Louder
Than
Ten

DIGITAL PM OPERATIONS APPRENTICESHIP

An 8-month comprehensive, tailored training program for running better projects, teams, and agencies.

louderthanten.com
hello@louderthanten.com
@louderthanten

Are you ready to design the future?

This industry, an industry which wields the tools of communication, technology, and creativity, has the power to spread ideas, change minds, and shift the perceptions of what is normal and what is radical.

But instead of painting a picture for the generations ahead of us, we get shackled by the pressures of financial insecurity, client influence, risk, and a fluctuating economy.

After decades of industry standards designed for another time and another economy, we have locked ourselves inside a pressure cooker. Go faster, be cheaper, work harder. Burn out.

What could our workplace look like if we were to transform it in a way that served our people and the planet in a healthier, more sustainable way?

As a leader of projects, you hold tremendous amounts of untapped power. You are the heart of this world-bending transformation.

We will train you how to wield it.

Our 8-month remote apprenticeship creates brave, strategic digital project managers and producers who get alignment, design better processes, and increase project value.

93%
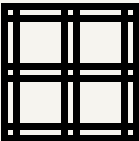of graduates generate their tuition back before they finish training

200+
digital agencies, departments, and product studios served

100%
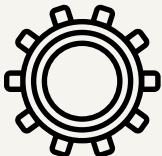designed for our industry, by our industry
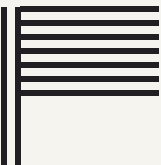
Louder Than Ten can help you:

Set meaningful boundaries and expectations with stakeholders

Improve relationships by building stronger alignment

Run more **profitable projects**

Design intelligent risk analysis that supports predictive planning, scoping, and scheduling

Smooth out revenue and cash flow with effective capacity planning

Deliver greater value through smart prioritization

A training format that actually delivers

Up to **8 people** per cohort

24 modules designed for digital

Access to **300+ resources**

Weekly **3-hour** remote training sessions

The Louder Than Ten **Slack community**

Weekly **labs & support**

26 sessions delivered over video conference

8-month course

125+ hours of training

Perfect for
Project Managers
Producers
Small-to-medium sized agencies
Design & Development Leads
Digital departments
Product teams

"We have always had trouble doing any better than a few pennies on the dollar. But this year our numbers are way up. We're averaging 30% profit on our projects (compared to break-even) after taking the Louder Than Ten program."

Garrett Winder
Founder of Good Work
Graduate of cohort LTT-012

"This is such an awesome course. I keep telling people about how great it is to have training that is so specific to the type of work I do every day. If I took a normal project management course, I would have to translate concepts and do extra work to understand how they apply to digital projects. All that work is done for me so I can just focus on making real changes quickly. It's so great!"

Laura Salter
Project Manager
Kick Point

Old-school meets new-school

Apprenticeship was the model of the past, and we've adapted it be the model of the future. Your people work with you while they learn with us.

If you want to create a true leader of projects, you're going to need more than a few videos or a soul-crushing boot camp.

Being a great project lead requires support and a steady flow of theory, practice, and application. It's how we build confidence and mastery.

Tailored to you

Our programs are designed for this industry and customized for your organization. Apprentices not only learn best practices, but also how to apply them.

Keep your people happy.

A love of learning is a commitment to continuous self-improvement and a commitment to your organization. Learners create evolving processes which means you retain a happier, healthier team.

It's your community

It's a lonely world out there for project leaders, and it can be difficult and down-right demoralizing to navigate tough projects and processes in isolation. Our community is critical for support, sharing ideas, and improving our workplaces.

Make a smarter investment

Investing in your existing people will cost you less than hiring and paying someone who comes with more experience. And it costs less than hiring the wrong person or losing a senior to boredom. Invest in people itching to refine their craft.

Build the talent pool

There are limited senior leaders available and it's difficult for juniors to get their foot in the door. When you train someone with complementary skills and different work experience, you end up with the best talent and increase the size of your pool.

Make diversity happen

Diversity isn't a checkmark. It's a commitment and it starts with action. Be a leader in the industry and don't just talk about it. Give different people power.

Digital PM Operations Apprenticeship

Upon completion, apprentices will have a comprehensive understanding of the core pieces of the digital project lifecycle. Their organizations will have an arsenal of refined templates, processes, and workshops they can implement immediately.

	Learning objectives	Outcomes
Module 1 **Intro to your apprenticeship** The format, outcomes, and expectations for training and a high-level description of the project management role and skillset.	• Function of goal setting • Setting up appropriate learning environment and PM foundations • Essential skills for immediate impact (writing/editing/listening/process review)	• Knowledge and skills assessment • Anticipated reading/professional development schedule (organized by apprentices)
Module 2 **You, your organization, and your team** Learn about your immediate role as a project coordinator while you're learning, become familiar with you and your organization's goals and processes, and contextualize roles on your team.	• Documenting key metrics at the organizational level • How to set personal and organizational goals and KPIs • The role of the project management coordinator	• Personal goals & KPIs • Documented organizational metrics and goals • A supportive ally within your org
Module 3 **Sales and project intake** The sales & vetting process for stakeholders and projects.	• Exploring the project vetting (and sales) cycle in client services • Evaluating client success and project fit • Identifying red flags in incoming projects	• Documenting your org's sales or vetting cycle • A work in progress 'client alignment matrix' for active clients in your org • Practice managing tough conversations during the sales process
Module 4 **Stakeholder onboarding and setup** How to transition a project from intake or sales to project start, onboard your stakeholders, and organize your team.	• Setting the pace and tone of projects • How to onboard internal and external stakeholders successfully • Project team roles and functions	• Stakeholder onboarding checklist • Initial welcome email to new project stakeholders

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

Program outline   7

	Learning objectives	Outcomes
Module 5 **People, roles, and personalities** How the PM role intersects with stakeholders and their quirks.	• Roles of internal and external stakeholders • Communication styles • Identification and management of team risk • The pillars of project management	• RACI matrix • Empathy map • Developing your project management persona • Simulation: scripts to deal with tough personalities
Module 6 **People skills and team building** How to champion your team and unpack limiting beliefs.	• How limiting beliefs impact your project management approach and how to challenge them • How to cultivate emotional intelligence and empathy for project stakeholders • How to prioritize and manage tough conversations	• Limiting beliefs workshop • A plan to handle tough conversations with stakeholders
Module 7 **Discovery, research & communication plans** How to lead an amazing kickoff, facilitate good research, and assemble a solid communication plan.	• How to sell a paid discovery • How to run a great project kickoff • The role and function of research and how to support it	• Discovery checklist • Completing a communication plan • Documenting project assumptions
Module 8 **Effortless collaboration** How to execute productive planning sessions, check-ins, retrospectives, and updates.	• The process of planning, facilitating and implementing useful meetings • How to foster healthy and meaningful retrospectives • How to make space and build in team check-ins	• Refinements to current meeting and retrospective processes • Scripts for handling difficult meeting participants

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

	Learning objectives	Outcomes
Module 9 **Project plans and other docs** A first-principles approach to lock down your scope and expectations.	• The function, format, and purpose of project plans • How lean documentation can support project scope • The role and application of Statement of Work documents	• Presentation of Tiny Bio project plan • Project plan refinements at your organization
Module 10 **Setting your prices** Different types of rates and prices, when to use them, and how to set them.	• How organizations make and spend money • How revenue and expenses cycles affect forecasting • How project leads can support smoother cash flow • How to set appropriate rates and budgets for internal and client-facing organizations	• Rate card calculations for your organization • Setting Eleven's target rates during simulation
Module 11 **Intro to project scoping** How to define, simplify, and control the requirements that make up your project.	• The importance and function of scope • How to scope projects using different approaches • How to avoid the pitfalls of scoping	• Scoping simulation • Choosing project plan format
Module 12 **The art of prioritization** How to laser focus your time, and prioritize projects and tasks.	• The true meaning of value for our stakeholder audiences • How to prioritize impact vs effort • How to prioritize importance vs urgency • The role and function of Minimum Valuable Products	• Setting a weekly team schedule • Prioritizing projects within your organization

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

	Learning objectives	Outcomes
Module 13 **Managing scope creep** Turn your best worst enemy into project gold.	• How to identify and classify various types of scope creep • How to triage and treat scope creep • How to turn scope creep into future phases and better stakeholder relationships	• Practical scripts for dealing with scope creep • Scope creep reduction plan for your organization
Module 14 **Waterfall methodology and the Lean approach** How dependencies and lean principles impact your project.	• Waterfall methodology: what it's for, when to use it, what to watch out for • Lean approach: what it's for, how to use it best, when to be less Lean • Common pitfalls of Waterfall and Lean and how to avoid them	• Evaluate and refine your organization's approach to projects
Module 15 **Agile, Kanban, and hybrid** How flexible planning and iterative development impact your project.	• Epics, user stories, sprints, and positioning in Agile • How and when to blend the best of Waterfall and Agile into Agifall • How to avoid common pitfalls in Agile, Agifall, and Kanban	• Refined user stories • Rewrite tasks for your organization's projects
Module 16 **Estimating projects** How to apply smart estimates and useful ranges in project management.	• The power of using top-down and bottom-up estimating techniques • How to hack time-based estimation • How to avoid the pitfalls of poor estimation	• Planning poker practice • Double-blind estimation practice • Estimate a past or upcoming project

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

	Learning objectives	Outcomes
Module 17 **Risks & red flags** The ins and outs of mitigating risk, recognizing red flags, and applying modifiers to your projects.	• Positive vs negative risk • Red flag assessment and treatment • How red flags impact project estimates	• Design non-negotiable red flag criteria for your organization • Create a risk assessment and mitigation strategy
Module 18 **Project scheduling** Intuitive schedules, time boxing, calendars, and deadlines.	• How Gantt charts, calendars, and milestones can drive a project forward or stall it out • How to use your scope and stakeholder needs to build in proper buffers and reviews • How time boxing can help you manage project profitability	• Build an intuitive project schedule for both Waterfall and Agile managed projects • Review current and future schedules
Module 19 **Resourcing and capacity management** How to plan for the right people, doing the right amount of work, at the right times.	• How to allocate, plan, and buffer resources, materials, and equipment for your projects • How to assess stakeholder and contractor availability and involvement • How to set up optimal capacity across multiple project teams	• Intuitive resourcing practice • Resourcing and capacity review of your own projects
Module 20 **Managing changes** Documenting feedback, requests, approvals, and guiding turnarounds.	• How to plan, pace, and respond to team and stakeholder feedback • How to automate and simplify the approval process • Useful ways to document and track feedback and approvals	• Checklists and guides for managing changes

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

	Learning objectives	Outcomes
Module 21 **Minding project metrics** The important project numbers, graphs, and data you need to monitor.	• How to monitor burn rates, resources, KPIs, and staff retention • How to stay on top of changes and outcomes • Ways to automate and simplify reviews and approvals	• Optimization of your organization's metrics and data systems • A useful system for monitoring metrics
Module 22 **Maintenance and future phases** The process and agreements required for long-term relationships.	• How to cultivate positive long term partnerships • How to set up a successful maintenance plan and future phases • How to build in proper testing and proper quality assurance	• Maintenance or future phase plan for Tiny Bio • Template for maintenance agreements
Module 23 **Future of PM** What's next for project leads and how to make the most of your learning.	• Areas of focus for future professional development • Review of major concepts • How to transition to a full project load • The growth path of project managers • How technology impacts project management's future	• Final reflective essay • Updated skills assessment • Updated KPIs and goals
Module 24 **Project plan presentations** Finesse your PM presentation skills and delivery.	• How to selectively present and share data • How to improve tone and delivery • How to anticipate audience needs	• Self and peer assessment • Final project plan assignment

Because we are committed to continuous improvement, we might adjust a few of our outcomes as we learn more about your needs along the way. Change is good.

Course structure

Weekly 3-hour remote video sessions with your trainer and classmates

(day and time dependent on cohort)

Weekly labs and Ask-Me-Anythings Wednesdays from 10:00am-11:00am PT

Required materials

Computer with webcam and a microphone

Broadband internet connection

(25Mbps+ recommended)

Google account

(used for some exercises and resources)

Prerequisites

You work at a digital marketing, design, or development agency or in a digital department.

Sponsors can provide up to an hour biweekly to support process improvement and application.

Apprentices learn in a quiet uninterrupted environment.

Graduation requirements

Attend at least 24 classes

Complete all assignments

Evaluation

Self-and-trainer assessment

Successful completion

Tuition

Paid on acceptance of application. Payment plans available.

$11,990

Certificate upon completion
Louder Than Ten Certified
Digital Project Lead

Rachel Gertz

Co-founder, Trainer, and Consultant

Sustainable teams start with incredible project leads

Rachel Gertz is Co-founder and Digital PM Trainer at Louder Than Ten. She trains apprentices in digital project management so they can work full time while learning to keep their companies happy, healthy, and ready for the future. Rachel loves to support the digital PM community and speak at events around the world that elevate the technology industry. She's the current director of the Vancouver Digital Project Managers group.

A little background

I am a trained teacher and have been teaching folks who manage digital projects in the US, Canada, and overseas through Louder Than Ten since 2014. I train digital project managers, account managers, producers, and team leads to hone their critical thinking and strategic approaches so they can support more profitable and healthy projects, while helping them define better communication and operational processes, resetting stakeholder expectations, and providing a framework for better estimating, scoping, and reporting workflows — project leads learn while they work.

Helping projects and people

I've been training project leads, freelancers, and companies while providing workshops in project management, process, and digital strategy since 2012. Before that, I was a remote and in-house digital PM and business developer for several boutique agencies in Canada and the US including our own studio since good old 2009. I've also been writing content since I had fingers and a spinal cord. Content strategy and UX anchors everything I do. I've also got a love for and appreciation for operations and financials — especially teaching apprentices how their organizations make and lose money so they can support its profitability and sustainability. I believe that project management is a skill as much as it is a role. Everyone benefits from learning the ropes.

Speaking and training

In addition to designing and running the apprenticeship, I also speak and do workshops at local and international events, I ran the Vancouver DPM meetup and DPM Slack group since 2013. My love of learning and unconventional approach is rooted in my English/Education degree, my passion for systems thinking and problem-based learning, and several years of program management experience working with both kids and adults in literacy, healthcare, and suicide prevention.

Recent speaking events
• DPM Summit, Memphis (Keynote)

• Ground Control, London

• Design & Content Conference, Vancouver

• Vancouver Design Week, Vancouver

• DPM Summit, Philadelphia

• DPM Summit, Austin

• Trade School, Vancouver

• Pecha Kucha, Calgary

Recent workshops
• Static to signal workshop, dotAll, Montreal

• Bridging the Gap Between Sales & Project Management, Kickass PM

• Words & pixels, Vancouver

• Soap! Krakow

• Giant Conference, Charleston

• Every Day DPM workshop, Vancouver

• DPM Summit, Philadelphia

Abby Fretz

Trainer and consultant

Adaptable processes for adaptable PMs

I teach digital project management to project leads and their digital teams. I work with folks to help them create a framework for adaptable processes that work for their teams, projects, and their own PM practices.

Training and teaching is in my blood

I'm a trainer at Louder Than Ten where I've been teaching and supporting keen apprentices who are learning the art and science of project management since 2018.

It started with maps: geospatial software design

My story begins in 2005 at a geospatial software design company where I dove head first into the world of Agile product management. In 2012, after five years of Agile practice, I was thrilled to run digital projects and teams while working at several Philadelphia-based digital agencies. My love of teaching grew as I began teaching and mentoring in the field with GirlDevelopIt, lecturing at several continuing education programs at local universities, leading workshops for professional meetup groups, and most recently, consulting for digital agencies. I'm in love with learning and excited that I get to be a lifelong student as well as a teacher.

Communities mean everything

When I joined Happy Cog in 2013, I continued to speak and publish my work. Happy Cog's involvement in the Digital PM Summit events (a first-of-its-kind conference series specifically for Digital PMs) introduced me to an increasingly active, international community of passionate DPMs. I'm dedicated to nurturing a community that supports one another, shares resources, and continues to revolutionize our respective industries.

I sure like bees

I'm also a 'beek'—short for beekeeper: keeping bees in the city has given me the opportunity to learn from some of the most incredible project managers and teams in nature. Beekeeping makes me a better observer and a more patient human, and I understand effective team systems a whole heck of a lot more after spending so much time with these amazing communities of insects. They've also given me a ton of great project analogies and bee puns to pollinate virtually any conversation.

Recent speaking events
• Manage Digital, Minneapolis

Recent workshops
• DPM Summit, Memphis

Louder
Than
Ten

Ready to transform your digital PM operations?

Email us at hello@louderthanten.com

Contact information

Louder Than Ten Industries Inc.
#2405, 128 W Cordova St.
Vancouver, BC V6B 0E6
Canada

p. +1 (844) 204-0004
e. hello@louderthanten.com
w. louderthanten.com

Office/Shipping address

Louder Than Ten Industries Inc.
#515, 119 W Pender St.
Vancouver, BC V6B 1S5
Canada