

PMI Mid-Mo Chapter News

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FROM THE OUTGOING PRESIDENT...

As I prepare to turn over the President's office to the very capable Ron Parker, it seems a good time to take inventory of how the Chapter has grown in the last four years. It was shortly before the big Y2K parties began that Charles Coldwell, who I had never met, approached me. Charles had noticed my business card, proudly imprinted with the letters PMP, and since he had also recently earned PMP credentials he wondered if I would like to help him start a local chapter of PMI. We both would need to continue our project management education to retain our certifications, and to attend PMI events we would have to drive to either Kansas City or St. Louis. I saw tremendous opportunity for growth in the practice of project management in the Mid-Missouri area, and thought this was a worthy place to invest some of my time. We recruited Tom Stokes, Frank Cox, Debbie Tedeschi and Patrice Manuel and set about the tasks to incorporate and charter the chapter. On March 20, 2000 we kicked off the first meeting of PMI Mid-Missouri Chapter with over 60 people in attendance.

Since that time we have sponsored 20 regular meetings with project management presentations, 5 workshops, including one PMP Preparation workshop, have published 20 newsletters for our members, and have published a web site for communicating Chapter information. There are currently 19 PMPs who are members of the PMI Mid-Missouri Chapter, and new members join regularly.

Continued on page 2

INSIDE THIS ISSUE

| | |
|---|--|
| 1 | From the Outgoing President |
| 1 | What to do with Those Dragons |
| 3 | Shift Good Intentions Into Commitments |
| 3 | In the News |

WHAT TO DO WITH THOSE DRAGONS??

"It will not do to leave a live dragon out of your plans if you live near one". JRR Tolkien, The Hobbit

When you know there is a "live dragon" in your project neighborhood but it would be damaging to name it as such, how do you plan for it? Here are a few examples of project "dragons".

- The project coordinator in your customer organization has a history of promising everything needed from her department such as requirements, proposal approvals and product acceptance testing but follows through with little.
- One of your project team members has the specialized skills needed for this project but is known to have personal issues that frequently take him away from work and reduce his productivity.
- Your project will use a latest and greatest new technology that your customer has heard reduces development time in half. In conflict with your customer's expectations, experience tells you that using new technology takes more time to complete the first projects than using familiar tools.

The path of least resistance may be to live in denial about the "dragon" in your project environment than to acknowledge it publicly and plan for it. Why *not* plan your project activities as they *should* be and let the "dragons" show themselves all on their own? After all, it's the team members' responsibility to meet their task due dates.

Experience tells you that circumstances such as these will have a negative impact on the progress of your project.

Continued on page 2

FROM THE OUTGOING PRESIDENT... (Con't from page 1)

These numbers are important in determining whether the local chapter is making a difference, but I also want to note my personal observations that the practice of project management in the Mid-Missouri area has matured. In my own organization, the Department of Health and Senior Services, Office of Information Systems, 14 project managers have completed a four-week State of Missouri project management training drawing heavily on PMI teachings. Not only that, but in the business units of the organization our customers are also providing formal training to their project managers. I know of seven from one bureau and four from another who are slated to attend training soon. More and more of the best project management practices are showing up in the day-to-day operations of the Department. There is now a widespread understanding of the language of project management. In my opinion we are doing better project management in this area. I hope having the PMI Mid-Missouri Chapter has contributed to that.

As I move into the Past President role I am confident the Chapter is in good hands with Ron Parker. Ron is a PMP, holds a Masters of Business Administration and works as Infrastructure Project Manager for Hewlett-Packard Company. He has over 25 years Information Technology experience, with 15 of those years being in project management roles. His current areas of responsibility include voice, data, satellite, wireless LAN and all other infrastructure for production and sales offices in the mid-west and Tennessee. He serves as team lead of voice and data for Mergers, Acquisitions and Divestitures in North America. An additional assignment is mentoring fellow team members towards obtaining PMP Certification. Ron has been active in PMI Mid-Missouri Chapter and has served on the Board of Directors as First Vice President for the past year. He will assume the President duties on January 1, 2004. Ron has already brought new ideas into the Chapter and has chaired the committee to write our own PMP Preparation course. Please give him the same great support you have shown me, and we will continue to have a great chapter.

Faye Zumwalt, MPA, PMP
Application Development Manager
Department of Health and Senior Services

WHAT TO DO WITH THOSE DRAGONS?? (Con't from page 1)

Regardless of the reasons for delays in deliverables, the delays reflect on the project and the project reflects on you as project manager. Yet planning for the specific circumstances could risk relationships by pointing the problems out to the executive sponsors of your project.

So...

Do you tell the truth and call the "dragon" a "dragon"?

Do you deny what your experience has shown you, hoping "maybe it will be different this time" and make the schedule a duration that won't be questioned?

Both of these approaches have consequences that are detrimental to the project and the project manager. An approach to use that keeps you honest about the threats to your schedule yet preserves important relationships in your project is to **manage towards the result you want versus pointing to the problem you're trying to avoid**. You can incorporate process steps or systems in your project plan that will manage the impact of the "dragon" without actually ever pointing him out.

Let's apply this approach to the three sample situations.

- In the case where the customer manager has not been responsive in the past, the goal is to keep the project on schedule. You could ask for agreement at the beginning of the project to set decision response due dates with a default decision if the response is not received when due. The arrangement could be incorporated throughout the project so that no individuals would be targeted.
- For the team member who is vital to the project success yet is absent frequently, the goal again is to keep your project on schedule. In this case you might incorporate a mid-week status check with each team member. If there has been time away from work, this would be the time to plan for overtime or the re-assignment of tasks to meet due dates.
- For the customer with expectations you're afraid you cannot meet, the goal is to not disappoint your customer. To bring awareness of the effort involved in using new technology, note in the plan the training and any additional preparation

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WHAT TO DO WITH THOSE DRAGONS?? (con't)

or set-up needed for it in detail. Try to break the project into small phases that will result in deliverables as soon and often as possible.

As it will not do to leave the “live dragon” out of your plan, you can use project management process strategies to protect your project from the “dragons” in your project neighborhood. Look to the results you want to plan for success.

How have you kept your project “dragons” out of sight? Let us hear from you. Send your success strategies to Laurie_Mills@mail.dor.state.mo.us and we'll share them in the chapter newsletter.

Shift Good Intentions Into Commitments

Most people are well intended. They want to please and often will go out of their way for you. But good intentions are insufficient for coordinating action on projects. The work of projects entails sequences of action. The completion of one task often releases work for other team members. An intention to perform work is insufficient for others to plan their work and to make commitments.

Listen for the intention. Shift it to a commitment.

- *Sure, I'll take care of that.*
Great! Can I expect it by tomorrow?
- *I'll fit it into my schedule.*
Let's look at what you might reschedule.
- *I'll look into that for you.*
Please stop by at 4:00 PM to let me know how it's going.
- *I'll try to get it done this week.*
Mary is waiting on that. Let her know Thursday if you still expect to complete it this week.
- *I can help.*
What would you like to do first?

This is not manipulation. Your teammates will thank you for helping others to be reliable. It sets everyone up for success. Trust grows when people perform reliably for one another. Now that's a payoff worth pursuing!

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In the News

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PMI Friday Facts and Leadership Links

- **PMI Global Congress 2003–North America a major success!** Even Hurricane Isabel was unable to dampen the enthusiasm surrounding this very successful congress, held 20–23 September, in Baltimore, Maryland, USA. More than 3,000 attendees from 44 countries enjoyed an opportunity to personalize their professional development experience by attending presentations within eight Areas of Focus spotlighting project management's emerging trends and time-tested best practices. Attendees also had the pleasure of discovering innovative ways to solve their project management challenges by browsing 154 booths of the very latest project management products and services presented by 97 exhibitors. The congress kicked off on Saturday, 20 September, with the 2003 PMI Awards Ceremony and Reception, an exciting and very colorful event that drew over 1,000 registered attendees. If you were unable to attend this remarkable congress this year, make plans now to attend one of three PMI Global Congresses in 2004. Stay tuned to www.pmi.org for more details. (gary.boylor@pmi.org)
- **PMI Bookstore Catalog 2004 debuts at PMI Global Congress 2003–North America!** The PMI Bookstore Catalog 2004 is your guide to the most informative and groundbreaking books in the project management profession. PMI is dedicated to advancing the project management profession by offering a complete library designed to ensure your success. The PMI Bookstore Catalog 2004, which members received with their October PMI publications, offers affordable member and non-member pricing, easy-to-use order forms and descriptive summaries to help you choose the publications best suited to your specific areas of expertise. We encourage you to refer to it often as an indispensable resource for pursuing your professional development goals. (danielle.moore@pmi.org) or (regina.Madonna@pmi.org)
- **Chapter transfers.** If you or any of your component's members have a need to transfer to another chapter because you have moved or relocated due to changes in employment or work locations, please contact chaptertransfer@pmi.org. (drewihlenfeld@pmi.org)
- **Earn Professional Development Units for newsletter submissions.** Many PMI Component organizations have been requesting confirmation that Project Management Professionals (PMP®) can receive Professional Development Units (PDUs) for submissions covering a project management topic published in a component newsletter. After a thorough review, PMI has approved these activities for credit based on the educational experience gained through the research devoted to composing these submissions. PMPs may claim credit for a published newsletter submission as a Self-Directed Learning (2sdl) PDU activity. To claim the PDUs, PMPs should identify the time spent in review of the educational resources used to prepare the submission. After publication in the newsletter, PMPs may submit a PDU category 2sdl claim earning one PDU for each hour spent conducting this research. This same method can be used to earn PDUs for submissions on a project management topic that are published in a corporate newsletter. More information on Self-Directed Learning PDUs can be found on page five of the Continuing Certification Requirements (CCR) Handbook. The handbook can be downloaded from PMI's Web site www.pmi.org or requested in printed form by contacting PMI's Customer Service Department at pmihq@pmi.org or +1-610-356-4600. Active PMI members may request materials directly from our Web site by selecting "Publications & Information Resources > Request Promotional Materials" on PMI's homepage. adam.potts@pmi.org
- **New resource available for project managers in the construction industry.** As practical as a hardhat and a shovel, the *Construction Extension to the PMBOK® Guide– 2000 Edition* delves into the specific needs of project practitioners in the construction arena, including financial, safety, environmental management and other areas specific to the industry. To rapidly meet the needs of the construction industry, this extension will only be available on CD-ROM in PDF file format, as it is considered provisional (not subject to an Exposure Draft or Beta Testing). An updated version is expected to be available in print format in 2005 upon the release of the *PMBOK® Guide– Third Edition* in 2004. Project Management Institute, September 2003, ISBN: 1930699409, CD-ROM, \$22.95 member, \$34.95 non-member (regular price). (danielle.moore@pmi.org)

In the News continued from page 4

- **The September 2003 issue of PM KnowledgeWire is now posted on the PMI Web site.** You can access this issue by going to www.pmi.org, clicking on Member Log On and then on Knowledge & Wisdom Center. This issue's feature article, "Project Management Market Research," and the "Deliverables" column both highlight sources of project management market research. The "IssuesLog" provides links to a sampling of project management Web pages from a number of state governments within the United States. This quarterly newsletter, always full of timely information and interesting links to make the project practitioner's job a little easier, is also posted in the Communications section of the Component Leadership Online Community. Log on with your PMI Member ID and password and check out this valuable member benefit. (marian.quinn@pmi.org)

NOVEMBER CHAPTER MEETING

November 13, 2003

Steve Peterson, Artemis International Solutions Corp.

Can Government Benefit from Portfolio Management?

Summit Lake Winery 5:00 p.m. to 7:15 p.m.
RSVP November 3, 2003

- **PMI enters into a cooperative relationship with the Automotive Industry Action Group (AIAG).**

Members of AIAG, a trade association for the automotive industry, are currently working with the Standards Department project team charged with developing an extension to the *PMBOK® Guide* for the automotive industry. AIAG has approximately 1,600 member companies who work together to resolve issues critical to the automotive industry. Members include DaimlerChrysler, Ford Motor Company and General Motors, as well as many vendors and suppliers to the industry. This relationship is important to PMI as it provides us an opportunity to work with a respected association in the automotive sector to help build knowledge and awareness of project management in this industry. The agreement provides for an exchange of publications, information and industry standards. PMI is also providing AIAG with access to the PMI® James R. Snyder Center for Project Management Knowledge and Wisdom so that their member organizations can readily access project management resources.

(Rebecca.moore@pmi.org)

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