

PMI Mid-Mo Chapter News

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New Year's Resolutions A Project Management Approach

How many of us make resolutions every year? You know, the intention to make successful changes in our lives at the beginning of the new year. And yet, somehow, all those good intentions wind up like so much crumpled wrapping paper in the corner of the Dumpster.

Here I am, a trained and experienced project manager. Applying good project management principles has helped organizations all over the world achieve really great things, even in the face of repeated failures (sounds familiar!). Why couldn't I put the principles and disciplines of project management toward meeting my formerly elusive New Year's Resolution Projects?

OK. A new resolution! For 2005, what would happen if I put PM tools toward getting on an exercise routine. Could I achieve success?

1. Make a compelling case. Why do I want or need to do this? What will happen if I don't?

Oh, this one's easy. Exercise helps everyone look better, feel better, and could even head off some serious problems down the road. If I don't get on this program, I'll have those problems waiting for me as I age. I can avoid Alzheimers, lose weight, and boost my energy!

2. Define what success looks like. Specifically, how will I know I've succeeded?

Continued on page 2

In the News

*Roundup Reprinted with Permission from
PMI Friday Facts and Leadership Links*

Be a 2005 Component Mentor Volunteer. Are you an excellent leader and communicator? Then you should know that PMI is currently accepting applications for the 2005 Component Mentor Volunteer role. As a Component Mentor Volunteer, your commitment will be to component operational excellence through communication, coaching and mentoring. An application is available on the [PMI home page](#) at About PMI/Volunteer Opportunities. (patricia.richardson@pmi.org)

Looking to advance your career?

Need to hire professionals in project management?

[PMI's Career Headquarters](#)
is your link to the best project management jobs and talent!



- **New Manager, PMI Standards.** Dottie Nichols has recently accepted the position of Manager, PMI Standards. Following a 21-year Air Force career serving in a variety of process and intelligence officer roles, she held several management positions for USAA in San Antonio, Texas, USA. The USAA positions focused on project management, customer relations and financial management.

Continued on page 2

INSIDE THIS ISSUE

1	New Year's Resolutions A Project Management Approach
1	In the News
5	PMI MID MO Chapter Activity
5	Upcoming Chapter Meetings

Most recently, with CIGNA Group Insurance, she held the position of Assistant Vice President Project Management. Across these roles, Nichols was directly involved with project manager development and certification, as well as directing project management offices and overseeing technology and process initiatives. She received a master's degree in systems management and holds a Project Management Professional (PMP®) credential. Nichols attended PMI Global Congress 2004–North America in Anaheim, California, USA, for two days and met a number of PMI staff at that time. Nichols officially joined PMI on Friday, 19 November 2004.

(steve.fahrenkrog@pmi.org)

- **PMI Components participate in the Institute's first-ever Government Forum.** On Tuesday, 16 November 2004, PMI held "Excellence in Execution: The Vital Role of Project Management for Successful Government Performance," in conjunction with The George Washington University (USA) and University of Maryland (USA). This event, held at The George Washington University, was attended by several PMI Components including the PMI Government SIG; PMI Aerospace & Defense SIG; PMI Washington, DC Chapter; PMI Baltimore, Maryland Chapter; PMI Montgomery County, Maryland Chapter; PMI Silver Spring Chapter; PMI Southern Maryland Chapter; and the PMI College of Performance Management.

The forum featured keynote speakers Lee Evey, who was the project manager for the Pentagon Renovation Project following the terrorist attacks of 11 September 2001, and James McCullough of Defense Acquisition University (DAU). The program also included a panel discussion on "Training and Employing Project Management Practitioners for the Future," led by Emory Miller of Robbins-Gioia, LLC, and also featured John Cable, RA, PMP, of the University of Maryland; Denis F. Cioffi, PhD, of The George Washington University; Anthony J. Maturo of the National Aeronautics and Space Administration (NASA); Deborah O'Neill of NASA and the Chief Acquisition Officer Council (CAOC) Human Capital Working Group; and James Rispoli of the U.S. Department of Energy. PMI CEO Gregory Balestrero also presented on The State of the Project Management Profession.

(walter.moore@pmi.org)

- **An exciting educational experience for your members!** Spread the word, PMI's second Mega SeminarsWorld® is coming soon.

Continued on page 4

Ah, another easy one. I will have a target weight, and I'll have a workout plan in writing. Oh, yes... and I'll be able to walk up the stairs without stopping to gasp for air!

3. Analyze options and select approach. What is required for each option? What are the costs, monetary, time, effort, and environment? All things considered, what is the best approach to meet my goal?

I do have a lot of options in front of me. I can go with a Bowflex in my basement, or Gold's Gym three times a week. There are some cost differentials in those choices. And oh, gosh! I just thought about it: At Gold's, I'd have other people looking at me. Oh, my. That's some cost-opportunity I hadn't considered. This is looking really serious.

4. Identify risks and mitigation strategies.
We already know the biggest risk that will be the most damaging to my plan. What happens when I don't feel like sticking with my new routine? And what if I run out of clean gym clothes? What if I sprain my ankle? This is making that couch and potato chips look a lot more attractive.....
5. Form a Steering Committee. Who can serve as oversight that is also committed to the success of my project and can review plans and progress, solve problems, and help adjust my plan?

Hmmmm... there's that guy at work who does competitive body building....

6. Make an action plan. Be sure to define milestones and plan for ongoing maintenance.

Milestones. I will have to say, getting to the first session would have to be one. I wonder if I should set another one for, you know, actually exercising. Like actually breaking a sweat. And ongoing maintenance. What is this? It's making me sound like a CAR!

7. Measure, record, and report progress on a regular basis.
Uh, oh. This is sounding intimidating. Like, does this include "before and after" pictures?

8. Celebrate successes!

Is it too late to celebrate with a half pint of Ben and Jerry's on the couch? Or too early?

Besides, one of the things we learn in project management is that sometimes, project planning leads to the conclusion that the project *shouldn't* be done!

HAPPY NEW YEAR, EVERYONE! And may all your resolutions be good ones!

Contributed by Kay Dinolfo, MO Department of Revenue

Chapter Board Members

Ron Parker, PMP, President

Hewlett-Packard Company
Phone: (404) 774-3423 or (573) 474-5822
e-mail: pmipres@pmimidmo.org

Frank Cox, First Vice-President

State of Missouri, Department of Corrections
Phone: (573) 522-4648
Fax: (573) 522-2274
e-mail: pmivp1@pmimidmo.org

Alexis Nixon, Vice-President of Membership

Shelter Insurance Companies
Phone: (573) 214-4843
Fax: (573) 446-7319
e-mail: pmivpmembers@pmimidmo.org

John Bax, CISSP, CBCP, Vice-President of Financial Affairs

State of Missouri, Office of Administration
Phone: (573) 751-3686
e-mail: pmivpfinance@pmimidmo.org

Karen Alexander, Vice-President of Programs and Professional Development

Tier Technologies, Inc.
Phone: (573) 522-2266
Fax: (573) 522-2274
e-mail: pmivpprograms@pmimidmo.org

Dan Pinnamaneni, PMP, Vice-President of Administration

Keane Federal Systems, Inc.
Phone: (573) 568-4326
e-mail: pmivpadmin@pmimidmo.org

Carol Elliott, PMP, Vice-President of Communications

Shelter Insurance Companies
Phone: (573) 214-4276
Fax: (573) 446-7319
e-mail: pmivpcomm@pmimidmo.org

CHAPTER MAILING ADDRESS:

PMI Mid-Missouri Chapter
P.O. Box 105137
Jefferson City, MO 65110-5137



Chapter Project Management Speaker Chooses a Good Turn

Our September Chapter meeting presenter, Rick Brenner of Chaco Canyon Consulting, requested that the money the Chapter would have used for Chapter speaker appreciation gifts be donated instead to the National Multiple Sclerosis Society. Because of Mr. Brenner's suggestion, the Board has decided to offer future speakers the option of donating to a charity of their choice rather than accepting a speaker appreciation gift.

****Upcoming Chapter Meeting****

“Change Management - The Missing Link in Project Management” presented by Peter de Jager

January 20, 2005

5:00 – 7:15 p.m.
Summit Lake Winery
Holts Summit, MO

“**SUCCESS** isn't a result of spontaneous combustion. You must set yourself on fire.”

Arnold H. Glasow

Caught in the Act

Jody Urquhart

January 2, 2002

"This project was my baby for over a year. After all the hours I invested, management had the nerve to pat me on the back and give me a cheap gold pen. How patronizing! I have news for them--I didn't do all that hard work for empty praise or a cheap prize. I did it because I'm the best person for the job. I wanted to see it happen and it did. This makes it feel like my accomplishments are ordinary. I didn't just fix the fax machine or something."

Everybody likes to be acknowledged and appreciated for their efforts. Or do they? Most companies have a formal way of acknowledging employees with such things as annual award banquets, top sales awards and certificates. But there are a couple major pitfalls to these programs:

- The reward is handed down from management and reinforces imbalances in power.

Continued on page 4

In the News continued

It's scheduled for Monday, 31 January, through Thursday, 3 February 2005, at the San Francisco Marriott hotel in beautiful San Francisco, California, USA. And things kick off in style with Jim Johnson, founder and chairman of the Standish Group, as the keynote presenter. Mr. Johnson's fascinating presentation on "Decade of CHAOS" will include discussions on:

- The latest CHAOS research findings, the top ten factors for success, and other information derived from this important decade-long research project;
- Details on the most important questions you should ask in order to determine the health of a project;
- Ways to improve project success and investments by controlling your portfolio, through assessing projects and requirements based on both risk and value;
- How to create, preserve, and maintain this value-based model as your IT organization changes.

Mr. Johnson has been professionally involved in the computer industry for over 40 years and has published many papers, articles and speeches. His technical, marketing, and research achievements have focused on mission-critical applications and technology. He is best known for his research on project failure, as well as system costs and availability, and he is a pioneer of modern research techniques such as virtual focus groups and case-based analytical technology.

This Mega SeminarsWorld event will feature 31 interesting seminars covering a wide variety of topics from basic project management skills development to leadership skills. There will also be interesting keynote speakers at informative breakfast "hours" on Tuesday, Wednesday and Thursday mornings. And surely you won't want to miss the enjoyable networking event scheduled for Tuesday evening, where you can meet, mingle and share information with your peers. Plus, the PMI Bookstore will be on site providing convenient access to a variety of valuable knowledge resources. Look for more information on how to register as this great learning experience draws nears! (rita.pagan@pmi.org)

Caught in the Act continued

- It can be patronizing to receive a small award for a large accomplishment.
- The accomplishment is often a team effort. It fosters resentment when just one person gets the reward.
- It creates competition.
- The most common flaw of award programs is they often reward people for doing work they were supposed to do anyway.

The best form of acknowledgment is grounded in the idea that people work because they are committed and want to work. This assumes people work for reasons other than a paycheck at the end of the week or an award at the end of a project. Many people do work for these external reasons, but sometimes this is because the workplace encourages them to. Work and accomplishment is natural and should be treated as such. As Alfie Kohn observes in *[Punished by Rewards](#)*, "When responsible action, the natural love of learning, and the desire to do good work are already part of who we are, then the tacit assumption to the contrary can be fairly described as dehumanizing."

A Culture of Appreciation

How do you acknowledge others? To answer this, consider a company with an attitude of appreciation that is a routine part of every day. Everyone is continually appreciating everyone else. You don't have to be a manager to acknowledge someone else. Employees are aware of the specific projects or roles their colleagues are involved in and what their strengths are, and are on the lookout to catch people doing well. This culture assumes people are out to do their best and regularly notices them doing it. Sincere and genuine appreciation is forthcoming. Employees are at their best because their standards of excellence are their own.

Keys to Better Performance

How do you create this kind of a culture of appreciation?

- Avoid awards that set people apart from each other, such as programs for the top sales person. Only one person can win this award, so only few will try. It also separates winners from losers. Instead, have employees aim at beating their own sales from the previous month.
- Let employees set their own goals, help them understand how it helps the team and company, and acknowledge their contribution.

Continued on page 5

- Encourage employees to acknowledge others daily. Set up an informal network, like a newsletter or bulletin board where people can brag about their colleagues.
- Give employees the opportunity during meetings to talk about what they accomplished that week. In other words, let them brag about themselves.
- Recognize people for their strengths on more than specific projects or achievements. How does each individual's strength contribute to the team as a whole?
- Make every employee aware of each other's strengths and give them a chance to learn from one another.
- Continually recognize the achievements of the group as a whole. Savor the feeling of achievement.
- Reinforce the value of the work itself. How employees function contributes to the community and their customers.
- Celebrate the vision of where the company is going and how the group, made up of the individuals in it, is helping to get there.
- Design incentives to award departments as a whole, where everyone is awarded for the group's accomplishments.

Bottom Line

Companies with an attitude of appreciation are proud of the achievements of all employees and departments. They are aware of the strengths of each individual in helping realize the corporate vision. Communicating this vision is their strong point. Acknowledging people this way can dramatically change the way people interact with each other and with customers.

Author of *All Work & No SAY*, Jody Urquhart (www.idoinspire.com) speaks at meetings and conventions on how to build a passionate & committed workplace.

To book Jody to speak at your next meeting, e-mail her at jody@idoinspire.com.

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PMP EXAM PREP WORKSHOP COMPLETED

PMP Workshop Project Team, Presenters, and Attendees:

Thank you all for participating in or attending the Chapter's second PMP exam prep workshop. The second workshop was more formally developed by the volunteer team, content was more closely aligned to the PMBOK, and using Rita Mulcahy's book we made a good faith effort to align more content to questions and answers on the exam.

We learned quite a bit from the second experience, and "Gather and Compile Lessons Learned" was the last task in the project schedule that the team and presenters jointly completed. A lessons learned session was held after Thanksgiving. The workshop project is now considered administratively closed, and project documentation will be archived and kept on file for planning the third workshop.

The workshop earned a B+ or 89.3%, or 2.679 out of a possible 3.000 overall after all sessions including the optional exam cram were completed, based on compiled attendee feedback. Broken down to the second level, the presentations received a B+ (2.692), the presenters received an A- (2.735), and the facilities received a B+ (2.608).

And best of all, we already have the first return on the investment made in the workshop. Nathan Eatherton sat for and passed the PMP exam on Monday, Nov. 22 -- two days after completing his attendance in the workshop.

Good luck to the balance of attendees on taking the PMP exam. Please let me or another Chapter board officer know when you receive your certification.

As soon as possible after taking the exam kindly inform any local member of the project team (Ron Parker, Faye Zumwalt, Karen Alexander, or me) about the areas of the workshop that helped the least and helped the most on the exam so we may use the information to improve workshop planning and delivery.

Frank Cox
First Vice-President
PMI Mid Missouri Chapter