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"Finally, as I moved up in my organization and took larger projects and programs I again was in need of specialized knowledge in Project - Program Management and once again I distilled the choices down to those offered by the American Academy of Project Management (AAPM). The two certifications I was particularly interested in were the Master Project Manager and Certified in International Project Manager. ... when you are trying to obtain a specialized body of knowledge go with a recognized source. Look for the depth and breadth of the organization's resources and its sustainability, because as most of us - once you commit, there are yearly dues and continuing professional education requirements.

In my opinion AAPM is the premium Project - Program Management organization in the world".

This Month's Tip:

10 Remarkable Google Tricks
How to better leverage the power of an internet search

[See the list from Navitend](#)



WHAT IS MARKETING?

by George Mentz, JD, MBA, CWM®, MPM®, QFP

Marketing is based on the importance of customers to a business and has two important principles:

- ❶ All company policies and activities should be directed toward satisfying customer needs.
- ❷ Profitable sales volume is more important than maximum sales volume

To best use these principles, a small business should:

- Determine the needs of their customers through market research
- Analyze their competitive advantages to develop a market strategy
- Select specific markets to serve by target marketing
- Determine how to satisfy customer needs by identifying a market mix

Page 5 <http://aapm.info/mbahandbook.pdf>

AAPM® RECOMMENDED READ **PUT YOUR MINDSET TO WORK: The One Asset You Really Need to Win and Keep the Job You Love**

By Paul G. Stoltz, PhD, and James Reed

"Skills matter but skills can be the same among many candidates, not to mention they grow old quickly," the authors write. "But your mindset is what will set you apart. It equips you to thrive where others fail. Those with a superior mindset navigate the world with uncommon integrity, resilience, goodwill, tenacity, agility, openness, and perspective. And those traits matter more and more with each passing year, as the harsh realities of competing in a truly global job market reach even the most remote corners of our population and our planet, and as skill sets need to adjust to an ever-faster pace."

Paperback, 272pp. ISBN: 9781591844082

See highlights of Paul Stoltz's book on page 2 in our Careerbuilder section

STARTUP ENTREPRENEURS ARE CREATIVE BATTLE READY PROJECT MANAGERS

by Michele Guttenberger, MPM®

All revolutionary ideas that become part of today's dynamic startups can only come through the fruition of an entrepreneurial mind. But, it takes a strong passion and commitment of its visionary to get it from the idea stage to the marketplace. Therefore, to be successful in this mission the creator/inventor must have a keen project management aptitude to accommodate this passion. There are rival political forces at play that will shoot down your project as another falling star in the harsh competitive world. Only the entrepreneurial spirit can spin on a dime to pass these mine fields. So many commercial revolutionary endeavors are identified by their founders not by hired CEO's. It is rare for a CEO to develop the creative and ingenious mindset to see the full potential of an idea. In a Bloomberg interview, founder of PayPal - Elon Musk stated:

"I run both [electric car company] Tesla (TSLA) and SpaceX myself. It's a heavy workload, and I've never really wanted to run companies. Unfortunately, I came to the conclusion I was better than the CEOs we hired. If I'm not CEO, I can't make the inventions happen in the way they need to happen. Professional managers—MBA CEOs—are not very creative or adaptable, and their skills don't suit a startup."

This principle of direct project involvement from its principals is a mindset we can find with early inventors at the pinnacle of a radical concept. It is these revolutionary endeavors that need the strong hand of its founders during startups to face the onslaught of opposition.

In 1882 the world's first standardized central power system was conceived for the city of Brockton MA - a three wire underground electrical system. Thomas Edison's vision was "We will make electricity so cheap that only the rich will burn candles." Edison faced the red tape of local permits, battles with a coalition of insurance lobbyists and gas companies' intent to terminate his vision at Brockton. But, Edison won with his political sway in New York and the Pearl Street generating station – creative tactics only a founder can make.

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