



## Upcoming Chapter Events



### Thursday, May 21, 2009 – Workshop

#### *Applying the WBS to the PM Lifecycle:*

All day workshop with Shelly Brotherton and Eric Norman

### Thursday, May 21, 2009 – Meeting & Seminar

#### *Preparing Project Leaders for Organizations of the Future*

**Note:** There will not be a July meeting or workshop.

Additional details and registration information is available on our Web site: [www.pmimidmo.org](http://www.pmimidmo.org).

The PMI Mid-Missouri Chapter is a PMI Registered Education Provider.



## Work Breakdown Structures (WBS) Q&A with Eric Norman and Shelly Brotherton

By Nathan Eatherton, PMP, VP of Communications

Eric Norman and Shelly Brotherton are co-authors of the book entitled *Work Breakdown Structures: The Foundation for Project Management Excellence*, and will administer the Chapter's upcoming workshop, *Applying the WBS to the Project Management Lifecycle*, on May 21.

We had an opportunity to catch-up with Eric and Shelly to ask them some questions about the importance of the WBS and some common mistakes and misconceptions.

### Q: Why is the WBS such a critical success factor for projects?

**A:** The WBS is a critical success factor in that it is a tool for documenting project scope. It allows the project team to use the Project Charter, SOW and Contracts to develop the WBS for the entire project. The WBS then becomes the input and foundational building block to many other Project Management processes, including time management (scheduling), resource management, risk management, change management, communications management, quality, budget and stakeholder management. It is also an excellent reference when closing the project.

### Q: Why do you think some organizations don't place enough emphasis on the WBS?

**A:** Organizations often struggle to find ways of helping the project team understand the importance and need of the WBS. We all know that project teams are focused on completing tasks in order to meet stated goals or to provide deliverables. Unfortunately, these project teams often do not see the value of developing a clear definition of scope (through the WBS) as "getting work" done – though this is an important element of the project planning process. We have frequently seen troubled projects that have rushed directly into project execution, skipping the foundational planning and scope definition steps. This causes one of the most frequently identified reasons for project failure – incomplete definition of project scope (defining the "what" of the deliverables),

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which then leads to changes, delays and additional cost throughout the project in an attempt to meet the original goal.

**Q: What is the biggest mistake you typically see organizations and/or project managers make when it comes to the WBS?**

**A:** We frequently see two key mistakes when it comes to creating effective Work Breakdown Structures. First, many people look for a software tool that will help them create the WBS and transition it to the schedule as easily as possible. Often, they just begin projects by inserting tasks into the project scheduling tool... skipping the WBS development step altogether. We suggest that project managers and project teams should not focus on tools to help them develop the WBS, but focus on what the outcomes and deliverables must be – using pen and paper to create the WBS.

The second mistake we frequently see is that project teams do not create Work Breakdown Structures appropriate to the size and complexity of their projects as well as the size and maturity of the project teams. The WBS can be developed across a wide and variable spectrum of detail depending on the project and project team for which it is designed. This is one of the key use-related characteristics of effective WBS development and can be found in the *Practice Standard for Work Breakdown Structures – Second Edition*.

**Q: Did the PMBOK – 4<sup>th</sup> Edition bring any changes to WBS practices?**

**A:** No, it did not. The WBS practices are agnostic to editions of the PMBOK and can be used not only for building a WBS, but also as an input to many other project management tools, including agendas, meeting notes, project file structures, etc.

**Q: Can you share any “success stories” about attendees who have attended previous workshops of yours?**

**A:** We have received numerous communications from class attendees who tell us that since they have started developing Work Breakdown Structures in their projects, they are able to more clearly communicate what is in scope as well as what is clearly out of scope to project team members, project stakeholders, sponsors and corporate executives. We have also heard from project managers who tell us they are now using their project’s WBS to manage risk and change management and have thanked us for showing them how to expand the use of the WBS beyond the development of the project schedule.

**Q: You are both very active with PMI. What do you find most rewarding about those experiences?**

**Shelly** – The thing I find most rewarding about my experience volunteering for PMI is first and foremost the friendships I have made around the globe. I have made lifelong friends in the almost 9 years I have been volunteering with PMI that I can call on in a minute’s notice. I have utilized this network many times in the past to help learn and expand my knowledge with the Project Management discipline across industries.

**Eric** – Like Shelly, I highly value my experience with PMI. As a longtime volunteer in the Standards and Certification organizations, I have learned a great deal about the process of developing standards and I have gained immeasurable insight about important project management concepts. I have also learned how to work effectively in a multi-cultural environment and gained valuable experience leading large virtual teams over a long duration. In many ways, I see my volunteer experience as important in my life as my employment and consulting career and feel they complement each other. I intend to continue volunteering at PMI for a long, long time – most likely beyond my formal retirement from the working world.

If you would like to know more about how to effectively leverage the WBS on your projects, we encourage you to attend the Chapter’s workshop on May 21. Registration and complete details are available at [www.pmimidmo.org](http://www.pmimidmo.org).

## Networking and Résumé Tips for Project Managers

By PMI Mid-Missouri Communications Team with excerpts from the [If You Are Employed, Are You Prepared For Unemployment?](#) presentation from the 11<sup>th</sup> Annual Rocky Mountain Project Management Symposium

In these unsteady economic times it cannot be stressed enough how important it is for Project Managers, or anyone for that matter, to maintain their professional image and skills. We all know this but few deliberately do it. “Most spend more time researching the next new car, next vacation or next high-tech gadget than they do planning for their next job!”

Here are a few key areas to focus on:

- 1. Build and maintain a professional network**
  - a. Identify places to build your network.
  - b. Protect your digital presence.
  - c. Expand your network with [LinkedIn](#).

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**2. Developing and planning your skills**

- o Will you continue the same career path or select a new path, a new role, or even a new industry?
- o Will you make a major career change?
- o Are new skills needed for the career path?
- o Do you have an inventory of your skills and accomplishments?
- o Is your résumé up to date?

**3. Build a portfolio of your work**

- o Project Plans.
- o Presentations.
- o Reports and Diagrams.

**4. Giving not just receiving**

- o Help others that may have helped you in your career.
- o Share your knowledge and experience with others.
- o Make yourself available to others who may be struggling or unemployed.

**5. Plan out your options**

- o Identify the best, optimistic, and worst case scenarios.
- o What is the status of your finances, family involvement, marketability, resources, and healthcare coverage?
- o Are there other considerations you need to include?

Identify your next steps and determine your priorities. What characteristics might be working against you and how you can make modifications for a brighter outlook?

When updating your résumé, a common thread for Project Managers is to show that projects progress efficiently both in costs and time. Organizations looking to fill Project Management positions will always look for PMs with projects that have been brought in under or on budget and on or ahead of time.

Keys areas of your résumé should include:

- **Profile** – a quick outline of your proven PM qualities, communication skills, types of projects managed from small/large and simple/complex, formal PM techniques used, PM software used and PM certifications.
- **Major Achievements** – three to five major achievements in your PM capacity, examples of quantitative success, skills for identifying, managing and mitigating risks or problems, examples of leadership skills, etc.
- **Experience** – further details of projects mentioned above, additional details of personal responsibilities
- **Education/Qualifications/Training** – job specific qualifications, specific degrees, courses relevant to project management, etc.

Don't forget to include a cover letter unless the job advertisement specifically states to not include!

Also, PMI provides a wealth of resources for job seekers and employers through its job and career development site [Career Headquarters](#), where you can leverage the following:

- **Résumé Builder** – Experience a more efficient résumé creation process, which allows you to upload your résumé from a desktop publishing program, such as Microsoft Word.
- **Professional Profile** – Create a professional presentation of your qualifications. This easy-to-use feature pre-populates information from your résumé, saving you time. And if you don't finish the first time through, your information will be saved so you can easily get back to it later.
- **Searchable Portfolio** – Increase your exposure in an employer's search by creating an online portfolio of career-related documents, including work samples, cover letters or certification letters.
- **Job Application Preview** – See everything that you submit, exactly as the employer will, before submitting your applications.

**PMI Mid-Missouri Chapter News**

**Volunteer Opportunities**

We are currently seeking volunteers for a few different areas. Volunteering for the Chapter is a rewarding experience, plus you will earn PDUs to help maintain your PMI credentials.

If you are interested in any of these volunteer opportunities, please contact Alexis Nixon, Director of Volunteers, at [volunteers@pmimidmo.org](mailto:volunteers@pmimidmo.org).

**Booth Volunteers for Missouri Digital Summit**

The Chapter will have a booth at the upcoming [Missouri Digital Summit](#). We are seeking volunteers to help prepare promotional material for this event, and also to help setup, staff and teardown the booth on June 17-18.

**PMP Prep Workshop Facilitators**

The Chapter is planning to offer a PMP Prep Workshop (dates TBD). We are seeking volunteers to help prepare and deliver training for specific PMP prep modules. You may volunteer to lead one or more PMP

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prep modules on topics including: Scope, Time, Cost, Communications, Quality, and Risk management processes, among others.

### Event Analyst Volunteer

We are seeking a volunteer to prepare, distribute and collect survey results at Chapter events. The volunteer will also prepare summaries of the survey results to be included as part of the event closeout.

## Seeking Nominations for Chapter Board Positions

The following board positions are up for re-election in August, with a 2-year term beginning in January 2010. Descriptions of the board positions are available in [Article V of the Chapter's Bylaws](#).

- President
- Vice President of Administration
- Vice President of Programs
- First Vice President

You may nominate yourself, or someone else. Nominees must be:

- Members in good standing.
- Willing to serve a two-year term beginning January 1, 2010.
- Willing to attend monthly board meetings prior to January 1, 2010 in an internship phase.

Please submit your nominations to [elections@pmimidmo.org](mailto:elections@pmimidmo.org) by **June 30, 2009**. Nominations should include:

1. Nominee name(s)
2. Nominee e-mail address(es)
3. Corresponding board position(s)

The opportunity to serve as a Board member is an enriching and rewarding experience. You will be instrumental in the development and growth of the Chapter, and will benefit from the networking and professional development opportunities. For your dedicated service and commitment, PDUs are awarded toward maintaining your PMI credentials.

Please visit the Chapter's Web site ([www.pmimidmo.org](http://www.pmimidmo.org)) throughout the summer for information and updates about the upcoming elections.

## 2008 Annual Report

The Chapter's 2008 Annual Report is now available on our Web site [www.pmimidmo.org](http://www.pmimidmo.org). Check out our accomplishments from 2008 and strategic initiatives for 2009 and beyond.

## Region 6 Leadership Conference

Keith Foster, PMP, VP of Financial Affairs and Andrew Deane, PMP, VP of Membership just got back from the Region 6 Leadership Conference. Look for a recap of this event in the July-August newsletter.

## PMI Headquarters News

Every year PMI bestows its Professional Awards on the best of the best in project management.

This year, in the midst of the economic crisis that has produced massive layoffs and affected whole industries globally, it is especially important to demonstrate the impact of project management on organizational bottom lines.

You know that project management is what contributes to the success of organizations that execute effectively against their strategy. We believe now is the perfect time to bring project management and those who move it forward to the center stage of attention.

### Recognize Excellence in Project Management. Move the Profession Forward.

Nominate and apply for [2009 PMI Professional Awards](#).

Honor those who manage successful and innovative [projects](#), conduct [research](#), publish excellent [books and articles](#), conduct outstanding [training](#) and [create superior educational products](#).

Recognize those who [help their communities prosper through the use of project management](#) and make other outstanding contributions to the profession and PMI.

Please let us know if you have any questions or concerns. E-Mail [awards@pmi.org](mailto:awards@pmi.org)

# ***PMP® Exam Prep Boot Camp***

## ***St. Louis - June 15-18 7:15 am - 5:15 pm***

### ***Viking Conference Center Holiday Inn Southwest***

Don't fear the PMP® exam certification test any longer! This fast paced boot camp prepares each participant with all the core competencies to pass the PMP® exam the first time, while providing you with 35 contact hours.

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- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Third Edition*
- *Preparing for the PMP® Certification Exam* by Michael Newell
- *Q & As for the PMBOK® Guide Third Edition*
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Please note that the PMP® requirements and exam changes take effect  
June 30th

## ***The Mathis Group***

***800-224-3731***

***Fax: (636) 938-5292***

***keith@themathisgroup.com***

***www.themathisgroup.com***

***www.pmexpertlive.com***

**The Mathis Group PMP® Exam Guarantee:** In the unlikely event you do not pass the PMP® exam the first time, The Mathis Group will pay for your second attempt within 30 days. If you do not pass the PMP® exam the second time, we will pay for the third attempt within 30 days. If you do not pass the PMP® exam after three attempts, we will refund the balance of the seminar price to you!!



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## Membership & Certifications

By Andrew Deane, PMP  
VP of Membership

### Welcome New Members!

The PMI Mid-Missouri Chapter would like to welcome the following members who joined in February or March:

Jason Cecil, PMP  
Virginia L Hildebrandt  
Jeff Jackson  
Karen Sue Jones  
Sarah G Kovaleski  
Dawn Marie Rose-Hicks  
Eric Hansen  
Jeness Stone  
David M. Suptic, PMP  
Karen G Tate, PMP

### Congratulations PMPs!

The following member(s) earned their PMP credential in February or March:

John Hay, PMP  
David Tippet, PMP  
Sarah Welch, PMP

**Thanks!** to all of the members that have recently renewed. At the end of March, the Chapter had 142 members and 93 PMPs!

We hope to see everyone at the May workshop and meeting!

## Upcoming Regional Events

### [Kansas City Mid-America Chapter](#)

#### **Monday, May 11, 2009**

PMI Dinner Meeting: The Importance of Training

#### **September 21 - 22, 2009**

2009 Professional Development Days  
Registration will open this summer

### [Metro St. Louis Chapter](#)

#### **Wednesday, May 13, 2009**

Spring 09 Career Fair

#### **Wednesday, May 20, 2009**

Project Management Tool Kit and Agile Project Management Update

#### **Wednesday, June 17, 2009**

PMI Dinner Meeting: Recognition and Evolution of "Knowledge Work 2.0"

### [PMI Southwest Missouri](#)

#### **Tuesday, June 16, 2009**

Inaugural Chapter Meeting (Springfield)

## Chapter Board Members

### **Carol Elliott, PMP, President**

Shelter Insurance Companies  
Term: Jan. 1, 2008-Dec. 31, 2009  
Phone: (573) 214-4276  
Fax: (573) 446-7319  
e-mail: [pmipres@pmimidmo.org](mailto:pmipres@pmimidmo.org)

### **Myra Drummond-Lewis, PMP, First Vice-President**

University of Missouri – Division of Information  
Technology  
Term: Oct 21, 2008-Dec. 31, 2009  
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### **W. Andrew Deane, PMP, Vice-President of Membership**

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e-mail: [pmivpmembers@pmimidmo.org](mailto:pmivpmembers@pmimidmo.org)

### **Keith Foster, PMP, Vice-President of Financial Affairs**

State of Missouri – Public Service Commission  
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### **Kathleen Schonhardt, PMP, Vice-President of Programs**

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### **Camille Dickson-Deane, PMP, Vice-President of Professional Development**

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### **Art Despins , PMP, Vice-President of Administration**

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### **Nathan Eatherton, PMP, Vice-President of Communications**

University of Missouri – Division of Information  
Technology  
Term: Jan. 1 2009-Dec. 31, 2010  
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e-mail: [pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)

## Advertising and Sponsorship:

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

Consider advertising in an upcoming newsletter or on the PMI Mid-Missouri Chapter Web site. Sponsorship opportunities are also available.

Visit the Chapter Web site for additional information about advertising and sponsorship opportunities. You may also contact [ads@pmimidmo.org](mailto:ads@pmimidmo.org).

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## Volunteer Opportunities:

If you are interested in volunteer opportunities with the Chapter, please contact the Director of Volunteers at [volunteers@pmimidmo.org](mailto:volunteers@pmimidmo.org).

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## Chapter Communications Team:

Nathan Eatherton (VP of Communications)  
[pmivpcomm@pmimidmo.org](mailto:pmivpcomm@pmimidmo.org)

Nancy Kuse (Newsletter Editor) [news@pmimidmo.org](mailto:news@pmimidmo.org)

Sridhar Kalluri and Swaraj Gadicherla (Web Editors)  
[pmiwebmaster@pmimidmo.org](mailto:pmiwebmaster@pmimidmo.org)

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