EARLY BIRD OFFER ENDS AUGUST 30: SAVE $150!
See page 15

THE FIRST INTERNATIONAL CONFERENCE ON

NPD PROJECT INNOVATION '03

New Product Development

Cutting-edge techniques to tackle the chaos, risk, and complexity of NPD projects and programs… to generate new revenue and growth

Fort Worth, TX
October 20-22, 2003

FEATURING:

Jim Highsmith
author of *Agile Project Management: Creating Innovative Products*, and expert on methods to manage unpredictability and achieve reliable innovation

J. Kent Harmon
Director of Product Development, Bullard Company, on choosing and optimizing NPD processes to realize specific business goals

Rusty Patterson
VP, Customer & Supply Chain Institute, Raytheon, on bringing it all together—how to use Six Sigma, Agility and Lean techniques to spark innovation and growth

PRESENTED BY
The Management Roundtable

Practitioner case studies from **Halliburton, Hewlett-Packard, Texas Instruments, MDS Sciex, Marvin Windows and Doors, Baker Oil Tools, Electronic Theatre Controls, Raytheon, Iomega, Baxter Healthcare,** and others

WITH SUPPORT FROM
PMI
THE PROJECT MANAGEMENT INSTITUTE NPD SIG

Workshops and roundtable sessions with leading experts on **Agility, Six Sigma, Phase Gate, Lean,** and **Critical Chain**

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THE FIRST INTERNATIONAL CONFERENCE ON

Fort Worth, TX
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NPD Project Innovation '03

New product development projects are unique. While they must be on schedule and on budget like other projects, that's just the baseline. The true measure of success is not how much money or time is saved, it's how much revenue, growth and competitive advantage is gained.

To get ahead, you must take risks, anticipate sudden changes, and work with ambiguity, yet not compromise quality. You must motivate people who may not report to you, juggle conflicting priorities, make quick decisions — all while staying sharply focused on the finish line.

To innovate, you can't use rusty tools — or the same ones repeatedly.

That is why Management Roundtable, with strong support from the Project Management Institute NPD SIG, is pleased to announce the First International Conference on ***NPD Project Innovation '03***, to be held **October 20-22, 2003** in **Fort Worth, Texas.**

The purpose of ***NPD Project Innovation '03*** is to provide you with an array of cutting-edge techniques, tools and strategies specifically for New Product Development; approaches to tackle risk, unpredictability, and complexity; approaches that allow you to be nimble no matter what curveballs are thrown your way.

This comprehensive event will bring together a topnotch faculty of renowned experts and industry leaders to share both what they have done and what they recommend. They will tell you how to lead and drive projects that run the gamut from fast-track, high-risk, difficult and "bet the farm" to global, outsourced, co-developed, and large-scale complex programs.

They will tell you which approaches to use when, what fads to avoid, how not to get stuck in a rut, why you need more than one, and how to put them together.

Case studies and roundtables will focus on three key areas:

1. **Innovative processes and techniques:** How to apply new management approaches and tools as well as how to work with agile, lean, six sigma, critical chain and phase-gate methods in new ways
2. **Managing information:** Rapid decision-making, dealing with chaos, tracking and allocating resources, and using IT tools
3. **Leadership and motivation:** How to go from simply monitoring projects to truly leading them; how to inspire and align team members (including external partners, customers and suppliers)

By participating, you will come away with a fresh perspective and renewed ability to lead NPD projects — from concept to test to delivery, from single to multiple — to generate innovation, growth and revenue.

KEY BENEFITS

*By participating in **NPD Project Innovation**, you will learn to achieve **innovative new products, using innovative processes**. Specifically* you will find out:*

* Speakers covering the topic are noted in parentheses

How to be more agile, what steps to take.

- Implement agile principles for both product development (i.e., iterative planning, feature delivery) and organizational behavior (self-organizing, self-disciplined teams). (**Highsmith**)
- Make the transition from a one-size-fits-all development approach to one that adapts to the project's needs. (**MDS Sciex**)
- Manage the cost of change at the requirements and testing phase. (Methodologies/philosophies such as agile/lean development are based on the premise that the cost of change can be reduced.) (**Baxter Healthcare**)

How to manage risk and uncertainty, make timely decisions.

- Agile project management practices for projects with high "exploration factors," where new, risky technologies are incorporated, requirements are volatile, time-to-market is critical, and high quality must be maintained. (**Highsmith**)
- How active risk management is used to drive project decision-making and activities. (**MDS Sciex**)
- Roles/responsibilities for fast-paced decisions — what the project leader and team must do, both separately and together, before going forward. (**Electronic Theatre Controls**)

How to allocate, track and leverage constrained resources.

- How to manage trade-offs using Reinertsen/Smith principles — knowing the four major priority considerations inherent in all NPD projects, and actively managing the six potential interactions between them. (**Baker Oil Tools**)
- How to plan, report, and manage resources to focus on activities that maximize growth and return. (**Marvin Windows & Doors**)
- How IT tools help; how to implement and deploy them. (**Texas Instruments**)

How to ensure clear communication and organizational buy-in.

- Achieve process compliance and process understanding at all levels in the organization. (**Iomega**)
- Write project contracts to make sure objectives (expected outcomes and deliverables) are agreed upon by management and developers. Learn to set up your own project contracts to: 1) define project deliverables, 2) assess risks, 3) establish milestones, 4) identify and authorize resources, 5) track costs, 6) report progress, and 7) record deviations. (**Halliburton**)
- Create a high-performing team in a downsized economy — leadership's role, fundamental team principles, removing roadblocks and obstacles through executive involvement, methods to elevate team performance. (**Iomega**)

How to align and motivate partners, suppliers and customers to achieve objectives.

- Lead a co-development project from the supplier perspective. How to ensure schedules and goals are met, especially when you must "manage" your customer. (**Texas Instruments**)
- Make sure suppliers are effectively brought into the project. Control costs and quality. (**Raytheon**)

How to decide which process to use when, and combining and adapting techniques.

- Merge PMBOK® principles into the institutionalized phase gate process, integrate 6 Sigma into the development process to reduce variation and enhance time-to-market. (**Iomega**)
- Take the best of Theory of Constraints and Reinertsen's Design Factory concepts to alleviate bottlenecks and improve throughput. (**Hewlett-Packard**)
- Choose the right technique for best business results; get the "signal" versus the "noise." (**Harmon, Bullard Company**)

SPECIAL FEATURES

DYNAMIC KEYNOTE SESSIONS provide the big picture on being agile, leading complex programs, and knowing which process to use when.

PRACTITIONER CASE STUDIES — Choice of tracks and application examples from diverse industries allow you to focus on your key interests.

CHOICE OF FOUR HALF-DAY PRE-CONFERENCE WORKSHOPS ON MONDAY, OCT. 20, where you can gain mastery in Agility, the Toyota Method, Six Sigma and/or Critical Chain — all techniques to enable greater speed, profit, quality, customer value. *See pages 4-5 for full session descriptions.*

EXPERT-LED TOPIC ROUNDTABLES to exchange best practices and receive coaching on your unique challenges — a highly popular feature of Management Roundtable events. Based on participants' choices, discussions will focus on topics such as Agility, Lean, Phase-Gate, Critical Chain, rapid decision-making, risk management, project recovery, metrics, and more. Well-known NPD and project management gurus will facilitate. *See page 13.*

REFERENCE BINDER complete with presentation materials — access to web-downloadable slides after the conference

NETWORKING AND SOCIAL OPPORTUNITIES — Some of the best learning takes place at coffee breaks, lunches, or over some wine, beer and hors d'oeuvres. Generous time allowed for breaks; two social receptions are also offered. Email list of attendees (by permission) provided for post-conference networking.

TEAM BENEFITS — Sign up with 2 of your colleagues (team of 3 or more) and save $100 each. The bigger the team, the greater the savings — and more traction to implement besides! *See page 15.*

EARLY-BIRD SAVINGS — ***Sign up by August 30 and save $150!***

MRT'S UNIQUE NO-RISK POLICY — Not only is your satisfaction 100% guaranteed (for credit or refund of fee), we have a penalty-free cancellation policy up until 5 business days prior to the event. (There is a $200 administration fee if you need to cancel after that, but you may send a substitute at any time.) Sign up early to get the lowest fee without worrying what happens if your plans change.

WHO SHOULD ATTEND

NPD Project Innovation '03 is ideal for experienced project, portfolio and program managers who are looking for a distinct competitive edge. This is not generic project management; the focus is specifically on NPD and innovation — on real-world lessons from real NPD practitioners that can be adapted to different NPD environments. Specifically this conference is recommended for **VPs, directors and managers of product development, program management, R&D, as well as for NPD project and program leaders**.

As a kick-off for new initiatives or for overall performance improvement, NPD teams are encouraged to attend together.

PRE-CONFERENCE

MORNING SESSIONS 8:30 am – 12:00 noon

A. Six Sigma Meets NPD Project Management

William R. Duncan, *Principal, Project Management Partners*

A web search for sites that discuss both Six Sigma and project management will garner around 25,000 hits. Nearly every one deals with only one aspect of the relationship between these two subjects — how to manage a Six Sigma project. But within the NPD context, there is a more valuable intersection — applying Six Sigma to enhancing your project management capacity.

This workshop will provide an overview of the Six Sigma approach to process improvement — define, measure, analyze, improve, control — and then show how that approach can be applied to enhancing an NPD organization's project management capacity.

This will be a hands-on, facilitated workshop. It is designed to help you get started on building a plan for creating real improvements in your organization. Participants will review case histories from organizations that have succeeded in improving their project management capacity — and from some that have failed.

Key topics include:
- Six Sigma fundamentals
- Three core aspects of project management capacity
- Assessing your organization's capacity
- Critical choices in designing improvements

William R. Duncan is a principal of Project Management Partners, a project management consulting and training firm headquartered in Lexington, Mass. He is the former Director of Standards for the Project Management Institute, Inc. (USA) and is currently Director of Standards for the American Society for Advancement of Project Management (asapm). Mr. Duncan has nearly thirty years of management and consulting experience including five years with a major international consulting firm. He was the primary author of the 1994 and 1996 editions of A Guide to the Project Management Body of Knowledge, *the most widely used project management standard in the world. In addition, his "process model" of project management was used to organize both ISO 10006, Guidelines for quality in project management.*

AFTERNOON SESSIONS 1:00 – 4:30 pm

B. Techniques for Agile Product Development

Greg Githens, *PMP, NPDP, Catalyst Management Consulting*

Based on research at dozens of fast and flexible organizations, the instructor has identified over 200 tools and principles that underlie or contribute to organizational agility. An agile organization is one that has *strategic, sustainable capability* for speed, quality, and effectiveness. Agility does not come from pursuing quick-fix silver bullets, but by creating a balance that emphasizes breakthrough thinking, good decision making, proactive attitudes, value development, integration, and committed execution.

Attendees will develop a tailored "improvement map" specific to their own organization's project management and product development needs. The workshop includes a pre-course assessment of participant needs and post-course feedback of key learnings. Topics include:

- How to avoid "brittle schedules"
- Selecting project lifecycles that foster flexibility
- Removing speed bumps and rigidity from your development process
- How front-loading development project improves speed & flexibility
- Structuring development projects with the "four discovery questions" used by breakthrough projects
- Applying the rolling wave technique for managing project planning and execution

This workshop has been highly rated by previous attendees. Bring your tough questions and be prepared for a stimulating, interactive session!

Greg Githens is a managing partner with Catalyst Management Consulting. He is a recognized authority in program management and new product development, and a popular and energetic speaker. Greg is the author of the Risk Management chapter in the PDMA New Product Development Toolbook *(John Wiley, 2002) and on Rolling Wave Project Management in the upcoming Toolbook II. Greg is the author of over 20 articles on program management. He also writes a quarterly column on program management in PDMA's* Visions *magazine. Greg is the co-founder and past chair of the Project Management Institute's NPD SIG.*

C. Real Benefits in Only 60 Days: A Non-Threatening, Incremental Approach to Critical Chain Project Management Implementation

Gene Kania, *Management Consultant, More Capacity*

In this workshop, you will learn a common-sense Critical Chain Project Management (CCPM) implementation approach that is direct, non-threatening and incremental. It has been successfully applied from small to huge product development organizations. This approach has not only appealed to "early adopters," but it has allowed CCPM to "cross the chasm" so that the vast majority of product development organizations can use CCPM to deliver quality products very quickly without sacrificing content or adding development staff.

In this workshop you will learn:
- The 2 keys to successful CCPM implementation
- The 3 disciplines that you must acquire to be the best
- The "old-fashioned" method that is the foundation for CCPM
- The role of communication in excellent project execution
- How to create urgency and focus without causing burnout and frustration

This workshop will also address one of the most serious conflicts that product development organizations face today: how to keep resources focused on NPD projects while still handling current engineering activities and responding to customer needs/problems which often require help from the same resources.

To handle this reality, you will be introduced to the new and highly effective Pipeline Impedance Index (PII) and the Constraints Summary Chart (CSC). These two constructs working together will allow you to identify your NPD constraints in real-time, break them quickly, and establish a simple and effective program of continuous improvement for your NPD system.

Since 1997, Eugene Kania has pioneered the use of Critical Chain Project Management (CCPM) in New Product Development (NPD). His clients include companies in the telecommunications, pharmaceutical and transportation industries. Gene is a certified Jonah from the A.Y. Goldratt Institute (AGI), the founding organization of the Theory of Constraints (TOC), as well as an expert in CCPM and other TOC Methods. Gene is also a new product development trainer for the Product Development & Management Association (PDMA) and is certified as a New Product Development Professional (NPDP).

D. The Toyota Method— Lean NPD

Michael N. Kennedy, *author of* Product Development for the Lean Enterprise

Toyota's product development system is as important as its acclaimed production systems and consistently achieves 80% value added productivity and high profitability. It is based on entirely different operating principles than those espoused in American industry. This workshop will explore the differences and challenge the participants to rethink the underling paradigms of their product development processes.

This workshop will cover:
- The capabilities of the Toyota development system
- The underlying philosophy of the Toyota system
- A discussion of the key operating principles and the dichotomy with typical American companies
- The specific organizational changes required
- The issues of change

Michael N. Kennedy, author of the recently published book Product Development for the Lean Enterprise, *has pioneered the redesign of organizational processes for over 35 years. During his 30-year career at Texas Instruments Inc., Mr. Kennedy was the lead engineer on many development projects, including missile system products and manufacturing systems. He was credited not only as being an exceptional design engineer but also as a leader in developing and applying the initial concepts of concurrent engineering. More recently, Mr. Kennedy has worked extensively with the National Center for Manufacturing Sciences and with major manufacturing companies, including General Motors, United Technologies, Allied Signal, and Delphi, to assess and advance the current condition of American product development systems. His efforts also have included an extensive nationwide benchmarking study examining a broad spectrum of manufacturing companies in an effort to find unique and effective product development methodologies.*

"Environmental influences have long been recognized to affect project planning—now we are realizing these same influences in project execution. … The management of projects under constant environmental effect can be controlled and create better results with the techniques taught at this conference."

– Richard Sayers, Gojo Industries

"This was by far the most content-rich conference I've attended. I am very pleased with all that I've learned and can take home with me."

– Pamela Greca, Confluence Technologies

"Real data tied with theory, open discussion…Great conference!"

– Courtney Morgan, MCI Group Leader, Ciba Vision

"One of the best conferences overall; measured by actionable principles and ideas."

– Bob Willoughby, Manager of Engineering R&D, Senco Products, Inc.

Agile Project Management—Reliable Innovation

Jim Highsmith

Director, Agile Project Management Practice, and Fellow, Business Technology Council at Cutter Consortium

Symyx boasts that their process enables scientists to discover and optimize new materials at 100 times the speed and 1% of the cost of traditional research. Drug companies, who once pored over designing compounds, now generate millions of compounds and then test them using ultra-sophisticated, ultra-speedy mass spectrometers. Toyota employs set-based design in its automobile design process, maintaining multiple design options on components until late in the development process.

From materials research to drugs to automobiles, companies are relentlessly driving the cost of change out of their new product development processes. Why? In order to increase experimentation, to increase the diversity of paths explored, to foster innovation. These "exploration" projects severely challenge traditional "production" oriented project management practices that attempt to optimize, predict paths, and conform to detail plans; we need a different model. This new model, labeled Agile Project Management, focuses on quick starts, iterative exploration, delivering customer value, low-cost iterations, frequent feedback, and intense collaboration.

Agile Project Management excels on projects with high "exploration factors," those projects in which new, risky technologies are incorporated; requirements are volatile and evolve; time-to-market is critical; and high quality must be maintained. Exploration cultures value experimentation, adaptation, reliability (results driven), and conforming to value (often at the expense of conforming to plans). Agile Project Management embodies an exploration culture that includes a set of principles and practices for both product development and organizational behavior. Join Jim Highsmith as he delves into the principles and practices of Agile Project Management.

***Jim Highsmith** is Director, Agile Project Management Practice, and Fellow, Business Technology Council at Cutter Consortium. Jim is a recognized leader in the agile project management and software development movement. He was a co-author of* The Agile Manifesto *and is a founder and board member of the Agile Alliance. His newest book,* Agile Project Management: Creating Innovative Products *(Addison Wesley, 2004), focuses on managing new product development projects. In the last dozen years, Jim has worked with new product development organizations, software companies, and IT departments in the U.S., Europe, Canada, South Africa, Australia, Japan, India, and New Zealand to help them adapt to the accelerated pace of development in increasingly complex, uncertain environments.*

Optimizing the Project Management Signal-to-Noise Ratio

J. Kent Harmon
Director of Product Development, Bullard Company

There are many different ways to successfully manage new product development projects, with the only certainty being that one size definitely does not fit all. To help project managers sort through the many available tool and technique options, Kent takes the well known signal processing concept of Signal-to-Noise ratio, and applies it to new product development project management. Drawing on his twenty plus years of experience in a variety of NPD environments, he will give examples and guidelines of how to maximize the Project Management Signal (the business goals that must be met) while minimizing the Project Management Noise (the extraneous details that do not add value to the project). His presentation will provide a unique perspective into optimizing NPD processes to achieve specific business goals as well as insights into what generally works well, what works well in specific instances, and what generally doesn't work for new product development.

Kent Harmon is the director of product development for the Bullard Company, a world leader in personal safety equipment ranging from hard hats to thermal imaging cameras. Prior to joining Bullard, Kent was the director of R&D effectiveness for three different divisions of the Texas Instruments Semiconductor group. He has managed the development of high tech products in both small and large companies and in custom, semi-custom, and mass markets.

Bringing It All Together: Using Agility, Lean and Six Sigma to Spark Innovation and Growth

Robert (Rusty) Patterson
Vice President of Customer & Supply Chain Institute, Raytheon

With a background that includes implementing Six Sigma and lean practices across the extended enterprise to generate significant productivity gains, Rusty Patterson is uniquely qualified to discuss both the big picture and execution details. In this keynote talk, he will draw on his experience to tell you:

- How to tie together Lean, Agile and Six Sigma
- How to use these management tools to spark innovation, new product development and generate new business
- How can you bring together customers and suppliers to enhance new products, innovation and business growth
- How can you use these management tools to manage chaos, minimize risk and reduce complexity

Robert "Rusty" Patterson is the Vice President of the Customer & Supply Chain Institute for Raytheon and is responsible for taking the improvement concepts embodied in Raytheon Six Sigma outside the company, as well as ensuring that Raytheon has the right people equipped with the right tools and processes to be an effective industry leader. He has had over 30 years experience in defense electronics in a wide variety of positions in engineering and manufacturing.

***NPD Project Innovation '03** is jam-packed with useful information, guidelines, tools, and case examples, plus opportunities to:*

- **Find out the latest techniques — minus hype and "religion."**
- **Learn from your colleagues at other companies and benchmark your competitors.**
- **Meet the foremost experts in the field, and come away with advice and ideas for your unique situation.**

Transitioning to Agile Methodology Techniques

Ken Delcol, *Director, Product Development,*
MDS Sciex

This presentation will look at how an organization changes its new product development approach to adopt agile development techniques. Examples from three different development projects (two software and one hardware) at MDS Sciex will be used to show how the organization is making the transition from a one size fits all development approach to one that adapts to the project's needs. The two software projects will highlight the use of iterative planning, co-location with product specialists and daily meetings. The hardware project will show how active risk management is used to drive project decision making and activities.

Influencing the Cost of Change: Moving from Structured and Controlled Process to an Agile One

Pat Baird, *Project Manager, and*
Michelle Keyzer, *Project Manager (Software),*
Baxter Healthcare

It is inevitable that change will happen and that there is an associated Cost of Change. Methodologies/philosophies such as Agile/Lean Development are based on the premise that the Cost of Change can be reduced. In each stage of a project, the actions that will effectively reduce the Cost of Change are different. This presentation will focus on the Requirements and Testing stages where Baxter has both successfully managed the cost of change — and made mistakes that increased the cost of change.

There are several actions that have worked to reduce the cost of change as well as actions that unintentionally increased the cost of change. Learn why it is important to uncover hidden costs of change and get stakeholder buy-in to recognize its existence.

Take-aways:
- Change is inevitable and cannot effectively be discouraged
- However, the Cost of Change *can* be influenced
- Example ways of reducing costs in the Requirements phase and Testing phase of a project

TRACK A: INNOVATIVE PROCESSES AND TECHNIQUES

The Next Generation in Innovative New Product Development

Kevin Dabb, *Director, Program Management, and*
Rich Penman, *Director, Program Management,*
Iomega Corporation

The Zip 750 project delivered an extremely reliable Zip drive solution in an unprecedented simultaneous worldwide launch 20 percent ahead of schedule and 12 percent below NRE cost estimates. The development of the Zip 750 drive required flawless project leadership, technical invention, and process innovation to achieve a three-fold increase in capacity and seven-fold increase in performance over previous generation Zip products.

This session will discuss the innovative methods and lessons learned to achieve these results. Key areas to be covered are:
- How PMBOK® principles were merged into the institutionalized phase-gate development process
- How 6 Sigma is utilized and integrated into the development process to reduce variation in designs and processes and enhance time-to-market.
- How to create a high-performing team in a downsizing economy — leading a high-performing team, leadership's role, fundamental team principles of compliance, removing roadblocks and obstacles through executive involvement, methods to elevate team performance.
- How to achieve process compliance and process understanding at all levels in the organization.

Using Project Contracts to Reduce Complexity, Enhance Research & Development Success

Jay Burris, *Product Manager,*
Halliburton Energy Services

The need for accelerated product and service development continues to increase the complexity in 'Research and Development' projects. This increased complexity is due to the necessity of conducting concurrent research and development activities in-house with vendors, outside agencies, customers, etc. where communication is a key to success. At Halliburton, a *Project Contract system* is used as the key communication tool between management and product developers. The Project Contract establishes an understanding of the expected outcomes and deliverables of the project. Over the last several

years, Halliburton has refined a project-contract system that is easy to set-up, maintain and update. The Project Contract is owned by the Project Leader and is used to 1) define project deliverables, 2) assess risks, 3) establish milestones, 4) identify and authorize resources, 5) track costs, 6) report progress, and 7) record deviations.

In this presentation, Jay Burris will cover the reasons for adopting the Project Contract system, difficulties experienced during implementation, successes seen to date, challenges to continue momentum, and efforts to maintain simplicity in the system itself. Additionally, he will cover the basics of a Project Contract with examples to help you set up your own project-contract system.

Take-aways:
- Why establish a Project Contract system?
- What implementation hurdles to expect
- How to sell Project Contracts to management and developers
- How to maintain momentum
- How to keep it simple

TRACK B. LEADERSHIP AND MOTIVATION

Leading Your Customer in Managing a Co-Development Project

Curt Raschke, *Ph.D, Senior Member, Technical Staff,* Texas Instruments, Inc.

With all the recent emphasis on supply-chain management, the other critical component of the product value chain, the customer, is often overlooked. In co-development projects, for example, the project manager must often spend more effort leading and influencing the customer than managing the suppliers to optimize the value of the project to the portfolio of both partners. Based on his over twenty years experience with co-development projects, Curt will give examples of how to do this, following the concept of align and adapt. First, align your business processes with your customer's, at multiple levels, to ensure long term portfolio success. Then, adapt your project team roles and responsibilities to the customer decision making process in order to lead the customer by influencing the near term project decisions and long term portfolio decisions.

Leading and Structuring Teams for Fast-Paced Decision Making

Steven Ricks, *PMP, Manager of Project Management, Research & Development Group,* Electronic Theatre Controls, Inc.

As entrepreneurial product development companies grow larger, they often deal with the difficulties of slower product development. In many cases this is due to the all-inclusive culture that was developed in the beginning and continued as the company grew larger. Project decisions are difficult to make when the whole team feels that they have equal say. Electronic Theatre Controls is attempting to remove this barrier by implementing a consistent team structure that minimizes the number of decision makers, while ensuring that everyone feels they have been heard.

At the same time, the project leader's role must change. Many project managers are viewed as only keeping the schedule, reporting progress and to some extent keeping the project moving. They are not always viewed as being the project leader. By determining what both management and the team need in a project leader, Electronic Theatre Controls is transforming its project managers from project monitors to project leaders.

Take-aways:
- Roles and responsibilities for fast-paced decisions
- Changing the culture from design-by-committee to leadership-by-design.
- Provide a voice to the project team.
- What does management look for in a Project Leader?
- What does the team need from a Project Leader?
- How much product knowledge does a Project Manager need to have?

"This was a good update to what other companies are doing to improve their processes. It helped to put my company's processes into perspective and compare with others."

– Jack Arb, Product Marketing Manager, Valenite, Inc.

"Great meeting. I learned a great deal"

– Ray Dandeneau, Program Manager, Hewlett-Packard

TRACK C: INNOVATIVE PROCESSES AND TECHNIQUES

Got Six Sigma? Applying Six Sigma to Product Innovation and Growth Initiatives

Kim Johnson, *Product Development Manager,* Medtronic

Six Sigma is often touted as the greatest invention since the light bulb — both of which can be credited to GE. In reality, many companies are trying to apply Six Sigma in a way that does not really fit their situation or needs. In this talk, Kim Johnson will share how to get the most out of 6 sigma in product development. She will describe why it can't be applied exactly as it would be in manufacturing, and what to do instead. She will also share applied examples from Fortune 500 organizations.

Using Six Sigma with Suppliers in NPD for Bottom-Line Results

Collin Reeves, *Supplier Technical Consultant,* Raytheon, *and* **Bill Russell**, *advisor*

This presentation discusses Raytheon's "Six Sigma with Suppliers" Process, a technique that leverages key supplier technical expertise with proven cost reduction tools, and how working with suppliers from the early design stages has had extremely positive results.

Reeves and Russell will discuss the process used to ensure cost savings and quality in all stages of the product lifecycle, including product development. They will also share lessons learned from their often-benchmarked IPD program.

"This was a tremendous learning experience"

– Robert Williamson, Director, Product Management, Pitney Bowes Software

"Good opportunities to meet with/interact with speakers and attendees"

– Jamie Miller, Director, Marketing Communications, Freddie Mac

Overcoming Resource Constraints and Unpredictability, Achieving Real Results

Sterling Mortensen, *R&D Section Manager, and* **Bret Dodd**, *R&D Section Manager,* Hewlett-Packard LaserJet Lab

Are you facing increasing demand on your resources, without the ability to increase resources? Do you have to share your resources across many parallel projects? Are you being asked to make your schedules much more predictable in a very dynamic environment?

HP LaserJet R&D lab faced these problems and identified solutions that helped achieve a much higher level of business results. Sterling Mortensen and Bret Dodd believe the lessons they learned can be applied to most product development environments. Techniques used on HP products like the LaserJet 4100,4200,4300, 2500, 4600, 5500, 9000, 4100mfp, 9000mfp and more.

This case study shows how to apply industry methodologies like Theory of Constraints and techniques from Don Reinertsen's book "Managing the Design Factory" to accomplish real results in challenging times.

TRACK D: MANAGING INFORMATION & MAKING DECISIONS

Allocating and Managing Resources to Maximize Growth and Return

Brad Fevold, *Research and Development,* Marvin Windows and Doors

In today's ever-changing environment it is vitally important to assure valuable R&D resources are allocated to the "right" projects. Brad Fevold's presentation will focus on how to plan, report, and manage resources so the focus is on the key business plan activities that maximize growth and return.

Take-aways:
- Project prioritization in NPD
- Resource planning tools.
- Resource tracking and reporting tools.
- Tool implementation strategies.

Managing Trade-offs: Avoiding the "Chokes" of Slow Decision-Making

Brian Shaw, *Sr. Engineering Manager,*
Baker Oil Tools Safety Systems

To move and take action as quickly as possible, a field development team must have a clear path and direction, the best tools for the job and the ability to use them well, and strong motivation to finish the work on schedule. One of the potential "chokes" to the speedy delivery of new products *and* oil/gas wells is the decision-making process — the ongoing debate between various interested and influential parties within the organization as to which aspects of the project are most important. The consideration of multiple/conflicting priorities is often overlooked by project management teams when developing project schedules, but it is frequently the cause of frustration, delays, and disappointments during and after the execution of the project.

As exemplified by Preston G. Smith in his book *Developing New Products in Half the Time* (co-authored with D.G. Reinertson), managing the trade-offs should be a major consideration when planning and executing a new product development project. Managing the trade-offs means being aware of the *four major priority considerations* inherent in all NPD projects, and actively managing the *six potential interactions* between these four priorities.

In this talk, Brian Shaw draws on his experience as new product development manager for a major service company coupled with his stint as a member of the completions execution team for a major operator during a recent deepwater sub-sea project located in the Asia Pacific region. He will discuss lessons learned and how they can be applied within a cross-functional NPD team.

"Another success by MRT, exceeded expectations and delighted thoroughly...Creme de la creme of speakers...."

– Michael Kobrehel, Manager, New Product Development, Excel Industries

"Information received in just one session was worth the cost of the entire conference."

– Roland Bouchard, Director, Product Development, Smiths Industries

Real-World Deployment of IT Solutions

Tracy Allen, *IT Project Leader,*
Texas Instruments, Inc.

In the real world of new product development, IT solutions are not magic bullets or ends in themselves. While sold to management in terms of potential ROI, their potential can be realized only to the extent that they can be effectively deployed in the target businesses by bringing value to all the stakeholders. Most difficulties with IT application deployments have very little to do with the software itself and everything to do with how well the software makes it easier for the actual users to carry out their portion of the NPD process.

This presentation will give examples of successful real-world deployment of IT solutions by following a four-step process. First, the NPD process improvement needs of the four major stakeholder groups (business managers/executives, project managers, NPD team members, and IT support team members) are captured. Next, these needs are prioritized in terms of their ability to make each group's job easier and then the prioritized needs are mapped to desired software capabilities. Then, software is either selected or developed, based on the needs mapping of all the groups, not just some, and the deployment is driven by focusing on the value added to each stakeholder using the software.

Key takeaways:
- Methods for successful deployment of IT solutions that support the NPD process
- The importance of aligning IT with business needs

THE FIRST INTERNATIONAL CONFERENCE ON

NPD Project Innovation '03

Fort Worth, TX
October 20-22, 2003

Agenda

MONDAY, OCTOBER 20 PRE-CONFERENCE WORKSHOPS

7:30 – 8:30	Registration and Continental Breakfast
8:30 – 12:00	Workshop A: ***Six Sigma Meets NPD Project Management***, Bill Duncan
	Workshop B: ***Techniques for Agile Project Development***, Greg Githens
12:00 – 1:00	Lunch
1:00 – 4:30	Workshop C: ***Critical Chain for Project Management***, Gene Kania
	Workshop D: ***The Toyota Method—Lean Product Development***, Mike Kennedy
4:30 – 5:30	Welcome Reception / Exhibits

TUESDAY, OCTOBER 21 CONFERENCE DAY ONE

7:30 – 8:30	Registration and Continental Breakfast	
8:30 – 8:45	Welcoming Remarks — Conference Chair	
8:45 – 10:15	Keynote: ***Agile Project Management—Reliable Innovation*** **Jim Highsmith**, author, *Agile Project Management: Creating Innovative Products*	
10:15 – 10:45	Break / Exhibits	
10:45 – 11:45	Case Study: ***Transitioning to Agile Methodology Techniques***, Ken Delcol, MDS Sciex	
11:45 – 12:45	Case Study: ***Influencing the Cost of Change***, Pat Baird and Michelle Keyzer, Baxter Healthcare	
12:45 – 2:00	Lunch	
	TRACK A: INNOVATIVE PROCESSES AND TECHNIQUES	**TRACK B: LEADERSHIP AND MOTIVATION**
2:00 – 2:45	Case Study: ***Next Generation Innovation***, Kevin Dabb & Rich Penman, Iomega	Case Study: ***Leading Your Customer***, Curt Raschke, Texas Instruments
2:45 – 3:30	Case Study: ***Project Contract***, Jay Burris, Halliburton	Case Study: ***Leading & Structuring Teams for Fast Paced Decision Making***, Steve Ricks, Electronic Theatre Controls
3:30 – 4:00	Break / Exhibits	
4:00 – 5:00	Roundtable Discussions: ***Agility*** • ***Lean*** • ***Six Sigma*** • ***Critical Chain*** • ***Phase Gate***	
5:30 – 7:00	Beer & Wine Reception / Exhibits	

WEDNESDAY, OCTOBER 22 CONFERENCE DAY TWO

7:30 – 8:45	Breakfast Roundtables	
8:45 – 9:45	Keynote: ***Optimizing the Project Management Signal-to-Noise Ratio***, **J. Kent Harmon**, Bullard Company	
9:45 – 10:15	Break / Exhibits	
	TRACK C: INNOVATIVE PROCESSES & TECHNIQUES	**TRACK D: MANAGING INFORMATION**
10:15 – 11:00	Case Study: ***Applying Six Sigma***, Kim Johnson, Medtronic	Case Study: ***Allocating & Managing Resources***, Brad Fevold, Marvin Windows & Doors
11:00 – 11:45	Case Study: ***Using Six Sigma with Suppliers***, Collin Reeves & Bill Russell, Raytheon	Case Study: ***Managing Trade-offs***, Brian Shaw, Baker Oil Tools
11:45 – 12:30	Case Study: ***Overcoming Constraints***, Sterling Mortensen & Bret Dodd, HP LaserJet Lab	Case Study: ***Deploying IT Tools***, Tracy Allen, Texas Instruments
12:30 – 1:45	Lunch	
1:45 – 2:45	Closing Keynote: ***Bringing It All Together: Using Agility, Six Sigma and Lean to Spark Innovation and Growth*** **Rusty Patterson**, Raytheon	
3:00	Conference Concludes	

Tuesday, October 21
Roundtable Discussions— Best-Practice Exchange

How are other practitioners implementing and leveraging methods such as lean, agility, critical chain, and phase-gate? What are they doing to build momentum and increase organizational competency? How are they customizing, adapting and/or combining processes to stay ahead of the curve? The Roundtable session is intended as a best-practice exchange among peers, facilitated by an expert who can offer input and answer specific questions. It is not a lecture or workshop, so be prepared to bring questions and ideas to share — a great way to meet others with interests similar to your own.

ALL LEVELS OF EXPERIENCE WELCOME.

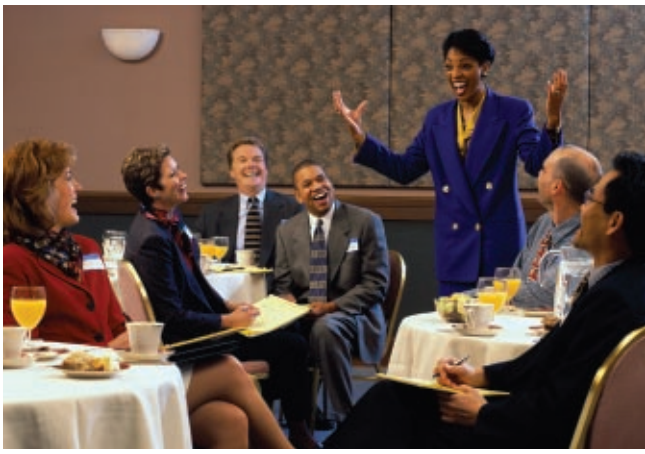
CHOOSE THE AREA OF MOST IMPORTANCE TO YOU:

LEAN NPD/TOYOTA'S PRINCIPLES — How do you capture and reuse subsystem knowledge as opposed to procedural based processes for top-down system development? How does this differ from a business process approach to development? What should you do about the change issues and sacred cows you'll likely encounter?

AGILITY — How do you move from structure and control to flexibility? What techniques (such as Rolling Wave, prototyping, rapid experimentation, etc.) are effective in what situations? How do you get people to shift their thinking, break their habits? How do you establish teams? How do you reward? How do you encourage "fast failure"?

PHASE GATE — Though a proven and widely implemented process, controversies arise about how to gain the benefits of gate reviews without being slowed down by them. Topics might include 'right sizing' the gate reviews and clarifying the role(s) of functional organizations around technical reviews; comparison of tools such as PACE™, stage-gate™, etc., and more.

CRITICAL CHAIN — The paybacks of using CCPM in a multi-project environment are known to be quick and significant; even so, cultural issues often get in the way. How do you get the most impact and organizational buy-in? Are there tools and approaches that make adoption easier? What other "insider" tips can you use to optimize resources and overcome constraints?



Wednesday Morning, October 22
Breakfast Roundtables

These sessions, like Tuesday afternoon's Roundtable Discussions, are interactive, peer-based, and expertly facilitated. The difference is the Breakfast Roundtables will be on implementation and management, regardless of the methodology (six sigma, lean, etc.) in use.

Topics include: MANAGING RISK AT THE FRONT END • GETTING NEW INITIATIVES UP & RUNNING FAST • PROJECT RECOVERY • USING METRICS EFFECTIVELY • CREATING FAST, COMMITTED TEAMS.

The experts leading these discussions — each of whom has extensive project management and NPD knowledge and experience, and can tailor the discussions based on your input — are:

Bill Duncan, *principal of Project Management Partners and primary author of the 1994 and 1996 versions of* A Guide to the Project Management Body of Knowledge *(PMBOK®)*

Cinda Voegtli, *president of ProjectConnections.com and past president of the IEEE Engineering Management Society*

Hans Thamhain, *professor of management, Project Management and MOT Programs, Bentley College*

Adam Josephs, *partner, Celerity Consulting Group LLC*

Wayne Mackey, *principal, Product Development Consulting, Inc.*

The objectives of these sessions are, again, to introduce you to colleagues wrestling with similar issues and to get you practical, applicable answers to your specific questions.

NOTE: Each roundtable is limited in size, first-come, first-served. (Registrants will be sent a sign-up sheet in advance.)

CONFERENCE PLANNING COMMITTEE

Curt Raschke, *Board Member and Past Chair of the NPD SIG; and Senior Member, Technical Staff, Texas Instruments*

Jacquelin Cooper, *Executive Director, Management Roundtable*

Alex Walton, *NPD SIG Chair*

Alex Cooper, *President, Management Roundtable*

THE DISTINGUISHED FACULTY

Jim Highsmith, *Director, Agile Project Management Practice, and Fellow, Business Technology Council at Cutter Consortium*

J. Kent Harmon, *Director of Product Development, Bullard Companies*

Rusty Patterson, *Vice President of Customer & Supply Chain Institute, Raytheon*

Ken Delcol, *Director, Product Development, MDS Sciex; Past Chair, NPD SIG*

Pat Baird, *Project Manager, Baxter Healthcare*

Michelle Keyzer, *Project Manager (Software), Baxter Healthcare*

Kevin Dabb, *Director, Program Management, Iomega Corporation*

Rich Penman, *Director, Program Management, Iomega Corporation*

Jay Burris, *Product Manager, Halliburton Energy Services*

Curt Raschke, *Senior Member, Technical Staff, Texas Instruments, Inc.*

Steven Ricks, *PMP, Manager of Project Management, Research and Development Group, Electronic Theatre Controls, Inc.*

Kimberly A. Johnson, *Product Development Manager, Medtronic;Past Chair, NPD SIG*

Brad Fevold, *Research and Development, Marvin Windows and Doors*

Brian Shaw, *Senior Engineering Manager, Baker Oil Tools Safety Systems*

Sterling Mortensen, *R&D Section Manager, HP LaserJet Lab*

Bret Dodd, *R&D Section Manager, HP LaserJet Lab*

Tracy Allen, *IT Project Leader, Texas Instruments*

William R. Duncan, *Principal, Project Management Partners*

Michael N. Kennedy, *author of* Product Development for the Lean Enterprise

Gene Kania, *Management Consultant, More Capacity*

Greg Githens, *PMP, NPDP, Catalyst Management Consulting; Founder and Past Chair, NPD SIG*

Cinda Voegtli, *President, Emprend Inc./ ProjectConnections.com, and Past President, IEEE Engineering Management Society*

Collin Reeves, *Supplier Technical Consultant, Raytheon*

Bill Russell, *advisor, Raytheon*

Hans Thamhain, *PMP, PhD, Professor of Management, Bentley College*

Wayne Mackey, *Principal, Product Development Consulting*

Adam Josephs, *Partner, Celerity Consulting*

Marc Waco, *Principal, Pittiglio Rabin Todd & McGrath (PRTM)*

ABOUT THE MANAGEMENT ROUNDTABLE (MRT)

The Management Roundtable is the leading knowledge and networking resource for product developers. Practitioner-oriented and unbiased, our focus is on providing actionable information about new innovations, processes, tools, and technologies that enable faster time-to-market, increased profitability, and overall competitive advantage.

Founded in 1980, Management Roundtable publishes the PEER-award-winning *Product Development Best Practices Report*, offers an online database of PD Best Practices, hosts a variety of specialized conferences and workshops, and conducts customized research, onsite training and expert referrals.

SUPPORTING ORGANIZATIONS

THE PROJECT MANAGEMENT INSTITUTE NPD SIG

Good management of new product development projects and programs is vitally important to the success of organizations. **The Project Management Institute** (PMI®) **New Product Development Specific Interest Group** (NPD SIG) is where professionals in the field can network to share information, experience and collaborate to extend the state-of-the-art of new product development. NPD SIG's mission is to:

1) Provide a forum for advancing the state of the art of project management applied to NPD.
2) Communicate and share current issues.
3) Improve professionalism.
4) Network for common benefit.

The NPD SIG focuses in the project management aspects of development and introduction of new products, processes, and services in all industries and application areas. Our members come from industries like high-tech, e-business, financial services, electronics, government, information technology, telecommunications, construction, basic manufacturing, services, and the like. We have members from all parts of the globe.

Candidates for PMI® recertification will qualify for PDUs by participating in this conference. For more information, visit www.pmirep.org.

Product Development and Management Association (Dallas/Ft. Worth Chapter)
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American Society for the Advancement of Project Management
"Advancing the practice of project management"
www.asapm.org

ABOUT THE CONFERENCE VENUE

Fort Worth— Fun and practical for our NPD "Round-Up"

Though chosen as the conference venue for practical reasons—easy airport access, reasonable cost—Fort Worth is highly recommended as a fun place to visit.

Living in the shadow of its wild history as a rip-roaring cowboy town, a place of gunfights and cattle drives, its cultural establishment is actually superior to Dallas's and it has seen a downtown rebirth in recent years. (In Fort Worth that fellow in the faded jeans and cowboy hat could well be the president of the bank.) The conference hotel is in Sundance Square. The billionaire Bass brothers of Fort Worth are to be thanked for what may be the most eye-pleasing juxtaposition of scale: rather than tear down several blocks of brick buildings to accommodate the twin towers of their giant City Center development, they created this square by restoring the area as a center of tall-windowed restaurants, shops, and nightclubs.

Nearby is the Stockyards National Historic District. The boomtown of cattle-drive days, this district has saddle and boot makers, saloons and cafes, souvenir shops and hotels, a rodeo arena, a vintage train station, and antiques shops along wooden sidewalks and brick streets.

The stockyard district also has the world's biggest Honky Tonk (Billy Bob's Texas) for saloon connoisseurs and the arts district has four world class museums for art connoisseurs.

Sundance Square, Fort Worth, TX

REGISTRATION INFORMATION

DATES / TIMES:

The **conference** will be held **October 21-22, 2003**. Registration and continental breakfast begin at 7:00 am on Tuesday, October 21. Sessions begin at 8:30 am on Tuesday and conclude at 3:00 pm on Wednesday, October 22. **Optional pre-conference workshops** are offered on **Monday, October 20** from 8:30-12:00 and 1:00-4:30; registration and continental breakfast begin at 7:30 am.

LOCATION & HOTEL ACCOMMODATIONS:

The conference will be held at the **Renaissance Worthington Hotel Fort Worth**, 200 Main Street, Fort Worth, TX, 76102, USA; Phone: 1-817-870-1000; Fax: 1-817-338-9176 **Reservations** (from U.S. and Canada): **1-800-468-3571.** Please call directly for room reservations, and mention *Management Roundtable* or *NPD Project Innovation* to receive the special conference rate (through Sept. 26, 3003, on a space available basis).

CONFERENCE FEE:

$1595/person, ($1445/per person for **Management Roundtable, NPD SIG, and other supporting organization members.)** Fee includes program and reference materials, luncheons, networking reception, continental breakfasts, and refreshment breaks. **Pre-Conference Workshop Fee:** $495 each with conference ($695 as a standalone).

EARLY BIRD OFFER:

Save $150 on the conference fee through August 30.

GROUP DISCOUNTS:

Groups of 3 or more may deduct $100 per person. Groups of 6-10 may deduct 15% from the total, groups of 11 or more may deduct 20%.

NO-RISK GUARANTEE:

Your satisfaction is 100% guaranteed—money-back or credit.

CANCELLATIONS / SUBSTITUTIONS:

You may send a substitute attendee in your place at any time with no penalty (please inform us in advance, if possible). Cancellations made within 5 business days are subject to a $200 administration fee or the full fee can be credited towards a future purchase. No-shows are liable for the full fee.

PMI® RE-CERTIFICATION:

17 PDUs for attending conference plus 2 workshops.

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AT&T Wireless
Baker Oil Tools
Bayer Diagnostics
Becton Dickinson Medical Systems
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REGISTRATION FORM

FOUR WAYS TO REGISTER:

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Fax to: **781/398-1889**

Internet: **info@roundtable.com or www.ManagementRoundtable.com**

Mail to: **Management Roundtable**
92 Crescent Street, Waltham MA 02453

Please accept the following registration(s):
(Please use photocopies for additional people)

☐ **Conference** (October 21–22)

☐ **Pre-Conference Workshops** (October 20)

MORNING (choose one):

☐ **A:** *Six Sigma Meets NPD Project Management*

☐ **B:** *Techniques for Agile Product Development*

AFTERNOON (choose one):

☐ **C:** *Critical Chain—Real Benefits in 60 Days*

☐ **D:** *Lean NPD—The Toyota Method*

☐ YES, Please send me the *NPD Project & Program Leaders Compendium* for $49. Payment enclosed.

TOTAL FEE $_____ *(see page 15 for pricing)*

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Become more agile, know what steps to take

Manage risk and uncertainty, make timely decisions

Allocate, track and leverage constrained resources

Ensure clear communication and organizational buy-in

Align and motivate partners, suppliers and customers to achieve business objectives

Decide which process to use when; combine and adapt techniques

Move forward with innovative processes to create innovative new products

THE FIRST INTERNATIONAL CONFERENCE ON

NPD PROJECT INNOVATION '03

Fort Worth, TX / October 20-22, 2003

Cutting-edge techniques to tackle the chaos, risk, and complexity of NPD projects and programs—to generate new revenue and growth

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