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**Project Management Institute
Michigan Capital Area Chapter**

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Michigan Capital Area Chapter Newsletter

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www.pmi-mcac.org

PMI Michigan Capital Area Chapter Officers

President

Stanley Samuel, MBA,
PMP
President@pmi-mcac.org

VP Membership

Dan Buonodono, PMP
membership@pmi-
mcac.org

VP Finance

Karl A. Meier
Finance@pmi-mcac.org

VP Communications

Cathy Pelham, PMP
Communications@pmi-
mcac.org

VP Professional Development

Amy Piper, PhD, PMP
ProfessionalDevelopment
@pmi-mcac.org

VP Programs

John LeTourneau, PMP
Programs@pmi-mcac.org

VP Publicity

Vacant
Publicity@pmi-mcac.org

VP Logistics

Pamela R. Sawatzki,
PMP
Logistics@pmi-mcac.org

VP Outreach

Judith Walsh, PMP
Outreach@pmi-mcac.org

VP Special Projects

Dean R Feldpausch, PMP
Specialprojects@pmi-
mcac.org



Message from the President

Stanley Samuel, MBA, PMP

Dear Members & Friends,

Happy New Year!!! I hope you all enjoyed the year end holidays and wonderful Christmas!!! I am not sure about you, but my professional and personal life had a roller coaster ride in 2005 and I am happy that it is over. We often wish we could see what lies

around the corner in life. Then we could prepare for it, control it, or avoid it. But it does not always happen that way.

A few days ago I read an article which went like this:

One day my 10-year-old granddaughter Emily and I were boiling eggs for breakfast. As we stared into the boiling water and wondered how long it would take to get the eggs just right, Emily said, "Pity we can't open them up to see how they're doing." I agreed. But that would have spoiled them, so we had to rely on guesswork, with no guarantee of results.

We began talking about other things we would like to see but can't—like tomorrow. Too bad we can't crack tomorrow open, we said, to see if it's the way we would like it. But meddling with tomorrow before its time, like opening a partly cooked egg, would spoil both today and tomorrow.

See President, continued on page 2

January Program Meeting Announcement

January 17, 2006

Bonus Program at 5:15 PM

Featuring Ms. Jo-Anne Tuttle of Davenport University

Topic: Effective Project Team Meeting Skills

Program Meeting at 6:00 PM

Featuring Ms. Kristen Mullaney

Topic: Ten Rules for a Successful Project

Clarion Hotel and Conference Center,

3600 Dunckel Drive, Lansing

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President, continued from page 1

Many times in our projects or in our lives, we start doing excessive risk management, that it becomes like a guessing game, but the best guess is still a guess. We become so risk passionate that we forget the present and think too much about the future. The lesson I learned from this article and also from my experiences in 2005 was that, "one should learn to wait and do their best in the present". If you are giving your best shot in the present, then you should not be overly worried about the future; you will be able to tackle/mitigate any risks that come your way. You will be able to face boldly what the future may hold for you. Getting discouraged/fearful about tomorrow will only kill our present and create a huge discomfort for the people who work with you. I am not saying that we should not have an eye on the future and not foresee risks; however I am saying that many times we are overworking on the future issues/risks without focusing on the present. Do your best now, so that the future would fall in line with your present.

We become better project managers when we survive the great storms in our projects and our lives. Only if we survive will we be able to tell a tale of what we did in the moments of crisis? Discouraged, disillusioned, overly concerned people often sink in their moments of crisis. You don't want to be one of them.

So today I want to encourage those who might be thinking 2005 was a year of disappointments. No matter what 2005 had for you, let's now hope for a brighter future in 2006 for all of us and also for our PMI Chapter. I also want to say kudos to those who have been able to do great things in 2005. All the best for a great 2006!!!

Here are some things that are going on in PMI that may be of interest:

Firstly, PMI has issued an open call for volunteers to participate on PMI's Organizational Project Management Maturity Model or OPM3®. If you are interested in the OPM3 2008 Update Project Team, you can find out more at the PMI website (www.pmi.org) or at the OPM3 web page http://www.pmi.org/info/PP_OPM3.asp. The OPM3 team will focus on developing an updated organizational project management standard.

Secondly, the race has begun! When do you think PMI will reach 250,000 members? PMI has been growing at a tremendous rate, racing toward 250,000 members. To commemorate this pending milestone, PMI has announced the 250,000 Member Race. You can enter your guess for the date and time when the 250,000th member will join at <http://www.pmi.org/info/250KMemberRace.asp>. Guess correctly and you could win a prize package including complimentary membership for 1 year, gift certificates, complimentary Global Congress registration, and more. Details can be found at the website.

Thirdly, the PMI Leadership Meetings and PMI Congress are scheduled from October 21-24, 2006 at Seattle, WA. So if you are planning to go for the Global Congress, please put that date on your calendar.

Fourthly, PMI is now accepting applications for the PMI Leadership Institute Masters Class of 2007. The Leadership Institute Masters Class is a yearlong learning journey, mirrored after Fortune 500 programs and designed to develop, utilize and mentor a growing corps of well-trained organizational leaders. Check out the details at http://pmi.org/info/GMC_MastersClass.asp

To benefit our members the Michigan Capital Chapter has initiated a few major projects that will be implemented in 2006. Some of them are here as below:

1. Professional Development Day on April 19, 2006
2. Creation of the Operations Manual for the Michigan Capital Chapter – Target Completion May 2006
3. Seminar on " Learning to create a good business presentation and writing good business documents" in July/August 2006

The Chapter's next meeting is scheduled on January 17, 2006. Please plan on attending the meeting to hear a great presentation by Kristen Mullaney. She will be talking about "The Ten Rules for a Successful Project".

In closure I want to wish you all once again a very Happy New Year!!!



VP Corner – Programs

John LeTourneau, PMP

Our November speaker was Rajiv Das discussing “Business and IT Alignment. In this, Rajiv stressed the importance of IT for a successful enterprise, and discusses CEO-CIO agenda items. His well received presentation was very detailed with many details and examples. He also discussed best practices for effective **Portfolio Management**, with recommendations from industry leaders, Industry standard techniques, job aids and tools.

The November bonus speaker was Keith Flournoy of MKS international. He discussed the “Development Metrics and Dashboards - Managing Your Projects in Real Time”. Keith also did a great job receiving high marks from attendees.

Our January program brings Kristen Mullaney presenting the “Michigan Child Immunization Registry” (MCIR) project. Kristen has been a Senior Project Manager for 7 years at the State of Michigan working with high dollar/critical technology projects. Before coming to the State, she was employed by IBM as a Global Program Manager assigned to the European Corporate Offices in Paris and Amsterdam. Her presentation will discuss the Ten Rules for a Successful Project and while giving a MCIR update

In Kristen’s words, “This project was given to me after it had been running for a year with out any progress except to run through 20% of the funds available. I was able to implement these simple rules to get the project back on track and to control costs, expectations and the project schedule.”

We also have Jo-anne Tuttle of Davenport University presenting “Effective Project Team Meeting Skills” for the bonus program. Jo-anne is from Davenport University’s Corporate Services Division, and is an experienced public speaker, facilitator and consultant with over 20 years experience developing and delivering results-based employee development programs for business and industry linked to the strategic goals of the organization. A speaker for a variety of professional organizations at both the state and local levels, she frequently receives requests for “return” presentations due to her interactive, energetic style.

In February Tim Webster will be discussing the “MSU Spartan Stadium Expansion” project, with a bonus presentation of Brian Jennings with “Test Taking Tips and Techniques.”

March gives us Kevin Meyer to present the Lansing “Common Ground” event. We have PDD in April and that leads us to Earl Joki who will be presenting on “EDS’ Implementation and Operation of Program Offices” in May.

I’ll see you at the next program meeting!

VP Corner – Logistics

Pam Sawatzki, PMP

Greetings everyone! Happy 2006. I hope that everyone had a wonderful Holiday season and that you are all looking forward to 2006 as much as I am. We begin the year with our January program that is being held at the Lansing Clarion. Please take a few minutes to log onto our web site at pmi-mcac.org to review program information and to register at the acteva web site.

I think the Michigan Capital Area Chapter has a lot of interesting programs schedule for the 2006 year and I hope to see you at all of them



VP Corner – Membership

Dan Buonodono, PMP
Membership Corner

The membership committee has been meeting for the past several months, and is expected to wrap up our preliminary recommendations and action plan this month. The group came up with 26 ideas on ways that we can “add value” for members of the MCAC Chapter. We have categorized these ideas into four Strategy Areas, which include: 1) Members Only area on website; 2) Promote Member Benefits; 3) Promote PMI and the Chapter; and 4) Miscellaneous, which includes ideas such as establishing a PM mentoring program for our chapter members.

Our next step is going to be the most challenging – finding volunteers to help implement these strategies. If you have additional ideas on ways to increase the value of MCAC membership, or would like to assist in implementing any of the above strategies, please email me at membership@pmi-mcac.org.

The Membership Committee has the following volunteers that have put a fair amount of time into benefiting our chapter: David Smith, Brian Jennings, Karl Meier, Joanne Gram, Amy Drake, Tracy Wiseman, Jim Jackson and myself. Please take a minute to thank them if you get a chance.

I would like to take this opportunity to welcome the following new chapter members: Frank Breen (Breen GeoScience Management Inc.); Daniel Cloutier; and Paul J. Harris, PMP (Catavo Inc.).

Our Chapter currently has 211 members, including 146 PMPs. That’s up from 173 and 102 respectively from April of 2005!

I am looking forward to seeing you all at our next program meeting!

Professional Development Corner

By Amy J. Piper, Ph.D., PMP

The next Michigan Capital Area Chapter Professional Development Day will be on Wednesday, April 19, 2005 at the Radisson Hotel in downtown Lansing. Please note that it is a Wednesday, as that is different than most of our events. The theme this year is Project Management: Moving to the Next Level! Save the date!

There will be four plenary sessions and two break out sessions. The opening Keynote Speaker is Michelle Ray, whose theme is World Class Service Excellence...Can’t Get No Satisfaction...Why it takes seven seconds to form an impression and minutes for customers to make up our minds.” Her presentation will focus on “What are the implications of poor service on your business? “Service with a smile” is no longer a cliché, it is a requirement! Your customers form impressions of your organization and your customer service standard in only seven seconds! Is your service team ready to meet the challenge?” Michelle is an award-winning speaker from Australia now residing in Vancouver. www.michelleray.com

The second plenary session is Dr. James T. Brown, PMP, who I saw at the Dallas PMI Chapter meeting in November. I was coordinating a group of 20 new project managers in a training session. It had been a long couple of weeks and this meeting was a mandatory evening meeting. James T. Brown was fantastic and everyone commented on how glad they were to have seen his presentation, even though it was the end of a long day. This time Dr. Brown will speak on “Team Building in a Project Environment (Kindergarten Skills You Can Use)”. “Team building in the project management arena is often an overlooked process frequently given lip service and rarely given time. In work environments that are highly technical, team building process are often non-existent and these organizations often struggle with implementing the basics of project management due to lack of buy in by the team on a number of fronts. Organizations often overlook the fact that teams exist on multiple levels and team building processes need to occur at all of these levels.” Dr. James Brown resides in Florida. www.sebasolutions.com

Our luncheon Keynote session is Brian Adams. Brian’s presentation is “Recipe for a Balanced Life”. He indicates that it’s not enough to have all the right ingredients; it’s just as important to put them in the right order. <http://www.endlesspossibilities.net/home.htm>.

Lee Lambert is our closing Keynote, PM Going From Mediocrity to Maturity--Is it Worth the Trip? www.LambertConsultingGroup.com.

The speakers are exciting, check out their websites!

**VP Finance**

By Karl Meier, PMP

**Michigan Capital Area Chapter PMI
Balance Sheet
As of December 31, 2005**

Assets	
Current Assets – Checking/Savings	\$18,637.48
Total Assets	\$18,637.48
Liabilities & Equity	
Liabilities	\$0
Equity	
Retained Earnings	\$20,733.91
Net Income	(\$2,096.43)
Total Equity	\$18,637.48
Total Liabilities and Equity	<u>\$18,637.48</u>

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Chapter Meetings**

Charlie Kidd	Managing Editor
Dan Buonodono	Contributing Editor
Pam Sawatzki	Contributing Editor
John LeTourneau	Contributing Editor
Karl Meier	Contributing Editor
Amy Piper	Contributing Editor
Stanley Samuel	Contributing Editor
Judy Walsh	Contributing Editor

Publicity@pmi-mcac.org**Michigan Capital Area PMI Chapter Mission**

The Michigan Capital Area Chapter seeks to provide a professional forum dedicated to promoting project management excellence by:

- Encouraging the development of professional project management
- Sharing project management expertise
- Providing project management education and training
- Supporting the application of project management standards

Michigan Capital Area PMI Chapter Vision

The Michigan Capital Area Chapter is the professional organization of choice for project management professionals.

Please submit newsletter articles / information / advertising to publicity@pmi-mcac.org before the first of each month to be considered for that month's publication.

For additional information, please visit our website at

<http://www.pmi-mcac.org/programs.cfm>



Photos from Our November 2005 Meeting



Mr. Rajiv Das presented The Case for Business and IT Alignment in the November 2005 Meeting. He touched upon Business and IT Alignment, Implementation, Portfolio Management and included an audience exercise in alignment of Business Areas and IT Projects. Photo by Dan Buonodono.

Our Bonus Presentation Speaker was Mr. Keith Flournoy of MKS International who discussed real time management of projects. He presented the use of metrics and dashboard tools as a method of overseeing projects. Photo by Dan Buonodono.



Notice

If you would like to join our email listserv,
simply send an email to
Cathy Pelham, our VP of Communications at
communications@pmi-mcac.org

You will be glad that you did!



Decisions Decisions

© November 2005, Dr David Hillson PMP FAPM

david@risk-doctor.com

“The future is another country; they do things differently there”, to adapt the opening words of L P Hartley’s novel “The Go Between”. A large part of the risk management process involves looking into the future and trying to understand what might happen and whether it matters. One important quantitative technique which might help is decision tree analysis. This has been neglected in recent years but is enjoying something of a revival. Some people feel it should be reserved for strategic decisions, and others regard the technique as complex and difficult. But at heart it is really quite simple, and can be applied to many different uncertain situations..

The decision tree approach recognises that there are two major factors which affect the future – *choice* and *chance*. And in evaluating these we need to consider two parameters – *costs* and *consequences*. These four elements form the basis of decision tree analysis.

- The first step in building a decision tree is to identify the *choices* we must make in trying to achieve our objectives. These choices form the branches of the tree. For example “make or buy”, “in-house or out-sourced”, “fast-track or traditional”, “innovative or proven approach”, “supplier A or B”, “low or high priority”. Each of these decisions leads to different outcomes, which are reflected in the decision tree using the other three elements.
- The simplest factor associated with alternative choices is *cost*, including both implementation cost and opportunity cost. In some cases this may be negative, reflecting a saving. But it is important to accept that making a choice is rarely a zero-cost action, and an estimate of this must be included against each branch of the decision tree.
- *Chance* is also an important variable associated with different decision options. Each alternative could have a range of possible outcomes, though some choices could lead only to one certain result. For example different technology options may have different chances of success, or alternative contractors may be more or less reliable. Where there is uncertainty over the result of a decision, this must be identified and assessed, including the estimated probability of each outcome. And some chance events might also open up the possibility of new choices, producing a series of nested branches within the tree.
- Finally the decision tree must address *consequences*. If a particular decision option were to be taken, incurring both cost and risk, the final result must be estimated, which is usually the payoff for implementing that decision. This is typically expressed in financial terms, though other measures can be used. The decision tree structure describes the predicted outcome of each choice/chance combination, representing the leaves at the end of each branch.

Having built the decision tree from these four components, it can then be analysed to determine the most favourable *choice*, taking into account the related *costs*, *chances* and *consequences*. First each possible forward path through the tree is followed and its value is calculated by accumulating the costs and payoffs from beginning to end. Then using these path values and working backwards from the end of each branch, the “expected value” of each choice is calculated, taking probability-weighted consequences when chances occur. The branch with the highest expected value becomes the recommended decision option.

There are several challenges in using decision trees effectively, including the practical limitation of the technique to analysing a small number of decision options with a limited range of possible risks. The typical project involves many decisions at different levels, each with a wide range of associated risks, and trying to reflect this in a single decision tree could result in a massive and unusable model. The technique also require all factors to be represented quantitatively – cost and consequences are usually expressed in financial terms, and probability must be estimated for all chances. And decision tree analysis also assumes a “risk-neutral decision maker” whose choices are based on highest expected value – which is rarely the case.

Despite these limitations, decision tree analysis presents a powerful quantitative technique for assessing possible futures, taking into account the effects of both choice and chance and estimating both costs and consequences.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).

Your Career Action Plan for the New Year**Deborah Walker, CCMC**

Email: Deb@AlphaAdvantage.com

People make New Year's resolutions with the best intentions, but they often fail for lack of a solid action plan. If you've resolved for 2006 to move your career forward into a new industry, occupation or level of responsibility, increase your chances of success with this three-part action plan focused on results.

1. Know your career objective
2. Update your resume and cover letters
3. Update your network and networking skills

(1) Know your career objective

Knowing your career objective may sound obvious and easy. If, however, you are dissatisfied with your current position, it can be difficult to sort out the good from the bad. You may not fully understand the target of your dissatisfaction: Is it your job or your employer; your company's culture or your supervisor? Analyzing what you want in a job is a good start in determining the best new job for you.

If you are uncertain what type of position to focus on, start by identifying the transferable skills you enjoy(ed) using in your current or past positions. A professional career coach can be helpful in sorting out what you want to keep and, more importantly, what you want to avoid in your next position.

(2) Update your resume and cover letters

If it has been a while since your last job search, your resume may no longer reflect your current career direction. Don't forget the most important elements of a strong resume: solid achievements that illustrate your transferable skills, and key words and phrases to capture employers' attention and interest.

Cover letters can make the difference between a warm reception or a cold shoulder. While it's true that not all resume screeners read cover letters, those who do are never impressed—and are often put off by cover letters that sound phony or mass-produced. If you are uncertain of your resume writing skills, a professional resume writer can transform your so-so resume & cover letters into true selling tools.

(3) Update your network and networking skills

A good job-search network consists of all those persons who can provide information about future or current career opportunities. You say you don't have a network? You probably do, but you just haven't thought about people who could fit this category. Start by identifying groups of people that you are in contact with on a regular basis, such as professional associations, church, college alumni groups, and neighborhood associations. Then identify the individuals within those groups with whom you feel comfortable and who could help you learn of job leads.

Many of my resume and coaching clients lament their poor networking skills. I always tell them not to worry; they are in good company because most people feel inadequate when it comes to networking. Before you dismiss the value of a strong network, remember: In securing all-important job interviews, it's very often not what you know but who you know. There are many resources available for learning how to build and utilize a network to your job-search advantage: books, online articles, workshops, and career coaches trained in the most effective networking techniques.

Once you've put your job-search action plan into practice, you'll be on your way to a better job and a better life.

Deborah Walker, CCMC**Career Coach ~ Resume Writer**

Find more job-search tips and resume samples at:

www.AlphaAdvantage.com

Email: Deb@AlphaAdvantage.com

HOT
IN **THIS** Issue
GRAND OPENING
PMI MCAC MARKETPLACE
YOUR ONE STOP SHOP FOR CHAPTER APPAREL, HEADWEAR, & ACCESSORIES!
Register To Win
All registrations at the site through January 31, 2006 will be entered into a drawing for a \$ 50.00 gift certificate to the PMI MCAC Marketplace.
Everyone who registers & makes a purchase through January 31, 2006 will be entered into a second drawing for another \$50.00 gift certificate for Chapter Apparel.
Don't Miss Out - Register Today!
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Events Schedule

January 17, 2006 - The Ten Rules for a Successful Project and MCIR update
Speaker: Kristen Mullaney, State of Michigan

February 21, 2006 - MSU - Spartan Stadium Expansion
Speaker: Tim Webster, Barton Malow/Clark:

March 21, 2006 – Planning and Executing Lansing's Common Ground
Speaker: Kevin Meyer

April 19, 2006 – Professional Development Day

May 16, 2005 – “EDS’ Implementation and Operation of Program Offices”
Speaker: Earl Joki

For the 2006 program year, the MCAC Chapter Program Meeting will be held at the Clarion Hotel and Conference Center, 3600 Dunckel Drive, Lansing, MI 48910

MCAC Chapter Program Meetings are held on the third Tuesday of each month, September through May, excluding December. Bonus Programs are often held prior to the Program Meeting (normally from 5:15 to 6:00). Please go to <http://www.pmi-mcac.org> for additional information.

Costs: \$25 for members and \$30 for non-members. Anyone who does not register in advance will be charged an additional \$5 at the door. If you are not pre-registered, we may be unable to accommodate you due to restaurant limitations.