I'm director of career services and I will be your moderator today.
I'm pleased to have faculty and administrators from Walden.
They are teaching faculty and Dr. Simmons is a teacher in master for program management.
Also joining me is doing our technical evaluation today.
So I’d like to introduce you to our career services
center team.
There are five of us.
We're all full-time and we're all in Minneapolis, Minnesota, and we all work at headquarters.
I'm at the right on the screen.
Our technical moderator today, on the bottom left.
So our mission is to help you proactively manage your career.
So whatever the stage of your program, if you're looking at career options for your degree or you want help, we're here to support you.
So we hope that you'll take advantage of our services and resources, and we're pleased to have a strong turnout today.
So with that, we're going to read our first poll.

>> Thank you.
So as we know, Walden is a global community and it's growing all the time.
We're interested in finding out where our audience is coming from.
You'll see a question on your screen.
And if you could take a moment to identify what region in the world you are joining us from, would that be North America, Europe, South America, the Caribbean, the Middle East?
We'll give everyone a moment to respond.
It's very exciting to see where people are joining us from.
We actually have almost every region responding.
Great.
So I'll give everyone a second more.
And now, I'm about to close the poll so we can see the results.
So it looks like, of course, the majority -- 80% from North America, but that leaves another 20% from the Middle East -- divided in the Middle East, Africa, and Europe.
And again, feel free to pose any of your questions as we move along toward the webinar.
So thank you again.

>> Okay.
And we're moving along.

>> So next, I'm going to introduce our esteemed
faculty presenters, who is a lead instructor here at Walden.
Dr. Darnell holds a doctorate in project management. He's a certified professional in project management. He has 15 years of project management experience in large complex projects including projects in the United States, Canada, Ireland, India, Mexico, and Chile. He's written books on project management. So doctor, welcome, can you tell us what led you to pursue a career in project management?

>> Thank you.
Yeah.
How did I get into project management?
I started out with a degree in social work with the goal of saving the world. So after I achieved that goal, I was looking for a career change. I was looking and I did the old fashioned thing where I went to college and sat in a classroom where I got my degree in project management. While I was in the classroom, I went to visit the best company in the world of project management. And while I was visiting the company, I developed some relationships. And with my degree in hand, I went back and asked for a job. Now, I had to convince them to give me the job because I had no engineering or construction experience. And they took me in as a trainee and project management and began a career that lasted 15 years with a company. Eventually, I managed the number of projects you heard about earlier. The fact I was not an emergency was an advantage. I had no construction knowledge, but I had people skills that I developed during my time as a social worker in running the children's home. And in the business, I found that engineers had a disadvantage often in working with clients, managing teams, et cetera. So one of the lessons I learned that I hoped to pass
on you is never underestimate the importance of your people skills.
Project failure rarely depends on technical failures, but it's the people skills that you develop in addition to your project management skills that enable you to have a good career.
Now, Jeanne, you're going to talk about project management?

>> Yeah.
Not a problem.
A little bit later in the presentation, I'll talk about project managers.
And I want to let you know that I am -- or was one of them.
I was practicing law and then went to work for a legal publishing company.

This will really date me now, but at that point, we were just starring the development of desktop software to assist lawyers in doing their legal research and prepare pleadings, et cetera. And because I had practiced law, I was in the R and D develop helping, trying to design user interfaces. It's interesting, he mentioned going without engineering experience. And in my field, the lawyers didn't know about me, but because I had written code, the developers weren't sure I belonged their anywhere.
Anyway, it was very clear, after shipping a few disasters, that we needed a more robust environment. So I headed up that unit.
As a functional manager, the way I got into project management was really accidental. I would sit in these meetings and try to get out of the development teams when we could start testing the product in our test labs that simulated law offices environment.
So I would listen and you would always tell me don't worry, it will be fine. And I'm thinking, yeah, we'll see.
It turns out they couldn't produce on a schedule. So I started making a note of when I could expect the code so I can do typical kinds of staff planning, research planning.
And then I would distribute that to make sure I understood. That was the start, the simple little spreadsheet with the deliverables and the dates. When we started looking at that, we discovered that we really didn't have robust project management projects on the software development side for our teams. So then I was asked to head up an effort that would create an office and develop talent internally and then hire experienced project managers to supplement what we can do internally.

Now, this worked out well for me when she was doing a spreadsheet for her own group. This was for me.

Now -- I know I'm dating myself -- that's in 1997. I thought I'd better figure out what the rest of the world was doing in this regard.

It was refreshing in a way when I went to my first PMI conference, I remember hearing from my colleagues that they were all experiencing the same problem in terms of getting products done on time, pleasing customers, keeping their teams together.

And you'll hear, as we go through this webinar, a very strong focus on technical skills but also soft skills, people skills. Because that's -- that's what project leadership and teams are all about.

So that was my experience and from that point on I have not looked back. So just one opportunity after another after another, all related to project and program and portfolio management.

>> Thank you.
You've gone on to have a great career as well in U.S., Canada, Russia, and Poland. The careers you both have built.
Thank you.
I'm going to turn it back to go over our objectives.

>> We have four primary objectives of what we're trying to achieve in this webinar. The first is to go over the qualifications that you
need to be a project management.
there's no single path to project management.
We're going to identify transferable skills and experiences.
This is what you already have.
People say, woah, I don't have enough experience,
but you'll be surprised of what's transferable to project management.
How do you apply for a job and how you might approve those?
And expand your professional network.
This is critical for you to think about how you get jobs.
One of the things that -- as I look, it surprises.
I applied for very few jobs.
Most of the jobs that I had over a 40-year career,
somebody said to me and said I have a position
I think you might be interested in.
That's because of a brand or because of a reputation
that you build and to have people that connect with you and know about that reputation.
That's going to be important as your career development and where you go from there.
Okay.
So let's talk about what are the knowledge, skills, and projects.
There must be basic knowledge, skill, and processes.
This is true of all projects in no matter what industry you're in.

You've got to also have an understanding of the industry.
And as I was talking about, for me, it was the construction industry and how I had to learn that.
Other people come in with a strong background but without the management skills and knowledge.
There's a third component, even though I learned construction after ten years and I had a strong basic project management, I had to learn how to do projects in countries other than the United States.
I had to learn projects in specific industries outside the United States.
And those are project-specific skills and knowledge that you need to develop.
In looking at your career, one of the things you
need to look at are what are the basic skills and project management that I have or need to have. And then what are the skills I need to develop? So if we go on and start looking at what are those basic project management skills, you want to -- there we go.

You've got to develop an understanding of what the knowledge areas are and what you need to understand within those.

The project management body of knowledge, which is produced by PMI, divides these into ten knowledge areas and five process groups.

These are skills that are important, but they're not sufficient.

You also need to develop and demonstrate knowledge and skills appropriate for your industry as well as your ability to lead.

Leadership skills are critical to managing your projects.

This is the ability to listen, to communicate effectively, both written and orally, the ability to motivate your team, to work within a matrix environment, as well as to understand and use emotional intelligence.

And these are just some of the leadership skills you need to have as a project manager.

Now, let's talk about industry-specific methodologies.

Okay.

There we go.

There's a number of industries that rely heavily on project management, and I've listed a few up here. Some of them are pretty obvious like construction or the information technology, who are absolutely dependent on project management skills.

But you might not think about a motion picture or a pharmaceutical or a medical.

These are industry knowledge that people need to develop in order to effectively manage their projects.

When Boeing was building a new plant, I was hired to be the project manager in charge of training and getting people ready for a brand new plant that Boeing built.
And we had to train over 5,000 workers for the plan because it was a new plan. So the first thing I did was I went out and hired a trainee expert. Again, this was an industry where I had some knowledge and some understanding, but I wanted an expert in this field. The second person I hired was an Air Force Master Chair who understood airplane dynamics and maintenance and the language. I had somebody who understood training and who will that was done. I had somebody who understood the plane industry. And all of those were important to this particular project. Now, we were going to do another poll.

>> Yes, that's correct. So as we know, certification is a big part of the field of project management so we want to gauge where our audience is in the process. Which best describes your current project management certification status? Do you already hold the PMP certification? Are you working toward the PMP certification? Do you hold some other PM certification or credential? Or are you not currently considering a PM credential? Okay. We'll just give everyone a couple seconds more to answer. I want at least to get 80% of our audience voting. And it looks like we have quite a bit across the board but that the majority are working on it, so good to know. So I'm going to close the poll and share it. 40% not considering certification. A small percentage -- 2% actually hold the certification and 10% some other credential. So thank you for sharing, and that will be helpful to our presenters as well. So we're moving on to talking about the certification.
>> Well, we've had several people express interest in the exam. As many of you know, some organizations require the PMP, especially in the United States to be eligible for project management jobs. The designation attests that you have demonstrated through passing an exam that you have basic knowledge and understanding of project management and project management processes. If you do not have a college degree -- so I don't think I'm talking to a lot of people on the webinar -- then you need five years of project management experience and 35 hours of project management education, of formal training in project management. If you have a college degree, then you need three years of project management. Now, don't let that scare you. This includes a lot of activities that people do in the normal course of the job. For example, if you've been responsible for scheduling work or leading a team, many of these activities count towards the PMP exam. Just be sure that you document these activities and have someone attest to PMI that this was the kind of work that you were doing. In the courses, the each course is up to 45 contact hours that can lead toward your eligibility to take the exam. So Jeanne, you were going to talk to us about the accidental project manager?

>> Yes, absolutely, and other opportunities to gain some of that experience that you just referred to. As I indicated in my introduction, I'm a living example of an accidental project manager. I've had so many students come to me to say they want this as a career and I'm not sure how to go about it and how to get started. And I just want to reassure everyone on the webinar many -- I mean, if you entered the profession when I did, you had to be an accidental project manager because there was barely a role called project management at the time, much less than a profession or a career path. I want to help you understand that many of us got
started as an accidental project manager that did project management activities as part of a position that was not called project manager. In my own case as an example. I can also be an example of this profession aging well. That insight of people, you know, all of your experiences that you gain in working in a lot of different environments is very, very valuable for leading and managing projects. So let's take a look at some of those opportunities that might be available. For those of you that aren't currently in a project management position or a role but are interested in gaining some experience and perhaps it's because I've spent so much of my life's professional work doing projects and programs of one sort or another, but I do see opportunities everywhere. And I want to list opportunities that some of you haven't thought about. Some of you, in teaching, when we have students select a project, some of them freak out because they're not currently a project manager. But some of the most interesting projects I've seen develop over a course and relate to something that they're interested in personally. And so if you think about life being full of projects, you know, to do this, those are all small projects. But I wanted to mention a few that I've seen develop formally, submit it for credit, remodeling a home, a room in a home. One of the students was in the process of planning a wedding, and you should see the details of the wedding in terms of treating it as a project. That was one of the best planned weddings, and it went off without a hitch. Students get experience building a family garden. My niece and nephew are in the process of doing that. Planning it, planning it with the children, budgeting for it, identifying the resources that you're going to need, thinking about the risk, helping the children learn about their chores for doing it, or other church-related activities.
You can see that these projects are everywhere. And the great thing is that -- as long as someone can carry that you did this activity, all of this counts toward the experience you need to document to meet the PMP experience requirements.

So the next thing that we want to take a look at -- so projects are everywhere. A lot of us have opportunities within our profession to work on projects. Another opportunity that I didn't mention on the slide that I should and I wish I had, that is that, if you’re a PMI member or thinking about being a member, being a member all over the world, there are local chapters who are always looking for assistance at managing what the local chapter has. But I want to leave with everyone who's participating in the webinar a positive feeling about the current opportunities for project management and for project managers. The -- because work these days, you know, the global business environment is getting more complex and increasingly virtual. So you've got teams distributed across the world. The cost of poor project management -- as you can see from the slide, project success is not increasing. The cost of poor performance is increasing instead. As project managers, we have a opportunity to demonstrate how we can leverage project management success. And on this slide, it says reduce waste. And I want to share with you that you, in my experience, this waste looks like rework. In other words, if you haven't successfully planned the project because you jumped in and started doing the work without a plan developed and without truly understanding the requirements, by the time you finish, it might turn out that's not what they needed after all. And so you need to go back and throw away some of the work that you've done and redo the work. That's a very good example of waste and it contributes to the overall cost of the product, not to mention the dissatisfaction of the customer.
And this is the language that the business leader will understand.
So when you start talking about rework, then you can get the attention of the business side of the organization.
Now, how do you turn this opportunity in something that's more positive?
So if you can establish the repeatable processes that project success involves, then organizations can be more successful.
And so what we want to look at is how you communicate the value that project management can bring to the business managers and executives in an organization.
And that requires placing a high priority on creating a culture that recognizes the importance of project management.
Now, how do you do that?
You can see that, where the culture of project management is present and valued, that those organizations are more successful.
So what does this culture of project management look like?
To me, it would be -- if I went into an organization as I did for all -- many, many years, as an external consultant, and some executive that brought me in said we value project management here, what would I expect to see?
If I looked at project teams and sat in on meetings, I would expect to see that there was a repeatable framework that was built on those practices that were successful in that organization.
So it's up to us then, as project managers, to help the business leaders understand the value, the bottom line value that project management processes can have.
And the way we do that -- you don't just wake up one day and have everyone valuing project management, at least, that's not been my experience, what can we do as individual project managers.
Number one, we can be successful.
Number two, we can identify what we did on our team that allowed us to be successful.
We want to identify what those practices are.
So let's look at the next slide and see what it takes to be able to do that, to build on those successes. So effective project and program management requires -- and it was already mentioned -- a blending of technicals -- technical skills and soft skills. We need to understand those processes that we listed on an earlier slide. We need to have the technical skills that are required in order to manage the project. Very early in the evolution of the profession, we emphasized technical skills to the exclusions of soft skills, I might add. We were looking at software, Microsoft project software to develop complex network diagrams, critical paths, budgets based on value, and on and on okay.

And don't get me wrong, I'm not suggesting that that's not needed, but I am saying that that's not sufficient. As mentioned earlier, soft skills are not only necessary. Most of the time, especially in these large global complex virtual project teams, it's the failure to communicate and establish a shared understanding of what contributes to project failure. So at Walden, we emphasize the importance of the technical skills and the soft skills. So let's see what those skills look like and how we can use those to contribute to the value of a culture of project management. We -- you know, this P is important here. And I think it says in fewer words than I just used the importance of soft skills, and the P in project management is as much about people management as project management. What we want to try and do is develop our social skills. Nobody has all of the skills that are needed. So we all need to be working on complimenting the skills that we need to bring to the table with those that we can strengthen in order to be more effective, but I urge you to think about the
technical skills that are necessary and the people and the process skills that are equally necessary or perhaps in this complex business environment that many of us are functioning, even more important. The vast majority of the time, it's some kind of communication problem -- not understanding the need, not agreeing on what was going to be done, not agreeing on success factors, et cetera. So the good news, I guess if we go on and look at the potential career opportunities and growth, the good news is it's increasing, the maturity is improving, we have lots of opportunities across industries. So the future looks very promising for -- for all of us, particularly for those of you who are interested in growing your professional careers. And either doing project management full-time or just being able to be an effective project manager along with some of the other responsibilities you have in an organization. So I hope you're excited by the opportunities and the opportunity for growth. And now, Nicole will give you more specific advice.

>> Yes, thank you. I'm with Walden Career Services, and I'm just going to talk a little bit about our career resources in relation to marketing yourself on your résumé, building those connections that are so important via online and face to face with relevance, of course, in the field of project management. So the first thing is talking about our résumé resources that we have here in Career Services, and our speakers helped me with coming up with a list of key words. So inserting key words into your résumé and LinkedIn profile are very important no matter what search, what field you're in. We all have keywords for our different fields. So résumés are scanned for keywords. And also, when recruiters seek out individuals, it's important to have those keywords in your profile as well. Again, this will be recorded and archived on our
There will also be keywords for you to enter in your résumé for your to enter in. Again, our speakers helped me to come up with a really nice list of what they agree to be some of the top LinkedIn groups for project management to join along with the links. So we have PMI for career advancement, project management network, and Prince2, project and program management. So you want to definitely look into joining some of those groups. And at least in the beginning, be a fly on the wall and observe what's going on. It's fine to pose questions because you'll have people across the board, more advanced project managers and new people getting started in the field. And then Jeanne helped come up with an awesome list of thought leaders to follow on Twitter. Jeanne is going to share thoughts on social media in general as far as the relevance to project management. Do you want to add any comments?

>> Yeah.
You know, I think for many of us I think our middle age or beyond some of this social media stuff is kind of difficult to deal with.

And while many of us might be on Facebook personally and LinkedIn professionally, I just wanted to make sure that you're aware of the potential for building out your network on Twitter. Now, on Twitter, you know, when Twitter first came out -- it continues to get a bad rap for people putting too much information all around, but it's really like the profession. It's really matured. So I just shared a few of the links that I follow on Twitter, and there's apps -- different apps to follow or you can do it on your laptop. So you can search on Twitter using these usernames is, in effect, what it is. Nicole mentioned, you know, just following --
the word that we use is lurking. See who's posting what or the PM links or some of the PM leaders or one of the better PMI's blog and just see who -- who is posting interesting thoughts or responses. And then you can slowly start to follow them and, you know, just hang out. Lurk is, like I say, the word that you typically use. You don't have to write anything or contribute anything. You just have to be able to identify some of the people who are maybe halfway around the world from you who are interested in the same things that you're interested in and making comments, identifying important resources, and you can always see if you want an interesting article, you know, that you're doing research in for your program, you know, see if the author has a presence on Twitter. In my experience, it's very easy to post something very quickly on Twitter, it's more current and more dynamic than some of the LinkedIn groups that I'm on. I encourage you to lurk around these professional organizations and people who's thinking -- I was going to say who thought -- whose thinking you find valuable and then the person-to-person networks, and then when you're working on that, you'll have an expanded network of folks that you can rely on, if you're looking for a job. We all know that very often our opportunities -- and this is true of me as well -- come from these kinds of connections. So don't let that go.

Spend a little bit of time each week building your career. And I'm sure the career services folks can -- can sermonize on this even more than I can. Throughout your career, I think it's important to stay current and stay connected.

>> That's exactly right. Thank you.
That's exactly what we preach over here.
Okay.
So online networking is great, but face to face networking is great.
Join a local chapter for your field, which, of course, in this case, is PMI.
Especially if you're in North America, you can go to PMI.
The websites will have a tab or a link to find out about local chapters.
You can do both, you can join face to face and go to local events and join the group online.
So they will offer local networking opportunities, which is really important for you.
Conferences and extensive volunteer opportunities, leadership opportunities, many offer mentorship programs.
So on the slide, finding a coach or someone to mentor you locally.
It's a great way to meet you, stay up on trends, and build your résumé and qualifications.
And so we also finely here put together some resources for gaining some experience, some particular websites, like indeed, PM volunteers, a link for contract work, full-time work, et cetera.
These will be available on our website, so no need to write them down.
So you can do searches there.
Now, go on to our Career Services website.
We have a wealth of resources on everything from doing an assessment all the way to interviewing and following up after the interview.
We have resources by program, but specifically, on this slide, I am pointing out the Résumés and CVs tab.
There's tips on how to tailor the document, the various sections of the résumé, and on the left is optimal résumé.
This is a system.
If you click on this, it takes you to this page which has five modules in it.
you as a student.
You can join for free.
There's 300 résumé samples and we have an extensive résumé section.
If you’re looking to update your own résumé and want
a new visually pleasing résumé, there's
already-formatted templates for you to use.
And now, we're going to open it up for questions.
It does look like we have a lot of questions coming
in.
And just give me a moment to open up my screen here.
Okay.
So one question would be if -- can you comment on
any type of student membership discounts for PMI?
Does that exist?

>> Yes, they do exist.
I don't know what the amount is.
It's relatively small, but there is a PMI student
fee.

>> Yeah.
And this is -- this is Kathy Simmons.
Yes, you can get a student discount simply by --
I think we give student ID cards or something that
demonstrates that you're at Walden student so you
can get a discount.

>> Perfect.
Thank you.
Okay.
I have another question of a student who says I have
managed programs and projects from 50 million and
200 million and I have 15 years experience.
So this person is interested in wanting to use this
toward the PMP certificate.
Do you want to answer that one?

>> Yeah.
I can take a crack at it.

>> Okay.

>> And correct me -- you know, doublecheck this,
but the -- the types of experience, in terms of --
in terms of leading teams, leading people, being
responsible, you know, as long as you can couch it
in those kinds of words and it sounds like the
person with all that experience would certainly not
have problems.
The one thing that I think you have to be careful
for is you can only count experience from the most
recent 10 years.
So -- (Inaudible.)
You should -- you should be well-set to -- you know,
to have enough credit to meet the experience
requirements.
You'll find that the forms for filling that out and
having it documented are available on the PMI.org
website.
If you're thinking about the exam, it pays to join
because the exam is more reduced than the cost of
the membership plus the exam for PMI members.
The other challenge that I know I had when I sat for
my credential was going back and finding the people
who could verify that I did that work.
I did a lot of it as a consultant and some companies
were not in business anymore.
So that would be the other caution that I would
have.
Take advantage of the fact that you can only count
ten years of experience.
And make sure that the people who supervised your
work are aware that you're making that application.

>> Sure.
Thank you.

>> Excellent.
Okay.
This question is actually posed for you.
Can you expand on becoming an external consultant or
freelance contractor as a project manager in terms
of building a career?

>> I probably can and would take up all the rest of
the time and then some.
One of the best things I did -- the experience
I described in the webinar in terms of the
accidental project manager and then growing into
creating a more formal project management support
office and managing that, I was at that
organization, that legal publishing company for almost a decade. I moved from that to a company that did consulting. So I was an account manager for a program planning professional.

In that capacity, I went out and examined situations where people were -- executives were calling in outside help and then trying to build the business plan, the proposal and get the work and then manage the project teams that we brought in in order to help them jumpstart their efforts at developing a project management set of processes and improving their maturity. That was extremely valuable because, you know, when you're working and humbling at the same time -- you know how work gets done, you know who knows things in the office and you're pretty comfortable in that kind of environment.

When you're an external consultant, one, you don't usually get called in when things are going well. Usually, they're in trouble and there are good reasons for why they're in trouble. And secondly, you need to be able to adjust. Understanding how the profession is practiced, understanding the organizational culture, which may be different in Germany than Mexico. So you really get a wide variety of experiences. You see the experience of understanding people and what makes them function. So I would say any opportunities that let you broaden your experience and, you know, get some experience under your belt going in where you don't know a whole lot of people. You know, it would be very, very valuable. And sometimes, you can do that as a contractor. So if you're working a smaller project, you can get that position.

It was a marvelous opportunity. Yeah.

>> Yeah.
Perfect.
Yeah.
And I would say in all fields, at least in the
career world, I'm sure that crosses over to project management as well. Is a certificate or degree -- I guess I should say certificate from PMI always necessary or it mainly gives one credibility? This person says they do a lot of projects in a medical center, so I'm assuming they do not have the certification and they're just wondering about that.

>> It's interesting because I've done two presentations at nurse's conferences recently on project managers. A huge request for information in that particular industry. If we're focusing just on credentials, I would not have gotten my job without my master's. Many jobs require a PMP or an equivalent to get in the mix of interviews, but those are usually industry-specific. The healthcare industry is very credential-oriented. So if they're looking for a project manager, it wouldn't surprise me that many of their jobs require that you have a credential for a job specifically labeled a project management job. But there's a large number of industries that do not require credentials. I think that's going to change over time.

>> Nicole, could I just add something quickly? For anyone interested in seeing what a variety of industries are requesting, even if you're not looking for a job, you can use the resources to look at positions that are posted and see how they're describing the project manager, program manager decisions that they're looking for and what kind of experience and credentials, you know, are currently being asked for. I do that periodically even though I'm not looking for any kind of additional work at this point just to see where the profession is going. PMI.org also has a career headquarters where companies can pay to post positions and, you know, across the various industries. And I believe that that is open to anyone.
I don't think you have to be a member in order to see the jobs that are posted. So that was gives folks on the webinar an idea of the credentials that are offered. I think the strongest combination is both, obviously, that the PMP credential is almost seen as entry-level and the master's degree shows commitment to studying the profession further.

>> Great.
So any resources that you all know of that are available for prepping for the PMP certification process and practice?

>> I'll take that.
This is Kathy Simmons.
I just actually, in the chat area, posted something that Walden does offer.
We, at one time, did actually have a full course to prepare for the PMP exam.
The challenge was really trying to keep it current, keep up with changes in the body of knowledge, et cetera.
We have a partnership with a company called Skillssoft and they have a series of modules as well as a practice exam for the PMP certification exam. And you can actually get a 30-day free trial. So if you're very close to taking the exam or you know that you're going to schedule it. You can sign up, get a 30-day free trial and go through the modules, and prepare for the exam. Beyond that, it's a fairly low cost. You can get a one-year subscription for, I think, $99, but it's a great resource if you want to prepare for the exam.

>> Great.
Thank you very much.
And with that, we will wrap it up.
I just want to share some Career Services resources. We highly -- speaking of LinkedIn, we highly encourage you join our Walden LinkedIn group that's just about to surpass 4,000 members.
We have students from all areas in there.
We post blog stories and events so you can stay in the know, and feel free to connect with us in any way that's appropriate or convenient for you. We have a YouTube channel where we post our webinars and share our success stories, Facebook, Twitter. We have a blog that we write up, we do book reviews, and success stories as well. And of course, our website. 
And one final quote before we wrap up. 
Of all the things I've done, the most vital is according those who work with me and aiming their efforts at a certain goal. That's Disney. 
And we want to thank our presenters for sharing their knowledge about the project management career and profession. 
We'd like to thank everyone for participating and thank our speakers. And the webinar will be archived within a week of the presentation and have a wonderful rest of the day. Thank you very much.

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