management Institute | West Jordan, Utah |

## 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



**The Race to the South Pole
The Power of Agile Development**

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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 |

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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: Lessons in Leadership

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 leadership. Packed with stories from the two expeditions, and original photos

from them both, this program provides some much-needed relief from the sometimes-dry presentations about leadership. More about this program

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 11/7/19 | Kerzner Lecture Series/International Project Management Day | Baldwin Wallace University and the Northeast Ohio Chapter of the Project Management Institute | Baldwin Wallace University, Berea, Ohio |

## 30. 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
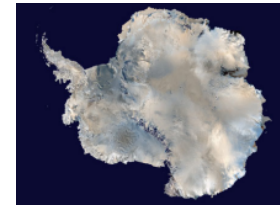


The Race to the South Pole: The Organizational Politics of Risk Management

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

## 31. 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

| Date | Event | Sponsoring Organization | Location |
|---|---|---|---|
| 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 |

**32. 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

| Date | Event | Sponsoring Organization | Location |
|------|-------|------------------------|----------|
| 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 |