



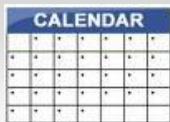
PMI Mid-Missouri Chapter, Inc.

Making project management indispensable for business results. ®

Newsletter - Volume 10, Issue 5

September – October 2009

Upcoming Chapter Events



Thursday, September 24, 2009

Professional Development Workshop
Rescue My Troubled Project

Thursday, September 24, 2009

Chapter Meeting & Seminar
Ethics and Leadership in a Time of Recession

Thursday, November 19, 2009

Professional Development Workshop
*Solid Scope, Right Requirements:
The Secret to Project Success*

Thursday, November 19, 2009

Chapter Meeting & Seminar
Prison Redevelopment Project Discussion

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



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Join us September 24th

Hilton Garden Inn
Columbia, MO

Registration Deadline is September 16

Join us September 24, for two Chapter events and up to 9.0 PDUs!

Complete details and online registration is available at www.pmimidmo.org.

Rescue My Troubled Project Professional Development Workshop PDUs: 8.0

Any project at any organization with any team can fail. However, projects never go from being well managed, on-budget and on-schedule to outright failure overnight. There is always a transition period during which time the project is "troubled". It is during this time that a window of opportunity exists in which the project can potentially be rescued, and is likely the last chance to save the project. This course will give project managers an overview of the knowledge and tools needed to quickly and accurately assess the current status and root causes of problems, decide the most appropriate course of action and plan and execute that decision.

Ethics and Leadership in a Time of Recession Chapter Meeting and Seminar PDUs: 1.0

This seminar will focus on the role and qualities of leadership and whether these are different during difficult economic times. We will look at leaders in United States history, their decisions and leadership, and whether/how ethics played a role in their decisions.

Get Ready For Governance

What You Need to Know About Presenting to a Project Governance Committee

By: Tim Jaques, PMP

As you rise through the ranks, you may be asked to attend governance meetings where you will present directly to senior decision makers in the organization. To be effective, **recognize the dynamics at work in the governance setting:**

- ◆ **Many Agendas, One Forum.** Your project is part of a field of projects that are all important. While you are expected to advocate for your own project, understand that at the executive level your project is a piece in the larger chess game. Where you are trying to secure approval for this one project, the governance committee members may be wondering how this investment will benefit their business area down the road.
- ◆ **Bottom Line Driven.** Executives operate against a set of performance measures, and these can be dissimilar if each executive has a different bottom line. For example, executives of cost centers often seek more resources, while executives that lead profit centers want decreased costs and higher profitability. Knowing these bottom line drivers can help you succeed in a governance setting.
- ◆ **Projects Are Investments.** The project portfolio represents a sizable investment of the organization's resources: financial, human and otherwise. These investments tie-up real costs as well as opportunity costs.
- ◆ **Know Your Role.** Governance operates differently around the world, and is organizationally dependent. Some organizations govern very informally and feel almost casual, while in others the process is formal and intensive. Are you there to sell? To inform? To advocate? Know why you are called to the meeting and work within your bounds.

When you prepare for a governance meeting, you should know exactly what is expected of you:

- ◆ **Presentation:** Will you present through an informal discussion? Or through a Q&A? Or formally, standing before the group and using a visual presentation? Will a facilitator or PMO representative be present? If so, what is his or her role?

Get Ready For Governance continued...

- ◆ **Content/Handouts:** For a governance meeting, less is more. Provide the decision-makers with the basic document – a charter, proposal or simply a presentation.
- ◆ **Follow Up:** Capture action items and open issues and be prepared to follow up – even if they are not directly related to your project. If your presentation spurs a conversation by governance participants, be prepared to participate in the discussion, if warranted.

Successfully negotiating a governance meeting requires a mix of content, confidence and credibility. Here is what you need to know before you go. . .

- ◆ **Be knowledgeable about your project.** Know the business drivers, scope, costs, required resources and schedule. Know the risks and issues, and alternatives. Be ready to speak to the organization's larger goals and strategies.
- ◆ **Communicate directly.** Use an assertive and respectful tone. Use positive language and never disparage another project or business area. Stick to the topic, and be ready to question the executives if something is not clear.
- ◆ **Address bottom line issues.** How long will the project take? How much will it cost? What is the payback period? What is the full lifecycle cost of ownership?
- ◆ **Stay high-level.** Keep in mind that governance is not a project review meeting, but rather an investment review. Keep the information high level and let the executives ask for details.

When done well, presenting to a governance council can greatly improve your visibility across the executive ranks. It can help your project achieve more credibility and is an opportunity to shine. Preparation and participation is well worth your investment of time and effort. Good luck!

PMI thanks Tim Jaques, PMP, for contributing this article. Mr. Jaques is a partner at [Line of Sight](#). He has worked with clients on all types of efforts – strategic, tactical, project and organizational. He has facilitated groups of corporate and government executives through the process of identifying, defining, and attacking the problems that prevent organizational success. You can contact him at tjaques@line-of-sight.com.

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How To Upgrade Yourself to the PMBOK Guide 4th Edition

By Cornelius Fichtner, PMP - pm@pm-prepcast.com,
www.pm-prepcast.com

This article outlines a possible approach to "upgrade" yourself from having studied the PMBOK® Guide 3rd edition, and you now have to take the 4th edition exam. However, we all learn differently. You should adjust this approach to your own needs.

If you studied to take your PMP exam using the PMBOK® Guide 3rd edition and were unable to take and pass the exam before June 30th 2009, then you are now required to take the exam based on the new PMBOK® Guide 4th edition. The PMI will not make any exceptions.

There are notable changes between version 3 and version 4 of the PMBOK® Guide. For instance the number of processes has been reduced from 44 to 42.

This seems straightforward at first. But if you look deeper into this, you will realize that the change wasn't simply that 2 processes have been removed. Instead what happened is that some processes have been removed from the Guide, some have been combined and several new processes have also been added. So what looks like a simple reduction in numbers is in fact more complex than that.

Appendix A in the PMBOK® Guide 4th edition describes the bulk of the changes. A number of authors have also described these changes and made their analysis available for free. It is, however, important to note that these descriptions don't list all the detailed changes. For instance, the inputs, tools & techniques and outputs of many processes have changed. Some have been removed and new ones have been added. You will not find a complete description of all the changes.

Because of this large amount of changes throughout the PMBOK® Guide it is impossible to simply "study the difference". The changes are sometimes conceptual, sometimes dramatic and sometimes minor. But they are here and your PMP Exam may require you to know them. "Upgrading" your knowledge from the 3rd to the 4th edition can therefore not be done "change-by-change". It has to be a holistic approach.

However, it must also be said that just because the PMBOK® Guide has changed, project management itself hasn't changed. The fundamental way in which projects are managed is still the same. The PMBOK® Guide is our general framework describing the activities & techniques that are commonly accepted to be good practices on most projects most of the time. Just because the PMBOK® Guide has changed its procurement section from 6 to 4 processes doesn't mean that procurement systems need to be changed immediately.

How To Upgrade continued....

But in order to pass your PMP exam you will have to be aware of the new definitions in the PMBOK® Guide. Studying them takes effort, dedication and time. Here is a possible study approach to "upgrade" yourself to the PMBOK® Guide 4th edition:

- 1) Read Appendix A and familiarize yourself with the changes. In particular: Familiarize yourself with the processes that have been added, removed and combined; Learn the new process names; Study table A1 on page 350 and know which documents are part of the PM Plan and which ones are "other" project documents
- 2) Read Appendix F and familiarize yourself with the summary descriptions of the 9 knowledge areas and the 42 processes. At this time you may also wish to read the introductions to chapters 4-12.
- 3) Read Appendix G and familiarize yourself with the Interpersonal Skills
- 4) Study table 3-1 on page 43 and know which process belongs to which process group. It is a good idea to start with a blank piece of paper and be able to draw this table from memory.
- 5) And finally (and unfortunately): Read the complete PMBOK® Guide 4th edition twice.

When reading the new PMBOK® Guide familiarize yourself with the new inputs, tools & techniques and outputs of all the processes. Study figure 3 in chapters 4 through 12. This is the Data Flow Diagram for each process. These diagrams illustrate the flow of the inputs and outputs and will strengthen your understanding of the flow of all the inputs & outputs. It will also help you understand the integrated nature of all the processes in the PMBOK® Guide.

You should also get to know the new processes that have been added and make special note of the changes to the Earned Value Formulas in Chapter 7.3.2

"Upgrading" your knowledge to this new version of the PMBOK® Guide is not something that you can do in just a day. Even though the PMP Exam consists mainly of scenario-based question, it will be necessary for you to have an in-depth understanding of the PMBOK® Guide 4th Edition to be able to answer questions correctly.

Plan a minimum of two weeks of intense study.

About the Author:

Cornelius Fichtner, PMP is a noted PMP expert. He is the host of The PM Podcast at <http://www.thepmpodcast.com> where you can hear his free interviews with PM experts from around the world. His PM PrepCast at <http://www.pm-prepcast.com> has helped over 6,000 project managers to study for the PMP exam.

Member Spotlight

By Nathan Eatherton, PMP, VP of Communications



Jenness Stone is a relatively new member of the PMI Mid-Missouri Chapter, having joined in March 2009.

When asked what she enjoys about PMI and the Mid-Missouri Chapter, she mentions the networking and career

development opportunities, along with the variety of resources available online at PMI.org.

Jenness is employed with Landmark Bank as an Assistant Vice President, Project Manager. In this capacity Jenness leads a variety of projects covering multiple lines of business within the bank. She is also responsible for managing best practices within the bank.

Recently, Jenness served as project manager for the Training Project Team at Landmark Bank. She is currently working on several other training projects, most notably with the Operations and Lending departments.

In her spare time, Jenness enjoys cooking, traveling, painting, and Mizzou football!

PMI Mid-Missouri Chapter News

Get Connected with the PMI Mid-Missouri Chapter and LinkedIn!



The PMI Mid-Missouri Chapter recently established a "group" on the LinkedIn professional networking Web site. We expect this group will be used by Chapter members and other project management professionals to network and collaborate with one another. It will also serve as an additional channel for the Chapter to communicate upcoming events and activities. [Join today!](#)

Chapter Elections, Cast your ballot by September 18!

If you haven't already done so, please take a moment to cast your ballot in the Chapter's 2009 election for board members. The election is set to close on September 18, with results being announced at the Chapter meeting on September 24.

The following officer positions are up for election, with terms beginning January 1, 2010.

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

Complete election details are available online at www.pmimidmo.org.

Chapter Exhibits at Missouri Digital Government Summit

The PMI Mid-Missouri Chapter exhibited at the [Missouri Digital Government Summit](#) held June 18, 2009 at the Capitol Plaza Hotel in Jefferson City. We estimate that between 25 and 50 people visited our booth and collected Chapter and PMI literature, including PMI membership information and the Chapter's brochure and annual report. We also demonstrated the Chapter and PMI's Web site and answered various questions concerning PMI membership. In answering visitor's questions, the most common misconception we encountered was that it was necessary to be a PMP to join PMI. No, you don't have to be a PMP to join PMI!

Thank you to those who volunteered to staff our exhibit: Karen Alexander, Rodney Britt, Frank Cox, Carol Elliott, Amber Peters, and Sriram Venkatesan. Also, thank you to Myra Drummond-Lewis, who organized the Chapter's participation.

Chapter News continued on page 5...

Chapter Participates in Show-Me State Games



On Sunday, July 26 volunteers from the PMI Mid-Missouri Chapter worked as course officials for the 25th Annual Show-Me State Games Race Walk/Road Race at Bethel Park in Columbia, Missouri. The Race Walk /Road Race is a five-kilometer race with a massed start. Competitors in this event ranged from under 12 to over 80 years of age.

This is our Chapter's second year of volunteer activity at the nations largest State Games, which started in 1985. Thanks to the following Chapter members who served as volunteers: Rodney Britt, Carol Elliott, Ron Parker, Helen Parker and Amanda Teague.

We are currently planning to participate as volunteers in the 2010 games and will provide information on the event date and times in March. Please consider joining in on the activities. If we have 12 volunteers, as we did in 2008, our logo will be placed on the volunteers T-shirts.

Plans for PMP Prep Workshop

Every year, we receive a number of inquiries regarding the Chapter's plan to conduct a PMP Prep Workshop. The Chapter will not be offering a PMP Prep Workshop in 2009, however, there are several options being considered for 2010.

Our annual Chapter survey to be conducted in January will include questions to determine which PMP Prep Workshop format will be most valuable to our members (online, classroom, bootcamp, evening sessions, etc.)

In the meantime, if you have questions or comments concerning a PMP Prep Workshop, please contact Camille Dickson-Deane, VP of Professional Development.

PMI Headquarters News

PMI Global Congress 2009—North America 10–13 October 2009 – Orlando, Florida, USA Gaylord Palms Resort and Convention Center

Sharpen your skills. Expand your knowledge. Get the insights you need to stay ahead—with a customized Congress experience that fits your schedule and budget. Choose from one-day, weekend or full multi-day program—it's up to you!

Here are four great reasons to attend PMI Global Congress 2009—North America:

Insights from T. Boone Pickens



T. Boone Pickens, founder and chairman of BP Capital Management, delivers a comprehensive solution on how to decrease reliance on imported oil - beginning with America. He offers open and candid responses to audience questions about the country's dependence on imported oil, while providing details on how to dramatically enhance energy security.

Cirque Odyssey at the PMI Awards Ceremony and Reception



Celebrate and honor the year's best in project management while getting a front-row seat for a performance by the energetic Cirque Odyssey—a fast-paced, musical combination of strength, agility, grace and skill.

PMI Headquarters continued on page 6...

Stimulating Learning Sessions

Solidify and expand your knowledge with over 150 presentations in 14 subject areas. The beach can't compete with seminars like:

- ◆ A Funny Thing Happened on the Way to the PMO
- ◆ Pardon Me – Your Personality is Showing!
- ◆ Evolution of Prehistoric Sticky Notes

Networking Opportunities



Catch up with your colleagues, see what your peers are doing, and make new connections.

The congress offers valuable networking opportunities, including the grand opening reception and an exclusive street party on the New York City backlot set at Universal Orlando.

PMI Records Office Has Moved

Please be advised that the PMI Records Office has moved. Forward all future PDU submissions and certificate verification requests to PMI using the following methods:

Mailing address:

Project Management Institute
Attention: CCR Department
14 Campus Boulevard
Newtown Square, PA 19073

Fax number:

(484) 631-1332
Attention: CCR Department

Please discontinue sending PDU submissions and certificate verification requests via fax and email to the PMI Records office Oklahoma Office. PDU submissions sent to this destination via fax and mail will not be accepted.

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 July or August:

Kathleen McCulloch

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

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

Upcoming Regional Events

[Kansas City Mid-America Chapter](#)

September 12, 2009

What's New in PMBOK 4 – Workshop

September 21 - 22, 2009

2009 Professional Development Days

October 24, 2009

Advanced MS Project - Workshop

[Metro St. Louis Chapter Chapter](#)

September 16, 2009

Burn Your Canoe, A Presentation About Commitment and Being Decisive!

[Southwest Missouri Chapter Chapter](#)

None currently posted.

Chapter Board Members

Carol Elliott, PMP, President

Shelter Insurance Companies
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Myra Drummond-Lewis, PMP, First Vice-President

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W. Andrew Deane, PMP, Vice-President of Membership

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Keith Foster, PMP, Vice-President of Financial Affairs

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Kathleen Schonhardt, PMP, Vice-President of Programs

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Nathan Eatherton, PMP, Vice-President of Communications

University of Missouri – Division of Information Technology
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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.

Volunteer Opportunities:

If you are interested in volunteer opportunities with the Chapter, please contact the Director of Volunteers at volunteers@pmimidmo.org.

Chapter Communications Team:

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pmivpcomm@pmimidmo.org

Nancy Kuse (Newsletter Editor) news@pmimidmo.org

Sridhar Kalluri and Swaraj Gadicherla (Web Editors)
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