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Project Management Institute
Michigan Capital Area Chapter

MAXIMUM FLOAT

Michigan Capital Area Chapter Newsletter

Volume IV, Issue 2 October 2002 www.pmi.org/chap/mcapmi

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Message from the President

Rick Cummings

Greetings,

Welcome to the season of color and cold!

I wish to thank all of those that attended the September program meeting with Dr. Harold Kerzner. This was one of the best programs we have had in some time. I believe everyone was captivated about the events leading up to the Challenger disaster. For myself, it brought back a lot a reflection on that particular day.

For those were not able to attend the meeting, we made a couple significant announcements. First, the board has approved a change in the registration procedures. Beginning immediately, you will no longer be required to submit your program fee along with your reservation. Of course, we will take the payment at the time of registration, but you can also pay at the door. We still need you to make reservations though, as we have to notify the hotel of how many of each dinner selection they need to prepare for the evening.

Secondly, the Board also approved to provide program and dinner attendance free to those that volunteer to conduct a bonus program. Please contact Karl Meier if you are interested in conducting a bonus program. PDU's and a great experience, so call Karl as soon as possible with your bonus program topic.

Do not forget to mark your calendars for April 15, 2003. No, not to pay your taxes, but to join your colleagues for a day of Project Management training. The Michigan Capital Area Chapter is currently planning the next Professional Development Day and the program is beginning to take incredible form. Come see presentations from

Continued, see "President" on page 5

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Michigan Capital Area Chapter – PMI

Statement of Changes in Financial Position

January 1, 2002 -- September 20, 2002

Chapter Meeting Income	6,655.00
Membership Dues	2,780.00
Professional Development Income	875.00
Other Revenues	<u>390.00</u>

Total Chapter Revenues 10,700.00

Room Charges	510.20
Program Meeting Meals	6,401.50
Other Program Meeting Expenditures	2,677.90
Printing and Reproduction	306.29
Miscellaneous Expenditures	123.98
Membership Expenditures	93.00
Postage and Delivery	38.00
Printing and Reproduction	222.49
Other Expenditures	<u>3,021.38</u>

Total Chapter Expenditures 13,394.74

Net Decrease in Fund Balance	(2,694.74)
Fund Balance, Beginning of Year	<u>24,417.82</u>
Fund Balance, September 30, 2002	<u><u>21,723.08</u></u>

Submitted by Ruth Mealy, VP Finance

VP Corner – Membership

Maureen Myers, PMP

Current membership statistics are not yet available from PMI.

New Offerings:

The membership committee decided to focus on two initiatives for this year: a membership retention activity – development of a Brown Bag Lunch and a membership expansion initiative – the Rush Night program.

Brown Bag Lunch – We are planning on scheduling a Brown Bag lunch probably in the Ottawa State Office Building in Downtown Lansing. We will provide pizza and the topic will be “Project Challenges”. Members will be invited to bring in anonymous project challenges and we will draw them out of a hat and brainstorm solutions. We will offer a free program meeting drawing to all those who provide “challenge papers.”

Rush Night – Following Western Michigan Chapter’s example, we are tentatively planning a Rush Night for the January meeting. The VP for Programming will be investigating this further. We would offer either a free program meeting to all new nonmembers or a two for one approach. Western indicated that their event was a success with a very good turnout.

VP Corner – Programs

Karl Meier

Join us on October 15 for a program by Patrick Hale, CIO of Strategic Advantage. Patrick’s presentation titled “Managing Your Most Important Technical Project Resource - - Your Team” will focus of the people side of Project Management, an area in which many of us struggle. I am sure that we will all gain a lot in insight in effective project team management so be sure to reserve October 15 on your evening calendar.

The bonus program for October will consist of a meeting to discuss areas of interest and determine future topics. We are still having some difficulty establishing both topics and volunteer program leaders. Please join us at 5:15 if you are interested in the bonus programs and/or leading a program.

In November, we are looking forward to a presentation by Nancy Starling Ross, President of PSI Technologies. We will have more detail on Nancy’s presentation in the next issue of Maximum Float.

VP Corner – Logistics

Pam Sawatzki

Greetings fellow Chapter members! It was great to see so many people at the dinner meeting last month to see the wonderful presentation by Dr. Kerzner. I enjoyed the presentation – it was very enlightening. It really makes us think that in our every day life we may think that the cause of a problem may be one thing and we really need to investigate it before we jump to a conclusion.

I hope that everyone will join us at the Holiday Inn-West Lansing Conference Center to see the October presentation. Patrick Hale with Strategic Advantage will present "Managing Your Most Important Technical Project Resource-Your Team". Please make certain to get your registrations in by October 8th to ensure your spot! See you then.



News from National...

Draft of PMI Standard ready for review and comments. The Exposure Draft of the *U.S. Department of Defense Draft Extension to A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* is available for review and comment. The draft is listed in the Breaking News section of the PMI Web site. The deadline for recommendations is 30 November 2002.

Learn the secret of being successful in government work! PMI's important new book, *Government Extension to a Guide to the Project Management Body of Knowledge (PMBOK® Guide – 2000 Edition)* is great reading for those who make their living from national, regional or local government work and want to avoid the often costly and confusing pitfalls of bureaucracy. Whether you're a newcomer or a veteran to government work, you will be pleased with how the sound, practical and tested information packed into this 104-page book will enable you to get your government projects done right, completed on time, and within budget!

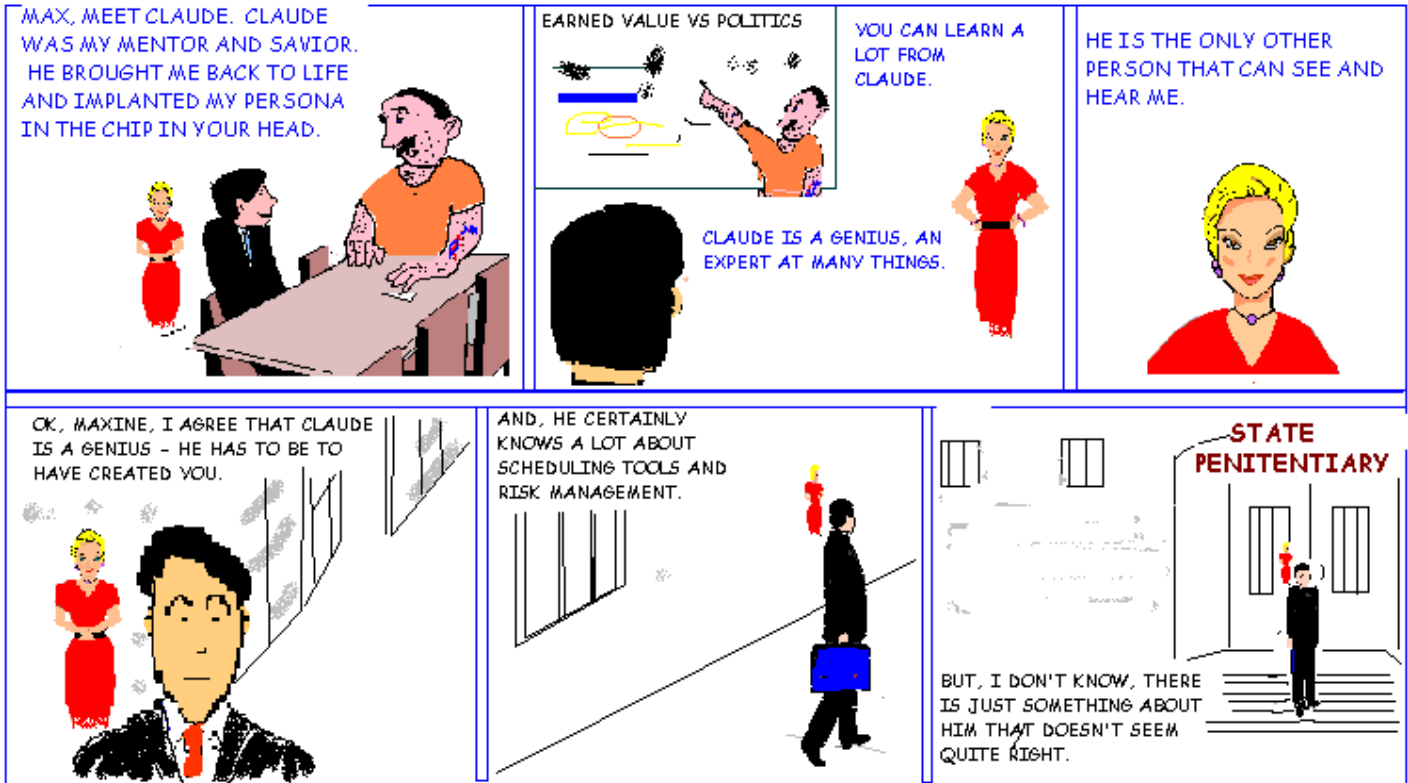
Visit the PMI Bookstore. The PMI Bookstore is now featuring PMI recommended references for the Certificate of Added Qualification (CAQ®) in automotive product development, project management office, information technology - networking, information technology - systems in addition to the new Certified Associate in Project Management (CAPM™). For those who will be in San Antonio, Texas USA, take advantage of show specials, including free tee shirts while supplies last for those bookstore purchases over \$100 U.S. For information about these products and other new releases from PMI, visit www.pmi bookstore.org.

More positive "PR" for PMI. If you like reading good things about your association, then you'll enjoy looking through *Identifying and Using a Field's Body of Knowledge*, by Mickie S. Rops, 2002, Foundation of the American Society of Association Executives. This soft cover book contains extensive and favorable information about PMI, its heritage, and its specific programs, products and services.

And then there were two! The PMI College of Scheduling has become the second College to receive its official PMI Charter, thanks in large part to the successful chartering efforts of PMI College of Scheduling President Stuart Ockman, PMP. For more information on PMI Colleges, which are PMI Component organizations, or for details on how to join a PMI College, please refer to www.pmi.org/collegeinfo.

Your latest guide to good project management reading is now available. Look for your copy of the Information Source Guide 2003 along with your October issues of PM Network® and PMI Today®! Your guide to the best titles in project management, Information Source Guide 2003 features new and leading PMI titles in addition to commercial titles rich in theory, techniques, and practices for project management veterans and newcomers alike!

The Michigan Capital Area Chapter is about you and for you... Volunteer!



Barnyard Banter

By Judy Walsh, Contributing Editor

In the management of the farm, as well as in any venture, your decisions to have experts evaluate your situation affect your bottom line. But, waiting to make that decision can be as detrimental, and you may be making the wrong decision.

Our last few months have seen a drain of cash flow that in previous years had been replenished by the ‘cash cows’ raised on the property. Decisions are made using more discretion about what concerns may require more expertise and thus, more expense in the endeavor.

When an animal is sick or hurt in what appears to be distinct way, paying to play nurse on the farm (especially when insurance is not available for the sick) is more immediately available than calling for veterinarian service. Then, upon compound reactions, that decision to stop that effort, can be even tougher to make. Calling for the veterinarian may be too late and watching the demise of the animal almost unbearable.

In your projects, as you are evaluating the need for an expert, you may be taking too long to make that decision. Your efforts to ‘nurse’ your project along may be better evaluated by an expert in the PMP areas. Getting the project back on track to better health may sit on the cusp of your decision (or indecision). Waiting too long to take in a mentor may mean a painfully slow death to your project.

Learn to evaluate your own strengths and weaknesses in project management, so that you know when to ‘call a doctor.’ The expense that you may be avoiding may be more expensive in the end. Know where you are in your own expertise to avoid that last contribution to your project being towards its demise!



Grey Matters

Random Thoughts on Project Management

by Daniel Belcher, Contributing Editor

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Stress Relief

Welcome to project management. My second official IT project is like a hangmen's noose around my neck while my first project readies for implementation. I wake each morning wondering if this might be the day that the trap door opens sending me to the project manager retirement home early. This coupled with taking on the supervisory and other responsibilities of an employee who took advantage of the states early out has left me mildly stressed. I am sure many of you are in the same situation. Here is my top ten list of things a project manager can do to relieve stress. Some may apply only to state employees. Please take all necessary safety precautions. In some cases adult supervision may be required.

10. Caffeine, caffeine, caffeine who needs to sleep just burn the midnight oil until you catch up (if you ever do).
9. Polish your resume and line up another job before the trap door opens.
8. Apply for one of those reality shows, hope that you are selected and end up famous.
7. Take a vacation to a third world country so that you can appreciate technology again.
6. Purchase a large sheet of bubble wrap. Write names or issues on each bubble then commence to popping.
5. Hire more consultants who cost more and get more respect than you.
4. Take left over handouts and drafts from project documentation home for a ceremonial bonfire and weenie roast.
3. Read the PMBOK cover to cover. The answer is in there somewhere!
2. Purchase a second hand keyboard or phone and smash it with a sledge hammer. This should probably be done in the privacy of your own home instead of your spacious cubical. You don't want to be escorted from your office wearing a straight jacket.
1. Write an article for Maximum Float whining about all the stress hoping that someone will take pity on you as well as earning PDU's towards your PMP renewal.

If you have better ways to relieve stress, please send them to me at belcherd@michigan.gov.

President, *continued from page 1*

well-known PM Network contributors like Neil Whitten; Michael Hatfield and John Sullivan. If you wish to help on the PDD committee, please contact Amy Piper or Cathy Pelham. Their contact information is on the front page of Maximum Float

Hope to see you at our next meeting October 15 at the **Holiday Inn WEST.**

Rick



The Government Specific Interest Group was created to address the needs of the public sector to adopt and apply project management principles and methods. Members are involved in all types of projects - large public works projects, internal organizational improvements, projects improving the delivery of public services....

For more information, visit the Government SIG web site at: www.pmi-govsig.org

What are SIGs about?

The concept of PMI Specific Interest Groups (SIGs) was officially adopted at the PMI Board of Directors meeting in 1992. PMI Chapters offer members the ability to network with project managers from a variety of different industries on a regular basis in geographically determined areas. SIG membership is worldwide and gives PMI members the opportunity to network with peers with similar interests. Since SIG membership has no geographical boundaries, SIG members generally meet face to face once a year at PMI's Annual Seminar & Symposium.

Check them out on the web by going to www.pmi.org and selecting SIGs.

Also see their SIG overview presentation http://www.pmi-govsig.org/Pages/overlay/GovSIG%20Production_files/default.htm

We are looking into establishing a Government SIG Local Interest Group for the Michigan Capital Area Chapter. Stay tuned for more info!



Tips, Quips and Quotes

Compiled by Liz M. Chaney, Contributing Editor

"A schedule defends from chaos and whim. It is a net for catching days. It is a scaffolding on which a worker can stand and labor with both hands at sections of time." -- Anne Dillard

"Luck is where opportunity meets preparation." -- Anon. (often attributed to Robert Evans)

"Dollars cannot buy yesterday." -- Admiral Harold R. Stark

"Energy and persistence conquer all things." -- Benjamin Franklin

"There is nothing greater than enthusiasm." -- Henry Moore

"My enthusiasms . . . constitute my reserves, my un-exploited resources, perhaps my future." -- E. M. Cioran

"The misfortunes hardest to bear are those which never happen." -- James Russell Lowell

"I can't say I was ever lost, but I was bewildered once for three days." -- Daniel Boone

"The future belongs to those who live intensely in the present." -- Anon

"The morning has gold in its mouth." -- German proverb

"Day's sweetest moments are at dawn." -- Ella Wheeler Wilcox

"Spill not the morning (the quintessence of the day!) in recreations, for sleep is a recreation." -- Thomas Fuller

Getting Results 101

Patrick Hale, Chief Information Officer, Strategic Advantage



There is one cardinal rule in my professional life and in the management methods I have helped author. "It has to work in real life." OK so this seems completely obvious, but I am here to tell you it is not always so. Too often project managers sacrifice common sense for strict methods and "best practices". Believe it or not (and there are those that don't) project management is not a method based solely on making a sound recommendation, creating meaningless bureaucracy, communicating status, or merely providing raw data to organizations. The theories and methods we use must do more; they must carry our clients through **successful execution, time and time again.**

By staying focused on the techniques that will actually speed and assist the implementation of our recommendations, the successful project manager ensures that their clients have the best possible chance for success. There are a whole host of project tools for technology and non-technical projects alike. The ones that will survive the test of time (and the scrutiny of the

budget police) will have a few things in common:

- They will get the job done.
- They will be flexible to many organizations and platforms.
- They will minimize complexity and eradicate duplication of effort.

I use three principles of common sense (derived from various sources) to keep my management methods grounded in the reality of getting the job done.

⇒ **Deliver what you recommend.**

My company, Strategic Advantage, was founded on this simple principle. Our goal is to consistently deliver more than what was expected. In my mind this is the best way to draw new customers and maintain our reputation for excellence. It is the difference between "DO-SO" and "SAY-SO". The proof is in the **implementation** of a method, not in the theory alone. Our philosophy is this:

- Keep your word, and then some.
- Don't say what you can do; just do what you can do.
- Exceed people's expectations consistently

⇒ **Know the definition of success.**

A large part of knowing if a project or initiative has been successful is a thorough understanding of the business goals executive management had in mind when they approved your project. This means that you should always start a business engagement with a clear understanding of your destination. Know where you're going, so that you better understand where you are now. That way the steps you take toward completing your project are always in the right direction.

Knowing the definition of success requires setting specific goals and objectives for any engagement. Most successful organizations use techniques and tools for quickly drawing out the essence of success in any business situation up front. This sets the tone for all planning and efforts to come.

⇒ **Measure yourself against your definition of success.**

CFO magazine has printed numerous articles on the particulars of measuring success during major change initiatives, they quote ". . . *measuring the success of a reengineering effort is a problem. More than half (54 percent) of the executives said they have no consistent, reliable way of measuring the reengineering benefits.*"

Large-scale projects (especially the ones requiring major change) find the task of gathering objective measurements difficult. Understanding success criteria and an emphasis on delivery, provides the basis for objective metrics that can point out potential failure before it happens. A plan needs to define specific objectives and make all stakeholders

Continued, see "Results" on page 8

Do You Have Grumpy Stakeholders?



Sometimes it's hard to meet the expectations of all people involved in a project, from your team members to your superiors.

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understand that traditional metrics of success or failure, including earnings and profitability, may not accurately measure progress toward these objectives. There may be no substitute for profits, but companies have begun to measure success in other, less traditional ways. These metrics are as varied as there are business goals, but must follow these simple rules:

1. Develop metrics in which you can collect accurate and complete data.
2. Develop metrics that measure the right thing, but do not cause people to act in a way contrary to the best interest of the business to simply "make their numbers."
3. Do not develop too many metrics that create excessive overhead and red tape. Use only "to the point" measures.
4. Develop metrics that are easy to explain to others.

Each company and business sector has its own business goals and definition of success. A winner strives to capture the unique definition of success for each and every client.

Getting results means that outcomes are measurable, undisputed and that energy and ongoing effort will go into understanding an organization's business criteria for success.

Patrick has eleven years experience with enterprise technology project management. He is currently the Chief Information Officer of Strategic Advantage, a transition management company focused on assisting clients through complex change, mergers and acquisitions, divestitures, and large-scale technology integration efforts. Strategic Advantage has offices in Lansing and Grand Rapids Michigan.

If you have any questions or comments about the article Patrick can be reached at PHALE@STRATEGICADVANTAGE.BIZ

Ask Maxine!

By Jerry King, Contributing Editor



Dear Maxine, (This is part two of the answer to last issue's question.)

The organization that I work for is trying to develop a plan for implementing project management methods and process as a long-term goal for improving the success and quality of our projects. The problem is we cannot come to agreement as to how and at what level we should be managing projects in our enterprise. Do you have any words of advice?

Managing in Mason

Dear Managing,

Your situation brings to mind several questions that I might answer for you. The first two that come to mind are "what are the levels of project management?" and "how do the levels of project management work in an enterprise?" I will remark on the second question this month.

The 3 levels of project management I spoke about last month have different strengths and weaknesses and are suited for different enterprise/organization types. The first level is Project Coordinator. This level's strengths include everyone in the project including the Project Coordinator report to one supervisor/manager and favors projects with a lot of specialists. The weaknesses are that the Project Coordinator has very limited power, the emphasis is on the functional area rather than project, and really does not support a career path in project management for any of the staff (the functional supervisor/manager is gaining all the management experience). The project coordinator model favors organizations that have strong functional managers with project experience and need an experienced resource to collect project data, coordinate communications and meetings, track issues and be responsible for details in plans. In organizations where the project coordinator reports to a high level manager, the coordinator may also assist in holding functional managers accountable to plans and expected results.

The second level is matrixed project manager. As I said last month, there is variation in this level due to the balance of authority between the functional manager(s) and the project manager. This balance of power from a PM's perspective is either Strong, Balanced, or Weak. This balance will modify the strengths and weaknesses of the matrixed type. This level's strengths are that communication has to be good. So project objectives are visible, information about the project is well disseminated, and coordination is good across groups. More of the project resources come under the control of the Project Manager, scarce resources are shared between project and functional areas, and resources maintain a home to go back to after the project is finished. The weaknesses include that projects are more complex to monitor and control, resource allocation can be problematic, possible priority differences between project and functional manager(s), potential of more cost due to more administration and duplication of effort. Today, many projects are done in a matrixed fashion in an attempt to maximize resources. As you can see the balance of power and weaknesses need to be taken into account.

The third level of project manager is total project manager. The strengths of this level are the most efficient project organization, loyalty to the project by all the resources, and the most effective communication, all are on the project team. The weaknesses include no home for the resources once the project is completed, possible duplication of facilities and job functions across project teams, and less overall efficient use of resources. There are not a lot of organizations that follow this model because it requires dedication of resources. Typically organizations that do custom delivery of product or services may follow this model and whose staff is mostly assigned to project teams.

So you see, in order to have effective project management in your enterprise/organization you have to honestly assess the capabilities of your managers and staff, and select the level of project management that matches the goals you've set for implementation of project management. This is particularly important with the Matrixed Project Manager level. For example, if you establish a matrixed project manager thinking they'll be a strong type, but do not give enough authority to them versus the functional manager(s) they are matrixed with, they cannot hope to succeed. I hope my comments give you a start at deciding what you need for your organization.

Maxine

Events Schedule

Monday, October 14, 2002 – Western Michigan PMI Chapter Program, featuring Ms. Dawn Shattuck, Principal for Strategic Advantage, Inc. – “Leadership Competency and Project Success; AKA: What it takes to slay a dragon”

Monday, October 14, 2002 – Michigan Great Lakes PMI Chapter Program, featuring Ms. Lisa Hirsh, CEPM, CEC, PMP from IBM Technology and Program Office – “Global Project Management IBM Style”

Tuesday, October 15, 2002 – MCAC Chapter Program Meeting, featuring Mr. Patrick Hale, CIO, Strategic Advantage, Inc. – “Managing Your Most Important Project Resource - - Your Team!”

Monday, November 11, 2002 – Western Michigan PMI Chapter Program, featuring Mr. Gene Anderson, Ph.D. – “Your Point is – Making Effective Presentations”

Monday, November 11, 2002 – Michigan Great Lakes PMI Chapter Program, featuring Quentin Fleming, Principle, Fleming Management – “Earned Value Project Management – an Introduction

Tuesday, November 12, 2002 – Michigan Thumb Chapter Program, featuring Ms. Cindy McPherson, EDS – “Integrity Solutions”

Tuesday, November 19, 2002 – MCAC Chapter Program Meeting, featuring Ms. Nancy Starling Ross, President of PSI Technologies (tentative).”The Pieces of MiCSES: A Vendor Jigsaw Puzzle”

Please Note: Starting in September 2002, the MCAC Chapter Program Meetings will be held at the Lansing Holiday Inn West.

MCAC Chapter Program Meetings are held on the third Tuesday of each month, September through May, excluding December. Bonus Programs are held prior to the Program Meeting (normally from 5:15 to 6:00).

Costs: \$25 for members and \$30 for non-members. Anyone who does not pay 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.

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Please send comments,
suggestions and articles to
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Michigan Capital Area PMI Chapter Mission

The Michigan Capital Area Chapter is established 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.