

PMI Mid-Mo Chapter News

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PROjections

By Alexis Nixon PMP
Vice President Membership

Welcome New Members!

PMI Mid-Missouri Chapter extends a warm welcome to our new members:

Suzanne Carlisle
Ken Weiler
Joseph Diab
Patricia Kersten
Peg Whitmore

... and a big Thank You to those members that have recently renewed. Membership as of the end of March was at 108 with 60 PMPs! If you aren't a PMP but are interested in joining the ranks, check out the website for more information about the 4-Day PMP Certification Workshop in June at:

<http://www.pmimidmo.org/meetings/2007-06-04-workshop.html>

It's All About Changing Behavior

Risk Article – Part I By Glenn Koller

When first approached to contribute a newsletter article on risk in projects (and in general), I was both flattered and enthused. Subsequent reflection did nothing to decrease the feeling of flattery, but my enthusiasm was damped by the sheer preponderance of messages to be delivered.

It was clear that anything resembling a credible job could only be done through a series of articles. So, here's the first one which will focus on behavioral change. Some of you might be looking for the conveyance of risk-related technical practices in these notes. You won't be disappointed – such techniques will be addressed in future articles. Where to begin? Given that I will be discussing the many facets of risk, it seemed prudent to first define the term – “risk,” that is.

In business, if you ask N people for their definition of risk, you likely will get N unique responses. Within any corporation, each discipline views risk through a colloquial lens. For example, the Health & Safety department typically will define risks as threats to be rooted out and eradicated. Denizens of the Finance department, however, view risk as a positive thing. They seek and embrace risk (hopefully, not more than they can handle) because their job is to maximize return – low risk, low return; higher risk, higher reward. To them risk is an opportunity.

So, the definition that I propose for “risk” is:

A pertinent event for which there is a textual description.

The “pertinent” term indicates that a risk is something that has a material impact – either positive or negative – on, for example, project value.

Continued on page 2

INSIDE THIS ISSUE

1	Risk Article #1 : It's All About Changing Behavior
1	PROjections
2	Operating Agreement – Project Team
3	Big Changes in chapter Financial Management
5	Chapter Events
6	Volunteer Opportunity
6	PMI News

Operating Agreement – Project Team

By Brian R. King, P.Eng., PMP

Teams are formed by people with different personalities, values, and behaviors. A technique that can assist a group of people towards “teaming” is an Operating Agreement. An Operating Agreement also known as Accountability Agreements serve two purposes. It proactively defines for members the expectations between members, and define the agreed on behavior that will provide a positive basis to work from when there is tension or difficulty among team members. Accountability within the team will clarify both who does what and how the members will work together. The Agreement is developed by the team and defines agreed upon commitments for those issues that may prevent unity and effective management. Accountability clarifies what commitments the team has made for getting results.

The team will come to consensus on how they will operate, and on the consequences for breaking the various agreements. The team will also identify the essential common skills and competencies that all team members will be required to have. An example of common skills are decision making, and active listening, and but could also describe the levels of business knowledge required. Strategies to deal with the potential lack of skills are developed and described as part of the operating agreement. Examples of issues that could be included in an agreement: how and when meetings will be run, how will conflict be resolved, what behaviors are encouraged or taboo on the team, when will consensus decision making be appropriate and how will the team members support decisions.

The power of the Operating Agreement is not just in the finished deliverable which is a signed and committed team agreement but the journey that the team members will go through developing the agreement. The open discussions and identification of potential areas that will restrict the team effectiveness, is a major step towards building the foundation of all team success – **TRUST**. Teams that spell out agreements up front are less likely to waste valuable time and energy on differences and disagreements.

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Risk Article continued...

Therefore, I refer to risks as either threats or opportunities. A risk is an event. That is, it is something that might happen. This event can be textually described (you can tell someone what it is).

Associated with each risk are at least two other parameters: probability and consequence (or impact). About both probability and consequence, we can be sure or uncertain. To learn more about this, I refer you to the books listed at the end of this article.

After many years in the academic, government, and corporate arenas – and even in spite of my 20-some-odd years of research experience – I have come to realize that implementation of practical, relevant, and effective risk-assessment/risk-management (RA/RM) practices is not mainly about new technologies etc. – it is primarily about changing behaviors. Changing behaviors, in turn, is mainly dependent on the reward system.

Well, with regard to implementing RA/RM practices in project teams, just what are we (those of us who promote these things) proposing project teams do? A basic set of recommended processes would include:

- Hold a facilitated early-in-the-project risk-identification event.
- Record risks and other information in a risk register.
- Regularly review existing risks and identify new risks.
- Take a holistic approach – that is, risks identified should include those from health & safety, security, medical, legal, logistic, engineering, scientific, country, financial, commercial, and other areas.
- Record in the risk register mitigation-of-threat/capture-of-opportunities actions. The term “mitigation” in this context no longer relates to “firefighting” (what to do if the risk occurs) but, rather, refers to actions to be taken early with the aim of preventing the threat from ever materializing, or, to attempt to ensure capture of the opportunity.
- Assign a risk-process proponent (a person) who will shepherd the RA/RM processes throughout the life of the project.

So, if you were a project team leader, why would you want to do this? Given the typical reward system, you are rewarded for successfully launching a project, but not necessarily for launching a successful project. In addition, you are in competition with other project leaders for monetary and human resources. Why would you want to identify most of the risks for your project (shine a bright light on your project’s warts) when the other guy is not doing this?

Continued on page 3

Big Changes in Chapter Financial Management

By Rodney Britt PMP
Vice President Financial Operations

As our organization matures and provides more opportunity for professional development we are elevating our financial management system to keep pace.

Up until this year the primary emphasis of our financial management system was to ensure our bank account balanced. The convenience of Paypal had also been introduced.

This year we have made the following advancements.

1. Budget – For the first time we have a detailed operating budget. In addition to tracking the general costs to run our organization we also have a budget for each major event and chapter meeting.
2. Account System – All costs are now tracked through Quickbooks. Quickbooks is also used for generating paper invoices and provides valuable reports for financial analysis.
3. Job Costing – All costs for each major professional development event and chapter meeting are tracked and compared to the budget to gauge the financial success of our activities.

We are excited to add these capabilities to the management of our chapter. With this new access to information and control we will be able to make better decisions on planning the operations of our chapter and continue to offer high quality professional development opportunities to our members.

Advertising and Sponsorship:

Interested in promoting your organization's project management related services?

Consider sponsoring PMI Mid-Missouri Chapter meetings and seminars, or placing web button advertising on the Chapter's Web site, <http://www.pmimidmo.org>

To learn about sponsorship opportunities, visit our sponsorship page at PMI Mid-Missouri Chapter [Sponsorship](#), or contact a member of our Communications team at ads@pmimidmo.org.

Risk Article continued...

In addition, what could compel you to spend money now to mitigate a threat, for example, (and remember, "mitigate" means taking steps to prevent the threat from materializing) that might or might not happen? Even though later "fixing" the impact of the risk will undoubtedly cost more money than the preventative-action will cost now, why should you not just take the chance that the risk will not happen? After all, you get rewarded for saving money and you likely will have moved on by the time the risk might materialize.

So, as the risk-process proponent, what argument/proof would you offer to cause a project team to WANT to implement this process? After all, in the past you have had project-team leaders wag their fingers in your face and say: "Had you not chased me around with all this risk stuff, I would have been in a better place faster and cheaper – all you did was waste my time, money, and effort!" And, by the way, "Well, oh yeah?" is not an appropriate response. On projects that take years to go from inception to fruition, what case can you make that might convince any project team that implementation of a cogent RA/RM process is well worth their while? In spite of the existing reward system, what can you do or say that will change their behaviors?

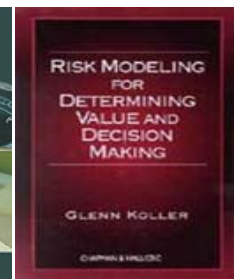
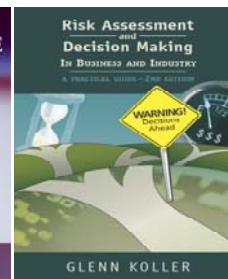
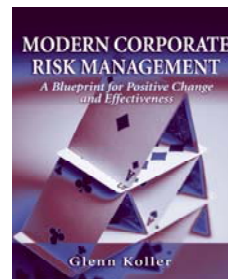
In Risk Article #2, Glenn will talk about taking first steps to begin to change behaviors. It will be published in a future issue of this newsletter.

Bibliography:

Koller, G.R., *Modern Corporate Risk Management – A Blueprint for Positive Change and Effectiveness*, J. Ross Publishing, Ft. Lauderdale, FL, 2007.

Koller, G. R., *Risk Assessment and Decision Making in Business and Industry, A Practical Guide: 2nd Edition*, Chapman & Hall/CRC Press, Boca Raton, FL, 2005.

Koller, G. R., *Risk Modeling for Determining Value and Decision Making*, Chapman & Hall/CRC Press, Boca Raton, FL, 2000.



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St. Louis Summer Conference on Project Management ***June 25-29***

Seating is Limited!

Early Bird Closes May 31

Viking Conference Center in St. Louis, MO

Title	Date	Price	
<i>Mastering Project Management</i>	June 25-27	<i>19.5 PDU's</i>	\$847 Early Bird \$947 Per Person
<i>Project Change Management</i>	June 28-29	<i>13 PDU's</i>	\$847 Early Bird \$947 Per Person

All Conferences \$2100 or \$1847 Early Bird

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Past President and Advisor Vacant

Upcoming Chapter Events

05/16/2007: Chapter Meeting
Topic: Alpha Project Managers
Speaker: Andy Crowe, Velociteach
Location: Courtyard by Marriott – Columbia
Sponsor: [Tier Technologies, Inc](http://www.tiertechnologies.com)

05/17/2007: Workshop
Topic: Communication
Speaker: Margaret Love, Velociteach
Location: Courtyard by Marriott – Columbia
Sponsor: [Rose International](http://www.roseinternational.com)

06/04/07 to 06/07/07: PMP Workshop
Topic: [4-Day PMP Certification Workshop](http://www.pmi.org/certification)
Speaker: Keith Mathis, Mathis Group
Location: Courtyard by Marriott – Columbia

09/20/2007: Workshop
Topic: TBD
Speaker: John Oberdiek and Gina Merseal, Info Tech, Inc.

09/20/2007: Chapter Meeting
Topic: TBD
Speaker: John Oberdiek and Gina Merseal, Info Tech, Inc.
Sponsor: [Tier Technologies, Inc](http://www.tiertechnologies.com)

11/15/2007: Workshop
Topic: Engage and Retain
Speaker: Leigh Branham, Keeping the People, Inc

11/15/2007: Chapter Meeting
Topic: Leader and Manager--Can You Be Both?"
Speaker: Leigh Branham, Keeping the People, Inc
Sponsor: [Tier Technologies, Inc](http://www.tiertechnologies.com)

To register or for more information, visit the Chapter's web site at <http://www.pmimidmo.org>



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Jefferson City MO 65110-5137

Volunteer Opportunity

1. Manager - Ads & Sponsorship

Position Description:

PMI Mid-Missouri Chapter's Communications team is looking for a volunteer in Advertising/ Sponsorship committee. The committee member will help to obtain sponsorship for chapter meetings and workshop. The member also will actively contact project management related companies or organizations, to generate interest in publishing their advertisements on the chapter's website or in bi-monthly newsletter.

PDU/PMDU:

If you are a PMP, this position may provide up to 5 PDUs per year to meet requirements for continuing PMP certification. For Missouri-certified project managers, this position qualifies for up to 5 PMDUs per year.

2. Content Editor – Chapter Newsletter

Position Description:

As a member of the PMI Mid-Missouri Chapter's Communications team, the Content Editor produces the Chapter's bimonthly Newsletter. The Content Editor may be also responsible for editorial content of written material on the Chapter's Web site, <http://www.pmimidmo.org/> and may assist with the Chapter's publicity for Chapter events.

The Content Editor works with the Newsletter Production Editor, Sponsorship and Advertising committee, Webmasters, and Vice-President of Communications.

PDU/PMDU:

If you are a PMP, this position may provide up to 5 PDUs per year to meet requirements for continuing PMP certification. For Missouri-certified project managers, this position qualifies for up to 5 PMDUs per year.

How to Volunteer

To volunteer, or for more information, e-mail Laxmish Thirumaleshwar, VP Communications, at pmivpcomm@pmimidmo.org

PMI News

Project Management Institute earns ISO 17024 accreditation:

Project Management Institute (PMI), announces that it has earned the prestigious ISO/IEC 17024 accreditation for its Project Management Professional (PMP®) credential program from the International Organization for Standardization (ISO). [More...](#)

PM Network® and PMI Today® go digital:

[PM Network](#) and [PMI Today](#) are now available online through PMI's website. Now, wherever and whenever you have Internet access, you can access the publications that bring you the latest information on project management practice and PMI. No need to wait for the mail!

PMI's North America congress and SeminarsWorld®

Mark your calendars! [PMI Global Congress 2007—North America](#) will be held in Atlanta, Georgia, USA from 6–9 October at the Georgia World Congress Center. Take advantage of this great opportunity to quickly earn up to 45 Professional Development Units towards the maintenance of your Project Management Professional (PMP®) credential.

Attend the congress 7–9 October to earn up to 17 PDUs. Stay for [SeminarsWorld](#) 10–13 October and earn up to an additional 28 PDUs. Watch for the opening of online registration in May. Visit the [congress website](#) for more information.

PMI Educational Foundation scholarships:

There is still time to apply for [PMI Educational Foundation](#) scholarships and awards. The application deadline has been extended to 30 June.

The Foundation's scholarships and awards are open to graduate and undergraduate students who are studying project management or a related field. Cash awards range from \$500 – \$2,500 (US).