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**Message from the President**

Stanley Samuel, MBA, PMP

November is the month for Thanksgiving—a time for family and friends, food, fun, and reflection on one’s blessings. Too often in our hurried world we forget to thank those who made projects successful. This month I want to thank those who helped our Chapter to grow and who assisted me during this past year

First, I want to thank the membership--all of you who either joined for the first time or renewed your membership for another year. Our Chapter continues to grow with over 200 members strong! This indicates that you and the businesses with whom you are associated see value in what PMI and the Michigan Capital Area Chapter provide. We thank you for your participation and are also grateful to the organizations that assist our members to pay their fees. We will continue to strive to increase our value proposition to you.

I would like to thank this year’s Board of Directors. Each one spends many hours every month to ensure that the administrative work of the Chapter gets done. Until you have the opportunity to serve on the Board, you really cannot really appreciate all that it takes to keep our Chapter running smoothly. I want to express my sincere thanks to each Board member who made my job much easier.

*See President, continued on page 2*

**November Program Meeting Announcement**

**November 15, 2005**

Featuring Mr. Rajiv Das from PointForce Consulting  
Topic: Building a Case for Business and Information Technology  
Alignment

Bonus Program at 5:15 PM; Program Meeting at 6:00 PM  
Clarion Hotel and Conference Center,  
3600 Dunckel Drive, Lansing

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## *President, continued*

My sincere appreciation also goes to all the project teams. These volunteers put in a lot of time and produce a quality product as evidenced by ever increasing attendance and participation from our membership. Your efforts are absolutely vital to our Chapter's value proposition—thanks so much for all you do!

I am most grateful to the sponsors and exhibitors who contribute to the financial success of our Professional Development and Chapter Program events each year. Your support fuels the Chapter's initiatives that serve our membership. Without your continued contributions, much of what we do would not be possible. Our goal is that we can continue to build upon our relationships with you. Thank you again for your support in behalf of our Chapter!

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## **VP Corner – Programs**

**John LeTourneau, PMP**

Our October speaker was Tom Mattus, President and co-founder of Successful Strategies International, Inc. (SSI). Tom gave a great presentation that focused on retaining the best people in an organization through non-financial strategies that include training and recognition. Tom's presentation was well received by the audience and was entitled "How to Retain the Best and Brightest Project Managers."

Our November presentation has Rajiv Das discussing "Business and IT Alignment. In this, Rajiv defines the concept, stresses the importance of IT for a successful enterprise, and discusses CEO-CIO agenda items. The value proposition of the alignment concept is discussed in detail. All steps are described with details and examples. Best practices for effective **Portfolio Management** are discussed, along with recommendations from industry leaders. Industry standard techniques, job aids and tools are explained. A **short interactive exercise** with the audience is planned for effective participation.

Rajiv has extensive project management experience and has applied organizational, problem solving, and interpersonal skills to deliver business solutions to client projects. His major client list includes the State of Michigan, City of Detroit, Carolinas Healthcare System, Michigan National Corporation, CNA Insurance, Farmers Insurance Group, Blue Cross Blue Shield of Michigan, as well as other clients.

Our November bonus speaker is Brian Flournoy of MKS international discussing the "Development Metrics and Dashboards - Managing Your Projects in Real Time".

January brings Kristen Mullaney presenting the "Michigan Child Immunization Registry" project. We also have Jo-Anne Tuttle of Davenport University presenting "Effective Project Team Meeting Skills" for the bonus program. Remember, we take a break for the December holidays. In February Tim Webster will be discussing the "MSU Spartan Stadium Expansion" project, and 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.

We are still looking for a few bonus program presenters for early 2006; you can earn 5 PDUs for doing a presentation. Please contact me if you are interested, and we'll be seeing you at our next program!



## VP Corner – Logistics

Pam Sawatzki, PMP

Greetings and Happy Thanksgiving to all! We had a fabulous showing at the new program meeting site, the Clarion, in October and the reviews were very good overall for both the facility and the food. Although I know the food quality is not as good as the Golden Rose was, the facility also offers more space and with the buffet we were able to speed the meal along and not be limited by the timing of the servers. If there are any further thoughts, as always, please take time to let me know what they might be by filling out your questionnaire form after the meeting.

This month should be another good program and hope to see you all at our new venue, The Lansing Clarion Hotel on Dunkel Road.

## VP Corner – Membership

Dan Buonodono, PMP

The membership committee met earlier this month in an effort to brainstorm ideas on ways that we can “add value” for members of the MCAC Chapter. To date, we have a list of 26 ideas for doing just that! We will prioritize this list and pick the top ideas and come up with action plans on how we can implement these top ideas. The Membership Committee has the following volunteers: David Smith, Brian Jennings, Karl Meier, Joanne Gram, Amy Drake, Tracy Wiseman, Jim Jackson, and myself. If you have ideas on ways to increase the value of MCAC membership, please email me at [membership@pmi-mcac.org](mailto:membership@pmi-mcac.org).

I would like to take this opportunity to welcome the following new chapter members: Gregory Beachnau, PMP (ACS State Healthcare); Scott Carney (EDS); Sudhakar Chodavarapu; Cora Foley (Maximus, Inc.); Thomas A. Furtaw, PMP (ProActive Strategies); Roman Joseph Laszuk, PMP; Susan Race, PMP (Computer Sciences Corp); Ryan Sadler (Accenture); Brian Wright (EDS); and Neal F. Zuzga, PMP (Bull Services).

I would also like to congratulate the following chapter members who recently attained their Project Management Professional (PMP®) designation: Judy Allard, PMP; Daniel Alt, PMP; Patricia Andrews, PMP; Valerie Baldus, PMP; Robert Belcher, PMP; Jeanne Carey, PMP; Thomas Carter, PMP; Richard Chulski, PMP; Paul Cousino, PMP; Gustavo Flores, PMP; Swaminathan Ganesan, PMP; Amber Glaza, PMP; Donna Iding, PMP; Alireza Namvar, PMP; James Normandin, PMP; John Oldham, PMP; Kristen Pawlowski, PMP; Cathy Pelham, PMP; Diana Quintero, PMP; Sashi Ravipati, PMP; Leonard Robinson, PMP; William Elmer Schmidt, PMP; Joseph Sheridan, PMP; Cheryl St. Charles, PMP; Scott TerMeer, PMP; William Tripp, PMP; Siva Koti Vupputuri, PMP; Zenon Kris Wisniewski, PMP; Linda Wright, PMP; and Neal Zuzga, PMP.

Our Chapter currently has 209 members, including 147 PMPs. That's up from 173 and 102 respectively from April of this year!

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

## Professional Development Corner

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

We are in the middle of planning the next Professional Development Day. We are finalizing the speaker list and details. Once we have all of the speakers finalized, you will receive a note on the Listserv. In the mean time, save the date!

It will be on Wednesday, **April 19, 2005** at the **Radisson Hotel** in downtown Lansing. The theme this year is **Project Management: Moving to the Next Level!** The cost at early registration for Michigan PMI chapter members is only **\$99**. That's six PDUs for only \$99. **MCAC Professional Development Day** is a great value!



Submitted by Dean R Feldpausch



Congratulations Randy Jobski! Randy won the dinner drawing at the October PMI MCAC dinner meeting. He is employed as a Project Manager for EDS.

The October PMI-MCAC dinner meeting featured Mr. Tom Mattus from Successful Strategies International. In his discussion entitled *How To Retain The Best And The Brightest Project Managers – Winning the War on Retaining Brain Power* Mr. Mattus talked about what really keeps employees loyal to their employers. He explained that surveys show money is not a major motivator, empowerment and educational opportunities consistently rank higher. He gave strategies for using this information to keep valuable employees in our own organizations. Finally, he challenged each of the dinner participants to invest in their own education and personal growth. His informational and sometimes humorous discussion was well received.

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

For Newsletter advertising policy, please visit our website at <http://www.pmi-mcac.org/pmimcacnewsletters.html>

### 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.

# MAXIMUM FLOAT

Michigan Capital Area Chapter Newsletter



### Published Monthly prior to Chapter Meetings

Amita Das	Managing Editor
Charlie Kidd	Acting Editor
Dan Buonodono	Contributing Editor
Rajiv Das	Contributing Editor
Ron Zanger	Contributing Editor
Scott Pettit	Contributing Editor
Jerry King	Contributing Editor
Liz Chaney	Contributing Editor
Judy Walsh	Contributing Editor



## The Challenges of a Global Project Manager

**Stanley Samuel, MBA, PMP**

The world around us is shrinking day by day. Today, technology is moving in a very fast pace, the knowledge of people is dramatically increasing, and our profession is becoming more global. If we call the toll free customer service number for DELL, we may be talking to a service representative from Dell's call center in India, China or Philippines.

The Economist magazine has declared the "Death of Distance" where networks of computers have eliminated distance as an impediment to economic development. Financial markets of the world are interconnected in a fashion that boggles the imagination. We are told, in great detail and in real time, what is happening in world political, social and economic affairs.

Some of you might say, "I do not care about the growing global market". However, you will see that as time goes by corporations will expand their portfolio. This will result in changing our environment. General Motors and Delphi have already started moving their manufacturing and IT jobs offshore. Globalization is happening here and now. We do not have any choice, except to think and act globally even in our own small towns..

Companies in the USA and Europe are seeking to gain competitive advantage by tapping the talents of global, geographically distributed workforces and partner communities. The competitive advantage to be gained by outsourcing and off-shoring business processes, or bringing together distributed teams, **is too attractive to ignore.**

However, here is the **silver lining** to this outsourcing generation. I believe the profession of project management is **here to stay**. In other words, one of the professions that would be **least outsourced in the USA or Europe** will be the **Project Manager or Program Manager** positions.

When teams become more distributed, the effort and cost of coordinating projects and managing resources increases. Corporations will be looking for multi-tasking / multi-talented project managers to help them manage their global projects. These project managers will become one of their most **valuable assets** in their organization.

To capitalize on this opportunity, project managers will need to understand and be ready to take the challenges that they will be facing in the days to come-that is, moving from managing local projects to global projects. During my 12 years of professional work experience, I have worked across three different countries, India, Oman and the USA. During my multi-continent experience I have come to understand some of the numerous challenges that a project manager in the USA may face when he/she will cross global boundaries to manage a global project. Here are some of the challenges that I believe will be very imminent.

1. **Physical distribution of team members** - Your teams may be scattered across the USA, Europe or Asia. You may never be able to meet with your team physically, during the course of a project. In some unique cases, you may start and end the project without seeing your team, all you may know is a name and an email ID. As a result, distributed teams may suffer from project "awareness deficits" surrounding task dependencies, project milestones and deadlines, changes in project status, and team members' availability and daily activities.
2. **Global Connectivity & Company firewalls** – Power connectivity in global countries and their network connection could become a huge hindrance to your communication with your team. The complexity might increase if the firewalls across organizations need additional restrictions to prevent against possible hacking.
3. **Time zone differences** – After a hectic day's work, the project manager in the Corporate Office in Chicago might be getting ready to pack his bags to go home at **8:00pm**, while your programmer in India would be getting ready at **6:30am** to come to work in their satellite global Office in Bangalore, India. This may force you to change your working schedules. Many Fortune 500 corporations are having conference calls to their Development / Manufacturing centers at around 11pm in the night. There are Call Centers in India having all night shifts to accommodate the customer service for various corporations in USA. Time Zones are no longer becoming a hindrance for doing business in today's world.
4. **Language disparities** – The Americans call "Z" as **Zee**, while the English / Asians call it **Zed**. In the USA we only have two major languages, English and Spanish, while there are 6913 languages [*Ethnologue, 15<sup>th</sup> Edition, 2004*] and numerous dialects in the world. This offers huge challenges for project managers dealing with global teams.

## **Global Project Manager**, continued from page 5

5. **Communication/Working Styles** – In our society what we may speak appropriately, may give offense in another society or culture. Here is research analysis on how different societies or cultural groups might communicate. (Reference: <http://jcmc.indiana.edu/vol11/issue1/wuertz.html> )
- Hall adds that those who use Low Context communication style are "expected to communicate in ways that are consistent with their feelings," whereas a person from a High Context culture will set the context and the setting and let the message evolve without referring to the problem directly. In the event of a conflict arising, HC cultures tend to use indirect, non-confrontational, and vague language, relying on the listener's or reader's ability to grasp the meaning from the context. LC cultures tend to use a more direct, confrontational, and explicit approach to ensure that the listener receives the message exactly as it was sent. Choe (2001) illustrates this difference in the following passage:
    - i. If a **North American supervisor** is unsatisfied with a subordinate's sales proposal, the response will probably be explicit and direct: "I can't accept this proposal as submitted, so come up with some better ideas." A **Korean supervisor**, in the same situation, might say: "While I have the highest regard for your abilities, I regret to inform you that I am not completely satisfied with this proposal. I must ask that you reflect further and submit additional ideas on how to develop this sales program."

In America, most of the time we create business communication documents in a very informal language that is we write just like we speak the English language. While in the post-British countries in Europe and Asia, writing in English is done in a very formal manner. I presume you might see a blend of both the US and Asian writing styles in my article too.

6. **Cultural disparities** – Did you know it is considered offensive to reject an offer, from a client, for drinking the local tea in the country of Oman, even if it is bitter as lemon. I know this because I once forced myself to drink down this bitter tea at a client's office. Did you know that American football is only played in USA? Nobody else plays this sport anywhere in the world. What we call soccer is termed as football in the rest of the world? The jokes that you share near your water fountain about football or basketball or anything else will be awkward to be shared with a global team. The list is endless on cultural disparities and so are the challenges for a project manager in the cultural context.

These are only some of the major differences that I have seen and observed during my work across multiple corporations and continents. I believe all these will impede effective project management and team collaboration. Understanding these challenges is only the beginning; the next step would be to understand how we can tackle these challenges. If you are interested to know more, please look for my article, on the continuation of this topic, in the December 2005 Newsletter. If you have any comments on this article, please do write to me at [president@pmi-mcac.org](mailto:president@pmi-mcac.org). I would love to hear your perspective.

**Happy Thanksgiving!!!** I hope you all will get the opportunity to get together with your families during this Thanksgiving period and are able to thank God for his blessing and mercies.

## **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](mailto:communications@pmi-mcac.org).**

**You will be glad that you did!**

# News from PMI Global Operations Center

Compiled by Dan Buonodono

## **Call for papers for 2006 Barrie Award**

The PMI Educational Foundation (PMIEF) is now accepting papers for consideration for the 2006 Donald S. Barrie Award. The annual award recognizes a paper that best advances the project management body of knowledge (PMBok) in the field of design, procurement and/or construction by providing a useful contribution to the engineering and construction industries.

The Barrie Award is presented jointly by the PMIEF and PMI Design-Procurement-Construction Specific Interest Group (DPC SIG) at PMI Global Congress—North America, and the award-winning paper is selected from those presented in the Design-Procurement-Construction Track of the congress. The final selection is made by a panel of industrial and academic professionals recommended by the leadership of the DPC SIG and approved by the PMIEF.

The award winner(s) receive \$500.00 (US) and prominent publicity at a session of the North American congress, as well as media attention in *PMI Today* and the *Project Management Standard*, the DPC SIG quarterly newsletter.

The call for papers closes 19 April 2006 and applicants must submit an abstract of no more than 1,500 words by that date. Criteria and further information can be found on the [PMIEF Web site](#) or by contacting [diane.fromm@pmi.org](mailto:diane.fromm@pmi.org).

## **PMPs with 31 December cycle ending dates must report PDUs by year-end.**

PMPs whose certification cycle ends on 31 December must complete the 60 PDUs required to maintain active status of their PMP certification, and must **report to PMI Records Office by 31 December** that the requirement was met. Please remind component members! [Guidance is available online.](#)

## **PMI races toward the 250,000 member mark!**

PMI is excited to launch its 250,000 Member Contest. We will spotlight the 250,000th member on our Web site and award the following prizes.

- A complimentary one-year PMI membership plus membership in a Chapter and a Specific Interest Group or College.
- Complimentary registration to attend a PMI global congress in 2006 in the winner's region of choice and round trip airfare from the winner's home city. (Airline and routing will be at the lowest logical coach fare as determined by PMI's travel consultant. If PMI utilizes a free ticket, the traveler will not accrue airline miles.)
- A \$100.00 (US) gift certificate to a PMI Chapter, SIG or College event.
- A \$200.00 (US) gift certificate to PMI's online bookstore.
- Five complimentary papers from the PMI James R. Snyder Center for Project Management Knowledge & Wisdom.
- Complimentary registration to attend a PMI e-SeminarsWorld<sup>sm</sup> course.

## **PMI Educational Foundation 2006 Student Paper of the Year Award—Call for Entries.**

Do you know a budding project manager who is currently a graduate or undergraduate student? PMI Educational Foundation is accepting nominations for the [2006 Student Paper of the Year Award](#), which recognizes research and creative efforts directed to advance the concepts, tools and techniques of managing project-oriented tasks. Annually, one graduate and one undergraduate candidate and their sponsoring faculty member are recognized.

PMI Educational Foundation will confer \$500.00 (US) each to the recipient and to the department of their sponsoring faculty member. The winning graduate paper will be presented at a session of the next PMI North American congress in Seattle, Wash., USA, and will be included in the Symposium *Proceedings* or *Project Management Journal* or both. The Foundation will also fund registration and travel expenses to the Symposium portion of PMI's North American congress for the winning students and their faculty sponsor. Winning students are also [profiled online](#). This award is an outstanding opportunity for recognition and visibility to exceptional students. Submissions are due by **31 March 2006**.



## Avoid the Top Three Cover Letter Mistakes!

Deborah Walker, CCMC

As a career coach and professional resume writer, I'm often asked "How important are cover letters to my job search?" My answer is, "It depends on how long you want to search for your next job." If you are in no hurry to get interviews, then don't worry about your cover letter.

The fact is I've never met a job searcher who wants to have a painfully slow job search. The whole point of sending out resumes is to get multiple interviews as quickly as possible. But many job seekers still unwittingly sabotage their efforts by using substandard cover letters. Instead of helping you, your cover letter may actually be hurting your job search.

For fast job search results, make sure to avoid these top three cover letter mistakes:

1. Not understanding the hiring motives of your audience
2. Repeating rather than introducing your resume
3. Overuse of the word "I"

### 1. Not understanding the hiring motives of your audience

There are three basic audiences that a job seeker sends his/her resume to: executive decision-makers, resume screeners, and third-party recruiters. Each of these groups has its own hiring motives.

**Executive decision-makers** are looking for candidates who will have a significant impact on bottom-line initiatives, such as time saved, income generated, revenue built, etc.

**Resume screeners** are searching for candidates who directly match the lists of qualifications in the job description.

**Third-party recruiters** are looking for selling points to help position you as a top candidate.

Knowing these hiring motives will help you craft your cover letter specifically to catch the attention of your particular hiring audience. By appealing directly to the reader, you are creating an immediate bond that will make you a stronger candidate.

### 2. Repeating rather than introducing your resume

Repeating the exact same things you wrote in your resume is one of the most common cover letter mistakes. No one wants to read the same thing twice. By the time most people have finished writing their resume, they feel that they have run out of ideas and just cut and paste to create a cover letter.

Instead, the cover letter should be what sells the reader on your skills. Like the jacket-cover introduction to a good book, the cover letter should give the reader a taste of the great things to come and encourage them to read more.

If you don't have any idea what your top skills are and how they will help the company, neither will your reader. Take the time to craft the right words and statements to make your skills shine.

### 3. Overuse of the word "I"

A cover letter that begins nearly every sentence with "I" is as boring as a conversation with someone who only talks about himself. That kind of person one avoids at all costs. Is that the way you want your reader to see you?

Focusing all the attention on yourself may seem like a good way to sell your skills. But it can also reflect lack of interest in the company, in the job, and in making a real contribution to that workplace. There's a good balance to be drawn between selling yourself and selling what you can do for the company.

Creating variety in the sentences of your cover letter is an easy way to show your interest without being self-centered. By shifting the emphasis to the recipient/company—and away from yourself—you can prove that your main interest is not just in winning the job but also in doing it effectively. Try to rewrite sentences that start with "I," "me," or "my," to start with "You," or "Your." Show how you can make a difference for them. *Continued on next page*

A cover letter that is poorly written may cause your resume to be ignored. But a well-crafted cover letter will invite and encourage the reader to take a closer look at your resume. You'll make a positive first impression before your resume is even opened.

Rather than making your cover letter an afterthought, take the time to really consider the type of presentation your cover letter will make. If your resume isn't winning you job interviews, consider hiring a professional resume writer to help. It's true what they say: You never get a second chance to make a good first impression.

Deborah Walker, CCMC

Career Coach ~ Resume Writer

Find more job-search tips and resume samples at:

[www.AlphaAdvantage.com](http://www.AlphaAdvantage.com)

Email: [Deb@AlphaAdvantage.com](mailto:Deb@AlphaAdvantage.com)

## ***Events Schedule***

**November 15, 2005** - Business and IT Alignment

Speaker: Rajiv Das

Topic: Building a Case for Business and Information Technology Alignment

**January 17, 2006** - Michigan Child Immunization Registry

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).

**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.