



Building professionalism in project management.®

**Project Management Institute  
Michigan Capital Area Chapter**

# MAXIMUM FLOAT

## Michigan Capital Area Chapter Newsletter

Volume VIII, Issue 4

January 2007

www.pmi-mcac.org

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## Message from the President

John Le Tourneau, PMP

Happy New Year everyone! I can't believe that it's 2007 already. It seems like only yesterday that we were up to our elbows in Y2K remediation activities. That was the computer repair activity surrounding the calendar change to the year 2000 for those of you who missed out on that wonderful experience. A new millennium new year and where did I spend it? In a data center surrounded by bits and bytes. I hope you had a happy and restful holiday. My time off was very low key, I caught up on some reading and many of those "honey do" household chores. We all need to take some time to occasionally recharge our batteries and spend some quiet time with our families.

What recharging our batteries also does is to allow us to plan and achieve our next set of personal and professional goals. We sometimes call them New Year resolutions at this time of the year, but whatever we call them or when we set them, these goals are what help us to grow, to achieve and to accomplish new things in our lives.

*See President, continued on page 3*

### Program Meeting Announcement

**January 16, 2007**

Program Meeting at 6:00 PM  
Clarion Hotel and Conference Center  
3600 Dunckel Drive, Lansing, MI

**Speaker:** Teri Takai, CIO of the State of Michigan

**Topic:** The Role of Project Management in the Michigan Department of Information Technology

To Register go to : <http://www.pmi-mcac.org/>  
And use the Monthly Program Meeting Link

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## International Institute for Learning, Inc.

### MICHIGAN CLASS SCHEDULE

To view full course schedule visit [www.iil.com](http://www.iil.com)

#### Earn PDUs and Advance Your Career!

##### The Project Management Certificate Program: The Kerzner Approach® to Project Management Excellence

Project management certification demonstrates to current and potential employers that you possess a solid foundation of experience and education in project management that can have a positive impact on bottom-line results. Join the thousands of project managers who have taken this course on their way to PMP® certification!

\$2,895.00 | 46 Hours | CEUs: 4.6 PDUs: 46  
Mar 5-6, 2007 Dearborn, MI

##### Building High Performance Teams

The goal of this course is to provide you with the skills to properly lead and/or participate in productive project teams. You will identify the key processes and skills necessary for successful high-performance teams.

\$1,295.00 | 14 Hours | CEUs: 1.4 PDUs: 14  
Mar 26-27, 2007 Kalamazoo, MI

##### Accounting and Finance Principles for Project Management Practitioners

Each project professional must have a thorough grounding in principles of accounting and finance in order to determine the project's contribution to economic value and to ensure that the project results in a competitive advantage with maximum cash flow. Learn what you must do in order that any last minute or unplanned costs, expenses, or allocations do not affect your project's financial outlook.

\$1,295.00 | 14 Hours | CEUs: 1.4 PDUs: 14  
Mar 5-6, 2007 Sterling Heights, MI

##### Stakeholder Relationship Skills for Project Managers

This 2 day course is designed to provide project managers with the ability to analyze the complexities of major stakeholder relationship categories, apply the most appropriate interpersonal relationship skills to the different categories of relationships and align the dynamic needs of the stakeholders with a project's objective throughout the project life cycle.

\$1,295.00 | 14 Hours | CEUs: 1.4 PDUs: 14  
Mar 8-9, 2007 Kalamazoo, MI

##### Business Analysis Fundamentals

It teaches participants the overall process of business analysis and where it fits in the bigger picture of project life cycle and the business context. The course is interactive and combines discussion, active workshops, and demonstrations of techniques. The goal is bottom-line results that cut through the real-world problems facing people seeking to improve the way they operate to develop new and improved systems and products or otherwise deliver results through project performance.

\$1,295.00 | 14 Hours | CEUs: 1.4 PDUs: 14  
Feb 22-23, 2007 Sterling Heights, MI

##### Project Estimating and Scheduling

The goal of this course is to equip you with the necessary knowledge, skills, and techniques so that you can establish realistic schedules and budgets for projects that support business objectives and meet client expectations.

\$1,295.00 | 14 Hours | CEUs: 1.4 PDUs: 14  
Feb 19-20, 2007 Grand Rapids, MI

## APMC™

[www.iil.com/apmc](http://www.iil.com/apmc)

### Advanced Project Management Certification The Kerzner Approach® to Best Practices (APMC™)

#### Your Potential. Your Company's Bottom-line. We Connect the Two.

A huge part of your company's success is your success as a project manager. Increased efficiency and productivity in project management bring increased return on investment for your company. So go ahead, propel your career and help your company reap rewards!

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- Take from 3-12 months to complete the 64-hour online program
- Earn 64 PDUs when you attain your APMC™
- Complete two required courses, a self paced simulation and three elective courses

Find out if you qualify! New Program Series begins Quarterly.



Advanced Project Management Certification  
Kerzner Approach® to Best Practices

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45 hours/45 PDUs

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- Includes assessments, engaging graphics, interactive activities, knowledge checks, PMP® Exam Tips, scenario-based simulations, helpful hints and more

Take a FREE program tour at [www.iil.com/pm/eLibrary](http://www.iil.com/pm/eLibrary).

If your organization has a group to train, please contact Dustin Kanady at 800.325.1533, ext-5071 or email [elibrary@iil.com](mailto:elibrary@iil.com) for more information on our enterprise pricing.

## CONTACT

For more information on these programs, please contact Kathy Tchernychova at 212.515.5125 or [Kathy.Tchernychova@iil.com](mailto:Kathy.Tchernychova@iil.com)

For queries on onsite/group training, please contact Michael Connolly at 248.274.2114 or [Michael.Connolly@iil.com](mailto:Michael.Connolly@iil.com)



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## **President, continued from page 1**

What recharging our batteries also does is to allow us to plan and achieve our next set of personal and professional goals. We sometimes call them New Year resolutions at this time of the year, but whatever we call them or when we set them, these goals are what help us to grow, to achieve and to accomplish new things in our lives.

Have you set your goals for the upcoming year or two? What do you want to achieve? I've set some physical goals for myself like a lot of people do this time of year. Yes I'd like to carve off that extra ten lbs around my waistline that won't seem to go away. I will try to do it by watching what I eat (I watch it as it goes in my mouth). I will also run a couple of half marathons this summer and if I can stay injury free will try to do a full marathon in the Fall. I'm also going to be starting a new academic program that will keep me stimulated and challenged for the next few years (or more likely 5 to 6).

A potential goal that I would suggest to some of you would be to get more involved in our PMI chapter. The opportunities available range from serving on the chapter Board of Directors, serving on a committee, such as the newsletter Editorial Board, or the upcoming Professional Development Day planning committee, and also to giving a presentation at one of the dinner program meetings.

There are many benefits of getting more involved. It's an excellent way to mix with fellow project management professionals. You will become better networked and build a great set of great contacts. In this time of job instability having a strong network of like-minded professionals can be invaluable.

Some of our board positions will give you the opportunity to get in front of large groups of people and speak, as will giving a program presentation. I like to get in front of a large group as often as possible. I do this because my old Toastmaster activities remind me that there is no substitute for experience when it comes to giving presentations. Giving a program presentation would also help you to better understand your knowledge of project management and the PIMBOK. You also earn professional development units, or PDUs, if you participate in any of the above activities. Most of the PM certified members involved in chapter activities will tell you that they are not struggling to reach the necessary PDUs for continuing certification. Many of us have PDUs to spare.

So get involved! You'll realize many of the benefits described above as well as the satisfaction of achieving a goal that you've set for yourself. You may also meet some new friends and as an old colleague of mine was fond of saying "you can never have too many friends, can you?"

Our next program, on January 16, features the director of information technology for the State of Michigan, Teri Takai. Director Takai will be giving an overview of how project management is planned and implemented at the state's Department of Information Technology. She is a great speaker and it will be worth your time to come out and see her.

I wish to extend a Happy and Prosperous New Year to all of you and look forward to seeing you at our next program meeting. Now start planning those new goals!

## **Vice President – Membership**

**Dan Buonodono, PMP**

Our Chapter currently has 222 members, including 146 PMPs! We are growing slowly but surely.

Dave Smith, our VP of Communications and myself are working on an electronic membership survey that will make it extremely easy to let us know how we are doing as a chapter, including what you like, what you don't like, additional functions that you would like to see the chapter implement, and other related information. Stay tuned within the next 6 to 8 weeks for more information!

I am looking forward to seeing you all at our next program meeting on Tuesday, January 16<sup>th</sup>!



## ***Vice President – Professional Development***

**Amy Piper, Ph.D., PMP**

As the new year begins, we traditionally think of new beginnings, self improvement and personal goals. Professional Development naturally comes to mind as a result of this thinking. Those of us who are PMPs take stock of our recertification cycle and determine the number of PDUs we want to earn this year. Some may set the goal of earning their PMP this year, while others want to learn something new and improve skills. In any case, Professional Development is on our minds.

This year we will have our Professional Development Day (PDD), **Monday, October 8, 2007**. Save the date! It will be held at the Sheraton on Creyts Road in Lansing, Michigan. We are pleased to announce our keynote speaker is, Dr. Harold Kerzner. His presentation is entitled, "Managing Projects Under Long-Term Uncertainty: The Iridium Project".

The Iridium Project was designed to be the eighth Wonder of the World; a complete global satellite communication system calling anywhere in the world any time; but after more than ten years of development and at a cost of over six billion dollars, Iridium filed for bankruptcy protection within the first eight months of operations.

The case study is a classical example of the complexities in managing long-term projects. The topics to be discussed include: Developing a business plan under market uncertainty; the necessity to periodically evaluate assumptions periodically; establishing a cost baseline under uncertainty; managing a long-term project under extreme risks; managing a global project team; the differences between a project champion and an exit champion; the risks of establishing a collective belief; the importance of project risk management; establishing a criteria for canceling a project; the danger of spending good money after bad money; the importance of politics in project decisions; and the application of professional responsibility. This case study promises to be spellbinding!

In addition to our multi-track PDD, we plan to have another single track development opportunity in late first quarter. Stay tuned for more details. Each of these events will offer approximately seven PDUs. So that's a total of 14 that I can tell you about today. We are just beginning our planning for the October event, so if you would like to participate in the planning you can obtain even more PDUs. Contact me at [amy.piper@eds.com](mailto:amy.piper@eds.com) if you are interested in helping plan the event!

## ***Vice President – Logistics***

**Pam Sawatzki, PMP**

Happy New Years to all of you PMI'ers! We are getting geared up for some interesting presentations here at MCAC- PMI for the new calendar year and January's going to be a great start. Our next meeting is going to be at the Lansing Clarion hotel on Dunckel Road. For those of you that have not been there before, the hotel is right off the Jolly/Dunckel 127 exit. Our meeting is Tuesday, January 16, 2007 and the first speaker of the year is going to Teri Takai, CIO of the State of Michigan's Department of Information Technology. She will be discussing issues that will of interest to many of our members that are either state employees or possibly working as contract employees to the state. Registration begins at 6pm for the meeting with networking to take place until 6:30. Dinner will be served and the after a brief discussion by board members of upcoming events our featured speaker will begin. We already have a many people signed up and I think this event will really start the new year out right! See you there.

***See Vice-President - Finance, on pg 4***

**Vice President -- Finance**

Karl Meier

**Michigan Capital Area Chapter PMI  
Balance Sheet  
As of December 31, 2006**

Assets	
Current Assets – Checking/Savings	\$22,934.58
<b>Total Assets</b>	<b>\$22,934.58</b>
Liabilities & Equity	
Liabilities	\$0
Equity	
Retained Earnings	\$18,530.98
Net Income	\$4403.60
<b>Total Equity</b>	<b>\$22,934.58</b>
<b>Total Liabilities and Equity</b>	<b><u>\$22,934.58</u></b>

The above Balance Sheet is generated from the Chapter's accounting system and does not suggest audited information.

**Lisa Renchik Perkins presents at the PMI MCAC November Dinner Meeting**

Lisa Renchik Perkins - PMP from Eastern Michigan University gave an excellent interactive presentation at November's PMI MCAC dinner meeting. She provided each attendee with a list of 26 project tasks associated with a complex project. She asked that each individual rank them in the order in which they should occur. The attendees were then asked to assemble into four teams and rank the same tasks as a team. She encouraged the teams to discuss their differences, and reach a satisfactory consensus. The results were then compared to how "experts" ranked the order of the 26 project tasks. Individual rankings consistently showed a greater variance from the expert ranking, than did the team rankings. This drove home the point that teamwork should be sought when engaging in planning activities, to achieve greater outcomes.

Eastern Michigan University offers a Masters Certificate in Project Management. Information for this coursework can be found @

[ww.cob.emich.edu/pec](http://ww.cob.emich.edu/pec).



## Proving the Value of Risk Management

© October 2006, Dr David Hillson PMP FAPM

david@risk-doctor.com

*Dear Risk Doctor,*

*Risk management is considered by management to be a waste of time and money if nothing happens. How can project managers convince management and decision-makers that risk management is a good investment and necessary, even if an actual event does not occur?*

*Yours hopefully,*

*Project Manager*

Dear hopeful Project Manager,

You raise an important and vexing question for risk practitioners – how do we prove we’re adding value?! I have a three-part answer:

1. Firstly, in old-style implementations of risk management that focus only on threats, you’re right that successful risk management means “nothing happens” (or at least no unexpected problems happen). In line with Popper’s Falsifiability Principle, we know it’s impossible to prove a negative, even though absence of evidence is not evidence of absence. So we couldn’t say for certain that investing in risk management was positively correlated with lack of problems. However now we have a new view of risk which includes opportunities as well as threats. Now successful risk management results in avoiding problems as before, but we also create additional value through maximizing and exploiting opportunities. And of course this can be measured. So perhaps we can create a demonstrable and measurable “Risk Management ROI” in this way.
2. Secondly, while we cannot run a project twice so we have no control for proving risk management effectiveness, we can learn from experience over time. Organizations which have been tracking project performance over the years can demonstrate that as risk management maturity increases, so does project success. What gets measured gets improved. And nothing beats demonstrating success to get the attention of management!
3. Thirdly, senior management will quickly realize and accept the value of risk management when they understand the close link between risk and objectives. They understand the need to “spend to save”, and will be looking for a payoff from risk management in terms of more successful achievement of project and business objectives. When they see those benefits then their commitment will be reinforced yet further.

I hope that answers your question adequately and that you manage to persuade your management to invest in managing risk.

With best wishes,  
The Risk Doctor

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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).



## Vice President – Programs

An excellent opportunity for you to become a member of the PMI-MCAC Board and contribute to the growth of our Chapter has opened up. The Board is seeking a volunteer to fill the "Vice President of Programs" position that has become vacant. The term for this position will be from now until June 30, 2008. Below is a brief role-description for the position.

The VP of Programs plans, arranges and supervises chapter program activities for the monthly chapter meetings, including speakers and topics, coordinating these activities with other board members. This includes attending board meetings, setting programs related goals, gathering chapter and board input for program year themes, working with the Finance VP to develop a programs budget, arranging and/or coordinating primary and bonus speakers for the program events, preparing and introducing the speakers, coordinating the program meeting timing of events, and special equipment, and working with the VP of Professional Development to plan special programs and seminars.

This is a great, high exposure opportunity. If you are interested, or if you would like to nominate a member for us to contact, please email John LeTourneau, President of the PMI-MCAC Board, at [president@pmi-mcac.org](mailto:president@pmi-mcac.org).

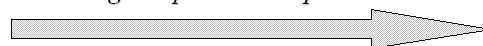
## Monthly Program Meeting Information

The MCAC Chapter Program Meetings are 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.

## MAXIMUM FLOAT

*Michigan Capital Area Chapter Newsletter*

### Published Monthly prior to Chapter Meetings

Charlie Kidd	Managing Editor
Dan Buonodono	Contributor
Pam Sawatzki	Contributor
John LeTourneau	Contributor
Karl Meier	Contributor
Amy Piper	Contributor

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