Dale Richards, PMP, MBA

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Speaker Bio

Dale Richards is the Founder and CEO of AppCreative, an AI engineering and software consulting studio based in Lehi, Utah. AppCreative provides on-demand AI engineers, DevOps specialists, and software consultants to help enterprises accelerate intelligent product development and digital transformation. Dale is passionate about building innovative technology and inspiring others to do the same. He shares insights on AI, software creation, and modern engineering practices on his YouTube channel and at international conferences. He was the closing keynote speaker for the International Project Management Conference in Moscow, Russia, in December 2019. Dale holds an MBA from the James Madison University College of Business and a BA in Russian Language and Literature from Brigham Young University.

Speaking Topics

Managing Complexity in Software Development.
Learning Objective: Attendees will learn to discern between complicated vs complex systems and how it affects our software development management practices.
With increasingly unpredictable market conditions and geopolitical instability, technology priorities can change at any moment. Software leaders must understand complexity and how to respond to it. In this session, we'll distinguish between simple, complicated, and complex systems (and chaos!) and how they demand different management and leadership approaches. We'll cover the Cynefin Framework by David Snowden and give attendees real tools to recognize which universe they're in and how to respond to it.

Cross Cultural Teamwork
Learning Objective: Software leaders and project managers will learn to consider cultural values that differ between countries and learn to identify how those values affect remote team effectiveness.
With the pandemic and dynamic market conditions, companies are less concerned with where people work and more interested in leveraging offshore opportunities. In fact, 41% of organizations have plans to shift software budgets to outsourced solutions. But when working with teams in other countries, cultural differences can have a significant impact on teamwork and collaboration. In this session, we'll cover five

cultural values commonly used to measure cross-cultural differences and share learnings from our case study of working with developers from Eastern Europe.

What is DevOps? Does my business need it? How does it affect project management?

Learning Objective: Project Managers and Leaders will learn the basics of Continuous Delivery and DevOps implications for project management, governance, organizational hierarchy, and systems architecture.

DevOps is the coming together of Development and IT Operations to build, evolve and operate "rapidly changing resilient systems at scale." And it has HUGE implications not only for your organization, but also for your job as a project manager. Huge as in … you could not have a job. But good news! There's still a place for project management in a DevOps world. Come learn about the fundamental cultural shifts needed for DevOps and find out how project management needs to evolve as DevOps gains footing.

Building Your MVP: Working in Small Teams to Bring Products to Market Quickly

Learning Objective: Entrepreneurs and Engineers will learn to come together in small teams to bring working products to market quickly.

The MVP concept has taken the software industry by storm, yet understanding the term "Minimum Viable Product" seems elusive. How do you know if your product concept is truly viable? How can you keep your features to a minimum to avoid unnecessary cost? In this session, we outline how Swattage uses simple design and development processes to create marketable products, and how entrepreneurs can create quality software with the smallest of teams. We'll share our experiences, successes and failures so you can learn from our mistakes and bring better products to market more quickly.

Getting the Business to Buy In: Measuring the Supply and Demand of Project Management

Learning Objective: Project and PMO leaders will learn to gather data on stakeholder value perceptions, create a "value heat map", and measure progress integrating practices into the business culture.

Despite the intense application of PMO in recent decades, businesses are having second thoughts. With 50% of PMOs failing within 3 years, PMO leaders face intense challenges to not only deliver projects, but to provide leadership and manage perceived value of project management services across the business. In this session, we focus on the innovative "PMO Value Perception Topography," a heat-map like view not only into the standardization and implementation of project management practices, but in the business environment's readiness to receive those practices.

Managing Project Politics - Mastering Stakeholders and Their Agendas

Learning Objective: Project managers will learn to systematically analyze and manage the agendas and influence of project stakeholders.

Projects bring change, and with oncoming change, people choose to support, observe, or fight that change. Managing projects therefore becomes not only a challenge in technical project management, e.g. managing scope, schedule, budget, etc. Project managers find themselves facing a myriad of challenges in "socio-political complexity," or what we call "politics." In this session, we focus on how project managers can take their stakeholder analysis a step further to not only understand the political agendas of their project stakeholders, but to identify opportunities in relationships between them. Once the political

landscape is understood, we then focus on building a communication strategy to clear political roadblocks so projects can move forward.

Emotional Intelligence for Project Managers

Learning Objective: Project managers will learn how to assess their own weaknesses and strengths in emotional intelligence and chart a course for self-development.

With mounting corporate and interpersonal pressure, project managers can often find themselves in high-stakes situations that require strong emotional intelligence. But what if you're the project manager who might buckle under the emotional stress? It's not enough to simply be told that we need high EQ. We need to know how to develop it. In this session, we focus on how project managers can get quantifiable feedback on their emotional intelligence without the discomfort of asking project stakeholders for feedback. We'll look at ways to interpret scores, prioritize weak areas, and set goals to shore them up.

Political Landscape Management for PMO Leaders

Learning Objective: PMO leaders will learn to systematically analyze and manage the agendas of business leaders, be they for or against the PMO, and better integrate PMO standards into the practices and culture of the business.

PMO is one management mechanism out of many, the application of which depends on whether the executive team has had positive experiences with PMO in the past. Often, the selection of another mechanism in lieu of PMO can happen as quickly as a new executive joins the C-Suite. How can PMO leaders work within the political landscape and agendas of changing executive teams? In this session, we focus on how the PMO leader can quantifiably and systematically understand the agendas of key stakeholders relative to the existence, survival, and championing of the PMO. We'll review how PMO leaders can not only discover and be sensitive to agendas, but also how she can leverage the relationships between stakeholders to win executive confidence to ensure the PMO can meet its charter to deliver value.

Careers in Project Management

Learning Objective: Students will learn how to enter the project management profession, hear about potential pay increases for project manager roles, and discover opportunities for those that choose to stay on the PM career path or move into a functional leadership role.

Students study subject matter in various disciplines that naturally feed into projectized industries, e.g. chemical engineering, computer science, construction, etc. However, they may have little awareness of how these disciplines are managed to deliver value and aligned with business strategy. In this session, we focus on the project management career path, salary differentials for PM roles, how the projects are aligned to the business via portfolio management and other means, how student-job-seekers can identify the "project culture" of their target employer, and tailor their resume to match their target's project management style.

Leadership Presence for Project Management

Learning Objective: Project managers will learn to focus their verbal and non-verbal communication to create leadership presence, improving the stakeholders' perceptions of project managers as true leaders, not glorified administrators.

Often, project managers face perceptions from stakeholders that their role is one of note-taking and basic administration. The project managers are not perceived as leaders. In this session, help project managers become engaging leaders that stakeholders want to follow. We look at what project managers are doing to reinforce negative perceptions. We discuss commanding the room, speech prosody and speed, painting the vision through messages that resonate, disagreeing respectfully, and finding a leadership presence role model.

Project Portfolio Management (PPM) Methods - Comparing Methods and Tools

Learning Objectives: Project, Portfolio, and PMO leaders will learn the differences in PPM methods and consider which elements best suit their business needs.

Project Portfolio Management is still a relatively young discipline. Not only is it practiced differently from organization to organization, but it is defined differently by the major consulting firms who promote its benefits. If PPM is defined differently, then different definitions must yield different benefits. In this session, we focus on PPM as defined by Deloitte, KPMG, Avanade, PM Solutions, and Swattage. We also look at how different PPM tools best support these different PPM styles. We discuss the benefits of PPM to the CFO and COO and address how to begin implementing PPM in a greenfield business context.

Qualifications

- Founder and CEO, AppCreative. Saratoga Springs, UT, USA
- MBA, James Madison University College of Business, Beta Gamma Sigma Inductee.
- Certified Project Management Professional (PMP) since 2009 through the Project Management Institute.
- Former Senior Project Manager, Rosetta Stone, Ltd. Arlington, VA, USA.
- Practitioner and consultant in project management, program management, portfolio management, and PMO.

Publications

- Forbes. [How Project Management Can Make or Break Your Business.](#) Feature by David K. Williams. Published January 31, 2019.
- LinkedIn. [So you want to build an app? Here's what you need to know.](#) Published January 23, 2019.
- LinkedIn. [Getting the most bang for your project buck: Which projects are the right projects?](#) Published November 13, 2018.
- LinkedIn. [Preparing People for Change.](#) Published November 7, 2018.
- LinkedIn. [Nurturing the DevOps Cultural Change](#). Published November 1, 2018.
- LinkedIn. [Recruiting Project Managers? Here are some dos and don'ts](#). Published August 28, 2018.
- LinkedIn. [Product Review - BEynd. Project Management Tool for Customer Onboarding.](#) Published April 23, 2018.
- LinkedIn. [Managing Massive Change](#). Published November 17, 2017.

Speaking / Presentations / Videos

- International Project Conference 2020: Project Roadmap, Moscow, Russia. December 4, 2019.
- Ufa Dev Con. How to create an MVP. November 30, 2019 (Russian).
- PMI Northern Utah. Managing Project Politics: Political Landscape Management for Project Managers. November 21, 2019.
- PMI Orange County. Rolling Out Project Management to a Receptive Audience. September 28, 2019.
- PMI Austin. What is DevOps? Does my business need it? How does it affect project management?. September 24, 2019.
- PMI Austin. Getting the Business to Buy In: Measuring the Supply and Demand of Project Management. September 24, 2019.
- Neumont College of Computer Science, TechTalk Speaker. The Other Side of Graduation: Careers in Project Management. May 2, 2018.
- 1MillionCups, Entrepreneur Speaker. Circuit - the Sponsor-Centered Project Portfolio Management Tool. March 28, 2018.
- BYU Kennedy Center for International Studies, Guest Lecturer. Creating the Language Career You Want. November 28, 2018.
- YouTube. Project Possible (Video Series on Project Management). How to Hold Vendors Accountable. Published April 25, 2018.
- YouTube. Project Surge (Video Series on Project Management). Project Simplified: A Short 30-minute Course in Project Management. Published September 11, 2018.
- YouTube. Project Surge (Video Series on Project Management). Getting Value Out of Your Projects? Benefits Realization Management for Beginners. Published February 15, 2018.
- YouTube. Project Surge (Video Series on Project Management). Selecting the right projects to grow your business. Published January 18, 2018.
- YouTube. Project Surge (Video Series on Project Management). How can you create a winning strategy for your business? Published November 7, 2017.
- YouTube. What is DevOps and does my business need it? Published July 5, 2017.
- YouTube. Strategic Recruitment for a Strong PMO, with Lindsay Scott. Published November 15, 2016.
- YouTube. The London PMO Conference - Agile PMO, Socio-Political Complexity Published August 23, 2016.

Social Media

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