PMI Mid-Mo Chapter News

Volume 9, Issue 1 Jan – Feb 2008

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PROjections

By Alexis Nixon PMP
Vice President Membership

Welcome New Members!
PMI Mid-Missouri Chapter welcomes new members who joined in October and November:

Thomas North
Mitch Phillips
Kenneth Platt
Doug Starr
Emma Coluccio
Victoria Harding

Thanks to all the members that have recently renewed. As of the end of November, the Chapter has 121 members. That's an increase of 21members in 2007!

We hope to see you all at the January meeting.

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Effective Stakeholder Relationships

By Dr.Gerald Mulenburg, PMP

Projects are done for a reason :
Any project that is cancelled, not completed, or fails to meet its objectives and has to be written off, is obviously a waste of organization resources and time. However, it is also not enough just to successfully execute a project to completion. A successful project that is not implemented or used because it doesn't meet the customer's or user's requirements and expectations is equally, if not more, wasteful.

The success of a project, therefore, depends on meeting both the business objectives for which it is being done and its customer/user expectations. This article focuses on the people involved in projects because they are the ones who define business objectives, specify requirements, approve projects, do the work of projects, and use the product of the product. In the world of project management, we collectively call these people "stakeholders." It is important to understand their expectations to identify and meet their needs.

Who is a stakeholder?
Webster's Dictionary's definition of stakeholder is very appropriate for projects: "the holder of the stakes for a wager." Replace the word "wager" with "project" and a stakeholder becomes anyone who has a stake in the project's outcome.

The Project Management Institute's (PMI®) Guide to the Project Management Body of Knowledge (PMBOK Guide®) expands this definition to include anyone who, "... is actively

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involved in the project, or whose interests may be positively or negatively affected by execution or completion of the project." This means that just as the project affects its stakeholders, in a reciprocal way, stakeholders can and do affect the project. But first, we need to determine who the stakeholders for today's projects are.

Stakeholder Identification

A logical first step to identifying project stakeholders is to look at possible stakeholder groups. In general, these can be sorted into three levels:

- **Level 1 - Stakeholders within the project organization: Senior Management, Sponsor, Customer, Users**

The level 1 stakeholders define the need and requirements for the project, and control the traditional project constraints of cost, time, and scope (the "triple constraints"). This includes the organization senior management, the sponsor, and possibly others who, by their position, may influence the project. Senior managers approve and contribute resources to the project, and/or may be users of the outcome of the project. It is in effect senior management's project, and they define the product to be produced.

- **Level 2 - Stakeholders within the project: Project Manager, Core Team Members, Vendors and Suppliers, Support Staff**

At the second level are the project manager and team, and any others operating within the project's triple constraints. These are the people who do the actual work of the project and, therefore, are critically important to project completion, and ultimately responsible for project success.

- **Level 3 - Stakeholders from outside organizations: Regulators, Licensing Agencies, etc.**

Effective Stakeholder Relationships continued…

The third level of stakeholders includes those not directly a part of the project's organization and not involved in the project work. They are, however, relevant to project success because of their potential impact on the project. This includes those whose support and/or approval is needed to ensure project completion, and include regulatory, licensing, and other agencies who can influence the project. Developing good working relationships to understand both their requirements and expectations is crucial, and requires extra effort to maintain effective relationships because of the distance between them and the project.

Stakeholder Analysis

Having identified the various stakeholders, we now need to take into account their importance and ability to influence the project. Their expectations must be first recognized and then understood. Stakeholder analysis identifies and documents their needs and leads to an understanding of what the stakeholders believe the project will produce. The analysis provides understanding of their needs and criteria to satisfy them, and it allows creating working relationships to balance and meet their expectations.

- **Level 1 Stakeholder Analysis:** Senior management determines which projects are in the organization's portfolio and their priority, and authorizes spending organization resources with an expectation of some return on that investment. Senior management and the project sponsor need to provide clear guidelines of their expectations to the project manager, who must then make sure that the project team understands these organizational expectations. The customer (who may or may not be the end-user) owns the requirements for the product of the project, and their functional requirements must be clearly understood and prioritized. Users of the project outcome are obviously important stakeholders and require careful analysis to identify their expectations.

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- **Level 2 Stakeholder Analysis:** The project team and others working within the triple constraints also have expectations. A clear understanding of the project goals and objectives by the team is essential. If they are unclear about the needs and intended use of the product of the project, decisions made during project development can take the project in a wrong direction requiring significant replanning and rework that can, and often does, expand the triple constraints. The project team's understanding of what is expected of them and what they expect the project to produce is essential to project success.
- **Level 3 Stakeholder Analysis:** The stakeholders outside the organization and project also need to understand the project as well as its impact, and their expectations need to be clearly documented. Regulatory and licensing agencies may be open to adjusting or modifying their stated requirements as long as the overall goals of their organizations are met. Waivers may also be available for certain circumstances and are often overlooked as a way to mitigate otherwise paralyzing restrictions.

Balancing Stakeholder Needs

Stakeholder's differing goals and objectives may be in significant conflict on a project and require careful balancing to ensure the overall project goals can be met. The step after stakeholder analysis, therefore, is to balance stakeholders' needs that demand the most attention and map these against the project constraints. This requires ranking the needs in terms of relevance and influence to the project to clearly separate the must-have, like-to-have, and would-be-nice-to-have requirements.

Summary

Projects are done by, for, and with people. Project stakeholders are these people. They include anyone, and everyone, who can influence, impact, or are impacted by the project. This creates complexity because of the wide range of people involved including the managers and the sponsor in the

organization that owns the project, customers, users, the project team, and others internal and external to the project. Stakeholder identification, analysis of their needs, and balancing of these needs in the best interests of the project are significant challenges but crucially important for project success.

About the Author

Dr. Jerry Mulenburg, PMP, is a Global Knowledge instructor with a long and varied career in project management for NASA, in higher education, and for the US Air Force. He has published a number of technical papers and made many conference presentations on issues related to managing complex projects.

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7 Habits of Highly Defective Practitioners

By Hank Marquis

If you work in IT Service Management long enough, you begin to see some patterns. Recently I worked with two very large multi-national/global organizations who both suffered from the same problem.

It reminded me of a popular self-help book that talked about habits and how to form and re-form them.

In one case, they had gone off on a "CobiT" hunt; and in another they were in the throes of an "ITIL hunt." In both cases they had made a couple of classic mistakes that I have seen over and over again in the pursuit of IT Service Management excellence.

I'm not going to try and determine why these bad habits arise, but I do know how to recognize them.

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7 Habits of Highly Defective Practitioners continued…

Following, I describe the 7 habits of highly defective practitioners so that when you embark on a "hunt" you will be successful.

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Following, I describe the 7 habits of highly defective practitioners so that when you embark on a "hunt" you will be successful.

The Habits

The habits that lead to failed ITIL, CobiT, Six Sigma, Project Management, and pretty much all failures when trying to adopt or use any good practice are:

- Inattentiveness to practice text
- Not being attentive to stakeholders needs
- Not having a coherent strategy for examples and wins
- Not taking the "process" plunge
- Not taking the clash between culture and process seriously
- Holding up unattainable objectives as examples
- Failing to report good news and improvements

Inattentiveness to practice text

Time and time again, practitioners read a summary of a practice and latch on the parts that interest them, and skip those that don't. For example, reading about ITIL, grasping on the idea of a CMDB and skipping all the details about the process required to care and feed for a CMDB.

Any well formed practice (ITIL, CobiT, PMI, etc.) has lots of details gathered over years. As is often the case, the devil is in the details -- and this is precisely what most defective practitioners skip. Careful attention to precisely what the practice says -- not what you think it says, but what is written -- is required to break this habit.

Not being attentive to stakeholders needs

I have yet to read a practice that does not discuss the absolute criticality of stakeholders (you know, those pesky people for whom all we do actually matters.) ITIL has an entire book mostly dedicated to the subject. The very basis and purpose of CobiT is to force alignment with stakeholders. PMI counts it as one of the initial steps required for project success.

So how come virtually every place I go has no idea at all who their stakeholders are and what it will take to satisfy them? I cannot even begin to count the number of people I have talked to who cannot answer this simple question: "Which stakeholders want you to succeed at your implementation, and which want you to fail?" If you cannot answer this question then you are doomed to fail.

Not having a coherent strategy for examples and wins

"Build it and they will come" best exemplifies this habit. To reform this habit requires breaking the previous habits, and "beginning with the end in mind."

Those with this habit jump right into an implementation without any clear thought of how they are going execute over the long haul, and any good practice effort is a multi-year effort.

And don't forget those stakeholders -- you have to address them with "wins" along the way to your goals -- or else you won't be allowed to get to your goals...

Not taking the "process" plunge

People are the key to success. Process is what people do, and thus critical to success. Notice that I didn't mention software? Fundamentally those afflicted by this habit posses one of two mindsets: 1) a piece of software will save them, or 2) they better do what I say or else.

One of the fundamental tenets of CobiT is process orientation. ITIL defines process. Yet time and time again I see companies betting the ranch on a new piece of software, and letting their people flounder without any formal, written, communicated, managed or measured process for how to work.

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7 Habits of Highly Defective Practitioners continued…

Not taking the clash between culture and process seriously

When managers do take the "process plunge," they often forget about people (the very reason for process.) Process changes how people work.

People don't like to change how they work. But that's not the real problem here. The real problem is that 99% of all managers have no idea what their staff actually does. Oh they think they do, but theydon't. They are removed from the realities of day-to-day working and don't know how different the real workflow (e.g., process) is from their pretty flowcharts.

Only engaging staff in the development of any process improvement, documentation or change effort will result in sustainable changes.

Holding up unattainable objectives as examples

Close to the top of bad habits is failure to lead, which occurs when one does not present realistic, attainable, measurable and agreed objectives. For example, a CIO telling IT that they are going to reduce headcount and budget by 10% each, while simultaneously delivering on a new application to a new business unit. Right.

The PMI (Project Management Institute, good practice in project management) uses the term progressive elaboration to describe how a series of small steps toward a defined goal actually get you to that goal. To break this habit requires progressive elaboration, in conjunction with stakeholders (e.g., staff and others) to set realistic goals and time frames that take into account the maturity of the existing organization.

You would not take pee-wee football players and put them into the playoffs; nor would you take a middle school team a university game. What makes a manger think their team is ready for the World Cup?

Failing to report good news and improvements

I learned the secret of success long ago ... "always share the glory, but always be seen sharing the glory." If you have a plan that is realistic, and you thought it through before you started, you will always have at least some good news to report, and you will know which stakeholders want to hear that good news. Those poor souls with this bad habit don't realize what those in psychology call "neural adaptation" -- it is why you don't feel the chair your sitting on right now -- because you are "used to it."

As you forgot about your chair, stakeholders forget about how things used to be before all your changes made things better. We all know how it goes ... "what have you done for me today?" Benchmarking, measuring and reporting are fundamental to success. In fact, basically the entire reason for CobiT is just this -- to force you to set objectives, measure attainment, and take action if required.

21 Days

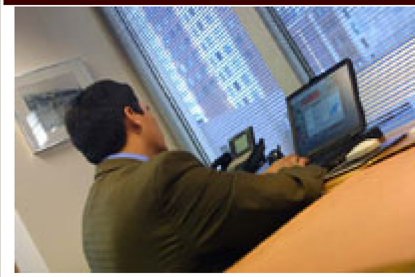
These 7 habits are just that -- habits. It is widely accepted that if you try, you can break a bad habit and form a new one in just about 21 days. In other words, if any of these things resonated with you, you are only 21 days away from a new and better habit!

It starts with understanding what you are doing now ("bad" habit) and consciously changing your behavior ("good" habit). Do this long enough and you will make a new habit -- and start to exhibit the 7 Habits of Highly Effective Practitioners...but that is another story.

References/Contact Details

Hank Marquis can be contacted at hank.marquis@itsmsolutions.com. This article was originally written for itSM Solutions™ LLC, a content development company specializing in helping IT organization acquire the skills, certifications and support services to plan, design, implement, operate and optimize their ITSM programs.

Online Member Renewal Process is Now Faster and Easier



PMI's online membership renewal process has been … renewed! In response to requests to simplify the steps to renew membership online, PMI has revamped and re-launched this process.

Now, once members logon to PMI.org, they're just six steps away from renewing their membership to the Institute and the components of their choice. And, they can start renewal right from the home page of PMI.org, where they will be offered a Renew Membership link in their personalized Membership Status box. Or they can renew from within the Marketplace.

As soon as members click to renew, PMI.org will automatically add to their cart all chapters, SIGs and colleges to which they belong.

To add to or change their component memberships, they can click to Browse Communities. This link is easily found on the left side of the Web page and displays the many choices that are available.

In the remaining steps, members will review their personal information, agree to PMI's Code of Ethics and Professional Conduct, agree to Marketplace terms and conditions, enter and confirm payment and billing information, and click to Place Your Order.

Members will see an order confirmation and receive a confirming e-mail. And of course PMI Customer Care is available to answer questions.

Is your PMI membership due for renewal? There's no better time than now to renew and review the new online process.

PMI – Mid Mo Chapter 2008 Budget

By Rodney Britt, PMP
Vice President of Finance

This article will give you a summary of the 2008 budget for the chapter. We had an exciting year in 2007 and plan to have one in 2008. Our budget reflects these plans.

First of all the budget is divided into three primary areas.

- General Activities – A standard operational budget to support the continuance of our organization

- Chapter Meetings – The budget for our five chapter meetings for the upcoming year.

- Professional Development – Budget for workshops and other professional development events.

In addition to these three areas we plan to create a reserve fund this year.

The 2008 budget is as follows:

	Income	**Expenses**	**Difference**
General	$2,400	$5,360	($2,960)
Meeting	$5,700	$3,644	$2,056
Prof Dev	$12,800	$9,806	$2,994
Total	**$20,900**	**$18,810**	**$2,090**

Projected Balance Jan 1, 2008	$13,447
Projected 2008 Activity	$2,090
Projected Balance Dec 31, 2008	$15,537

The projected balance for Jan 1, 2008 reflects an estimate made on Nov 29, 2007. The actual amount will be slightly different.

Our projections for each area are based on:

- **General Activities**
  Income comes from the $20 chapter dues paid for by each member. Our growing numbers increases this amount over last year's budget.

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The expenses are primarily based on the previous year's operations costs. However, we have added additional funds for these activities

- **Event Management Software\Service –** This year we found registration and payment for our meetings and workshops to be a challenge with volunteers and members sending emails back and forth. This year we plan to invest in event management software or services to manage our events.

- **Improved member services –** Includes purchase of reusable name tags to use at our meetings and amenities to show appreciation for our members.

- **Library –** The chapter has a project management library that is out of date. This year we plan to beef up that library for the benefit of our members.

- **Leadership development –** Last year we contributed to the cost regional and national PMI conferences for a couple of board members. We plan to continue that practice this year.

- **Chapter Meetings**
  Income and expenses for 2008 are based on the income and expenses for 2007. We have also budgeted for some extra expenses that may occur.

  The structure of how we organize our meetings is stable therefore last year's activities are a good baseline for our budget.

- **Professional Development**
  Income and expenses for 2008 are based on income and expenses for 2007.

PMI-Mid Mo Chapter 2008 Budget continued…

  In 2007 we sponsored four workshops and a PMP prep course. At present we have not determined if there is a demand for the PMP prep course so the current budget reflects income and expenses for the four workshops we had in 2007.

  The budget for professional development can be very flexible. We manage each event separately with its own budget. Therefore if we add or removed planned events this does not affect the remainder of our operations. We generally target to bring in more income that expenses or at least break even for an event.

- **Reserve**
  Our assets grew in 2007. We decided to take part of the money the chapter has and place it in a reserve count. Current plans are to put this money in a CD at a local bank.

  Chapter meetings and professional development events represent a large portion of the income and expenses for the chapter. Low turn out at any of these presents a financial risk to the chapter. By having the reserve we mitigate this risk and protect the chapter's solvency and ability to continue normal operations.

This should be a great year for the chapter. Thanks to our growth and your continued support of our events, we have the finances to support the professional development of members and project management in Central Missouri.

PMI News

Exposure Draft Period Opens Soon for Four Key PMI Standards

In the final quarter of 2008, PMI is scheduled to release updated editions of these prominent standards:

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition
- The Standard for Program Management—Second Edition
- The Standard for Portfolio Management—Second Edition
- Organizational Project Management Maturity Model (OPM3®)—Second Edition

Exposure drafts of these standards will be available for comment in mid-December. The comment period will remain open for 45 days from the date of posting. Please check PMI.org http://www.pmi.org/Pages/default.aspx for details. Your review and input are desired and appreciated!

Participation in the exposure draft process is open to the public. Interested individuals around the world are asked to review and comment. All certified project managers in the chapter service area, PMP's and MPM's alike, should consider participating in the review process.

If you would like a copy of the exposure draft announcement and a link to the exposure draft Web page for use in your component newsletter or website, please contact PMI Creative Services Account Executive Cara Hungerford cara.hungerford@pmi.org.

Upcoming Chapter Events

1/17/2008: Seminar
Topic: Quality for Projects and Project Management
Sponsor: Tier Inc

3/20/2008: Workshop
Topic: Risk Management

03/20/2008: Seminar
Topic: Risk Management

05/15/2008: WorkShop
Topic: Leadership

05/15/2008: Seminar
Topic: Leadership

09/18/2008: WorkShop
Topic: Integration Change Management

09/18/2008: Seminar
Topic: Integration Change Management

11/20/2008: WorkShop
Topic: Project Life Cycle

11/20/2008: Seminar
Topic: Project Life Cycle

For information and registration information on the Seminar and Chapter meetings, visit the Chapter's web site: http://www.pmimidmo.org/

Upcoming Events (Away)

Kansas Chapter:
01/14/2008: Project Management Maturity

Tulsa chapter:
02/06/2008: Cyber Security

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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.

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