# PMI

Building professionalism in project management.™

**Project Management Institute**
**Eastern Iowa Chapter**

# 100's NUGGET

P.O. Box 1811
Cedar Rapids, IA 52406-1811

http://www.pmieasterniowa.org
communications@pmieasterniowa

**Newsletter name contest winner.**

**See page 4.**

## Inside this issue:

**2005 Issue 4**                                                                 **April 2005**

## Our Next Chapter Meeting - April 12th

Our next chapter meeting is a dinner meeting on Tuesday, April 12, 5:45 pm to 8:00 pm at the Quality Inn (formerly the Highlander Inn) in Iowa City on Dodge Street (Exit 246) and I-80.

The program for April will be a panel discussion on "Project Manager Skills - Current and Future". The content will relate to both hiring concerns and job skill expectations. The forum will be a combination of canned questions followed by time for your questions.

Panel members will be:
- Suzie Nielsen, PMP    Pearson Ed. Measurement.
- Doug Lloyd   Rockwell Collins.
- Geoff Eastburn, Vice President of Ryan Companies, US, Inc.

**Our Buffet Dinner will include:**
- Grilled Chicken Breast
- Sliced roast beef w/mushroom gravy
- New potatoes w/butter and chives
- Broccoli/cauliflower salad
- Cucumber salad
- Tossed Salad w/dressings
- Cheesecake dessert
- Dinner rolls and sweet rolls
- Coffee, Tea, and Milk

Cost:  $20.00

Please RSVP by Friday, April 8th via email to
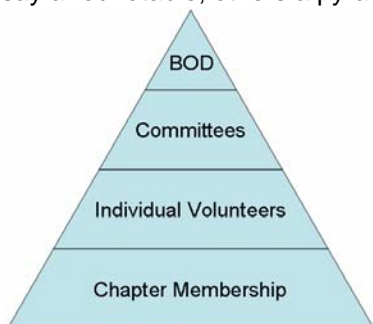ProgramRegistration@pmieasterniowa.org

**Program**
5:45p – 6:15p    Social Time
6:15p – 6:50p    Dinner
6:50p – 7:00p    Announcements
7:00p – 8:00p    Presentation and Wrap-up

Stephen Schmitz,
VP of Programs

## President's Corner - by Bob Sanders, PMP

What is the ideal organizational structure? Some would say a roundtable, others a pyramid, others perhaps a cabinet. But quite frankly, the references to furniture and geometric shapes in describing how an organization should function make me shudder. They are hierarchical in nature, delineating the pecking order of who has authority to make decisions and set things in motion.

I say its time for a change….and a new shape! I see the local PMI organization radiating from a core group, and eventually encompassing all those we come in contact with. Think of it as concentric rings, a bull's eye or dart board, or a planet-like (Saturn)

approach. Whatever vision it conjures for you, it provides these advantages:

- Suggests Collaborative Planning
- Driven from Learning Organization
- Extends Leadership as Resource
- Enables Individual Growth
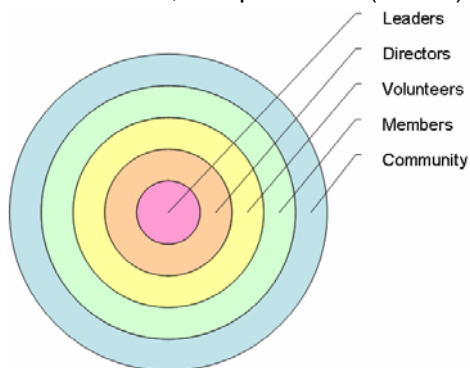- Enriches Organizational Model

As we move toward this structure, we'll be recommending a few changes along the way (editing by-laws, electing new officers) and collecting your input as we go. You're involvement and ideas are always welcomed and I encourage each of you to participate.

Sincerely, Bob Sanders, PMP

> I say its time for a change…. and a new shape!
>
> Bob Sanders

| Date | Time | Location | Topic |
|------|------|----------|-------|
| April 12th | 5:45 - 8:00 pm | Quality Inn Iowa City | Panel discussion on "Project Manager Skills - Current and Future" |
| May 10th | 5:45 - 8:00 pm | Cedar Rapids | Gazette Print plant tour – 4700 Bowling Street SW |
| June 14th | 7:30 - 9:00 am | Cedar Rapids | TBD |

## Web Site Statistics - by Darin A. Hart, PMP

March's web site statistics are included below.

| Pages-URL (Top 20) - Full list - Entry - Exit | | | | | |
|---|---|---|---|---|---|
| 40 different pages-url | Viewed | Average size | Entry | Exit | |
| /index.htm | 171 | 4.28 KB | 120 | 50 | |
| /calendar.htm | 68 | 14.27 KB | 11 | 29 | |
| /docs/Eastern+Iowa+PG+8-10-04.pdf | 55 | 605.77 KB | 17 | 19 | |
| /Dixon.htm | 51 | 9.01 KB | 38 | 36 | |
| /pdu.htm | 40 | 23.24 KB | 12 | 12 | |
| /TestTips.htm | 38 | 2.39 KB | 11 | 5 | |
| /courses.htm | 38 | 2.85 KB | | 9 | |
| /Bertling.htm | 37 | 5.73 KB | 25 | 20 | |
| /contacts.htm | 35 | 4.20 KB | 1 | 13 | |
| /Nielson.htm | 33 | 2.76 KB | 6 | 17 | |

## Membership Update - by Darren Benzing, PMP

PMI Eastern Iowa Chapter membership stands at **228**, with 82 **PMP©s**. Our top companies by member count are Pearson (98), Rockwell Collins (15), Aegon (14), Intermec (13), Shive-Hattery (5), and MCI (5).

**New PMP©s:** Angela Harlan, Michael Larson, Paul Massey – Pearson, Dennis McClyman - EDS

**New Members:** We welcome: Paul Anderson from Fiserv, Walter Kozikowski and Mark Stanek from Aegon, Robin McGlynn from Pearson, and Mitchell Robinson from SBC. We are glad to have you in the PMI Eastern Iowa Chapter!

**Renewing Members:** Janet Boresi, Michael Geurtsen, Darin Hart, Kate Hawkins, Keith Marshall, Paul Massey, Dennis McClyman, Mickey Miller, Joe Myers, Jim Nicoll, Teri Nunez, Paddy Puthige, John Reynolds, and Tom Ward. Thank you for renewing your membership for another year.

Want to join PMI and/or our Chapter: Check out: http://www.pmieasterniowa.org/Membership.htm

Chapter transfers: If you have a need to transfer to another chapter because you have moved or relocated due to changes in employment or work locations, please contact chaptertransfer@pmi.org.

## Newsletter Name Contest Winner - by: Darin A. Hart, PMP

Congratulations to Greg Laffey, PMP, MBA, MA , a Deputy Program Manager for Pearson Government Solutions for submitting the correct and only response to the contest. For his efforts Greg will be presented with a prize at the April Chapter meeting.

Here is an excerpt from the winning response -

"I noticed the Eastern Iowa chapter site says Chapter 100. So I'm going to guess that the Eastern Iowa chapter was the 100th chapter of PMI to form, thus the

"100's", along with "Nugget" as in a bit of information."

## March Meeting Recap - by: Glenda Dixon, PMP

A record crowd of 56 attended the March meeting. Dugger (a.k.a. Douglas K. Williams, PMP)  presented  "Troubled Project Analysis - Common IT Project Failure Triggers". Dugger focused on major items like project sponsor changes, project manager changes, the "Hero Syndrome" and scope creep. Feedback from surveys indicated that his presentation was a hit. Read more about Dugger and his company at www.witsystems.com

Feedback on having or not having food was light,  but those who did respond indicated that food was a draw.  Finger snacks were suggested, instead of a full meal. We will  plan future meetings  with  your feedback  in mind.

Feedback also indicated a strong yes, on touring the Gazette print plant, so  watch for that opportunity in the near future.

## Chapter Logo Merchandise - by Leo Bertling

PMI Eastern Iowa Chapter has several *really cool* and *fashionable* logo items that are offered for sale at each chapter meeting. The following is a list of some of the items available:

- Mugs $5
- Canvas bags $15,
- Polo shirts from $15,

- Pads: Free,
- Pens: Free (one per chapter member)

and more!

Photographs and other details can **now** be found on our website: http://www.pmieasterniowa.org/merchandise. To purchase merchandise, contact Leo Bertling: SpecialProjects@pmieasterniowa.org, or come to the next chapter meeting.

## Principles to Live By - by: Paula K. Martin, CEO, Martin Training Associates

**March Column: Principles to Live By**

Copyright 2005, Paula K. Martin, All Rights Reserved

Let's talk about principles this month. To me, principles are the lighthouse beacon that guides your way through the rough seas of any project. Before you batten down the hatches with the how-to's and tools, it's important to keep your perspective on what's really important. Let's review the first set of principles for managing any project and we'll cover the rest next time.

### Principle No. 1: Never begin a project without a charter.

Even if you have to write the charter yourself and then get it reviewed and signed off by your sponsor, it's important to have a charter. Why? Because it's the guiding document for planning. Without a charter, you're planning based on unverified assumptions and that's a dangerous sport because it creates rework and frustration during the very important planning process.

### Principle No. 2: Investing in planning saves time in execution.

Too many people (not any of you I'm sure) believe that planning is a waste of time. "Let's just get on with the REAL work," they say. Just as investing in the initiating process saves time in planning, investing in planning saves time in execution. More importantly, taking time in planning means you're more likely to create the deliverables that the customer really wants and needs.

### Principle No. 3:  Every project has two basic objectives: first, to satisfy the customer and secondly, to do so as efficiently as possible.

The project must be focused on the customer – he or she is why the project exists in the first place. Don't get give lip service to this principle. Involve the customer. Invite them to be on the team. Do a thorough job of gathering requirements, using a participative methodology. Communicate constantly. Don't move forward without the customer's blessing. Communicate constantly. Ask for feedback continually. Oh, and did I mention communicate constantly? Yes, I guess I did.

### Principle No. 4: Involving the team in the planning and monitoring processes creates understanding, buy-in and commitment.

People understand what they participate in creating. Cheating people out of the opportunity to participate in creating the plan and monitoring the project robs them of a sense of ownership of the project. It robs them of the enjoyment of being part of a highly functional team. It diminishes their sense of accomplishment when the project is a success, because it's not really theirs, it's yours. When you do the planning on your own and then hand it down to the team, you place that old monkey (more like a gorilla) squarely on your back. The team feels little sense of responsibility. It's your project, not theirs. The same holds true during monitoring and controlling. If you do the problem solving, you own the project. Share that gorilla with the team. You'll create less stress for yourself and more enjoyment for them.

### Principle No. 5: The project leader manages the process, not the content.

There are actually two concurrent processes that must be led and managed: the project management process and the team process. If you follow principle number three, then you're using a collaborative process for project management. Your job is to lead the team through the steps of creating a project plan and then monitoring and controlling that plan. At the same time, you need to be leading the team through the stages of team development: forming, storming, norming and performing. If you do a good job of that, then you'll enter the fifth stage of mourning. If you don't do a good job, team members will gleefully leave the project, hoping never to return.

Apply these principles by building skills and assembling tools to support them. It's the fundamentals that count. Most projects fail because of people and politics, not because you failed to do a Monte Carlo analysis. Focus on what's important and you'll undoubtedly be a success.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

*Paula Martin is the CEO of Martin Training Associates (MTA), the developers of the Project Management Evening Certificate program at Northeastern University. MTA offers in-house training in project, matrix and meeting management. For more information call 866-922-3122.*

# External Training Opportunities

## Priority Management

| **Priority Manager - WEBSHOP** | | | **7 PMI PDU credits.** |
|---|---|---|---|
| Start Date | End Date | Time | Location |
| May 13, 2005 | May 13, 2005 | 01:00 PM | Web sessions |

| **Project Management Breakthroughs** | | | **21 PMI PDU credits.** |
|---|---|---|---|
| Start Date | End Date | Time | Location |
| March 14, 2005 | March 16, 2005 | 08:05 AM | Cedar Rapids |

| **Working Smart with Lotus Notes - WEBSHOP** | | | **7 PMI PDU credits.** |
|---|---|---|---|
| Start Date | End Date | Time | Location |
| May 09, 2005 | May 09, 2005 | 1:00 PM | Web sessions |

| **Working Smart with Microsoft Outlook - WEBSHOP** | | | **7 PMI PDU credits.** |
|---|---|---|---|
| Start Date | End Date | Time | Location |
| April 29, 2005 | June 05, 2005 | 1:00 PM | |

| **Working Smart with Microsoft Project** | | | **8 PMI PDU credits.** |
|---|---|---|---|
| Start Date | End Date | Time | Location |
| March 17, 2005 | March 17, 2005 | 8:05 AM | Cedar Rapids at PPI |

For more information:
rsmith@prioritymanagement.com
*http://www.prioritymanagement.com/rsmith*

# Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available.

**DUE TO OVERWELLMING RESPONSE BOTH CLASESS ARE FULL. LOOK FOR THESE CLASSES AGAIN IN THE FALL**

- **Project Planning and Execution using MS Project**
  April 1 (1:00pm – 5:00pm)

- **Proactive Risk Management Class**
  April 6 (1:00pm – 5:00pm)

Please send questions to ProfessionalDevelopment@pmieasterniowa.org

# WBS TASK 1: Review the Project Management Basics

BY: DOUGLAS WILLIAMS, PMP          EMAIL DKWILLAIMS@WITSYSTEMS.COM

## Opening Dialogue

In today's fast-paced business climate, project managers are often burdened with an onslaught of business practice, process and culture change, which is sometimes made more interesting by an abundance of supportive technology change. Project managers (and their support teams) are often wooed by the intensity of change and sometimes overcome by its mob-like excitement. Project management teams are easily distracted by resulting chaotic workflows and are sometimes lured away from simple project management standards and basics, the ones that are the foundation to the PMI-PMBOK®.

This column continues the intention to present ideas, concepts, tools, and definitions to help you learn (or reaffirm) many project management standards and basics that make project management tasks easier. These writings are presented within the simple PMBOK® phase context: initiating, planning, executing, controlling and closing. Most are presented with industry independence in mind, but some may include industry specific references to improve overall clarity. Your comments and thoughts are always welcome to the email address listed above.

## WBS TASK 1.2: Project Definition - Planning

**WBS TASK 1.2.2 Understand project risk, issue, and change management needs**

Scenario: The project definition (a triple constraint of scope, schedule, and cost) is completed and baselined. The project participants are energized to start with project activities. The project stakeholders are ready to see the project get moving! The project sponsor is eagerly waiting on the "started" indicator within the project status report. What is (or should be) purposefully holding us up from starting? Project Change Management.

This essential project work focus area should always be considered as early as possible within the project definition steps and perhaps as a required step linked to establishing the first project definition baseline. Each project team member should realize that there will be new and deleted tasks, schedule shifts, and cost adjustments. Each project team member should also realize that not controlling these change areas exposes the project to increasing risk of not meeting approved expectations. Review the following to better understand how to appropriately acknowledge and accommodate inevitable project change within the Project Definition - Planning context.

## Some Google Strings For More Information

**Go to Google's advanced search engine http://www.google.com/advanced_search and try the following search strings with special settings to obtain additional information.**

> project risk management filetype:pdf - choose last three months
>
> project issue management filetype:pdf - choose last three months
>
> project change development basics filetype:pdf - choose last three months
>
> change control board CCB - choose last six months
>
> project change "work order" template filetype:doc - choose last three months

® PMI and PMPOK are registered in the U.S. Patent and Trademark Office by the Project Management Institute.

---

### Important Terms

Issue

Risk

Change work order

Baseline

Change control board (CCB)

### Coming Up Next

**PLANNING**

- Deliberate Communications
- Status Reporting

# WBS TASK 1.2: Project Definition - Planning (continued)

**WBS TASK 1.2.2 Understand project risk, issue, and change management needs**

**The Triple Constraint - Quick Summary and Analogy Reminder**

Once a project's scope, schedule, and cost baseline is formed, it is best to always be able to treat scope, schedule, and cost as inter-related. A useful change analogy to consider is the *equilateral triangle* and its change behavior; to remain an equilateral triangle, changes to any one ray of the triangle requires adjustment to the other two rays. When viewed in this context, changes to either scope, schedule, or cost always implies changes for the other two.

Scope

Schedule

The Project Triple Constraint

Cost
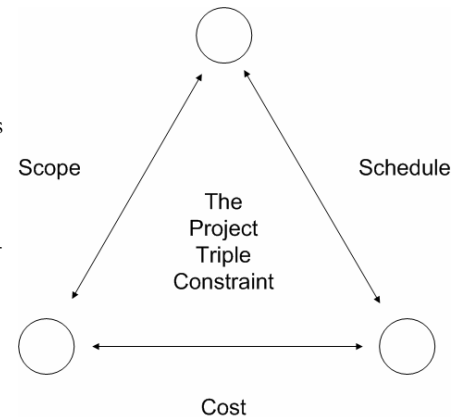
**The overall purpose of project change management**

As our introduction discussed, the overall purpose of project change management is to ensure a related project's triple constraint is protected from hidden changes caused by a multitude of sources. Some sources include project risks, business risks, project execution issues, resource obstacles, hidden costs, incomplete estimates, discovered work tasks, extra assigned work tasks, and so many others. A project management team (and project participants in general) should become more aware of the project environment so that isolating and then controlling sources of change becomes easier. Consider the definitions of issue, risk, and change work order that follow. Also consider healthy project have few change work orders, some issues, and many risks.

**What is an *issue*?**

○ An "issue" is a measurable project event having a verifiable impact to a project's scope, cost, and/or schedule.

○ An issue may arise from many sources.

○ Only documented and logged issues should be addressed by a project team.

○ The project sponsor and project manager should work hard to foster a work culture behavior where it is easy to declare issues, regardless of impact level.

○ Issues should be assessed for impact level, priority, resolution due date and other decisioning factors.

○ Issues should always be assigned to one owner at a time. More than one owner weakens execution accountability.

○ Issues should always be worked to a final resolution status (i.e. Resolved, Deferred, Cancelled, or Duplicate).

○ Only the issue submitter/reporter should confirm the final resolution status and authorize closure.

○ Although any tracking method is better than none, a commonly accessible, database driven issue repository is best to create, process, monitor and close issues.

○ Before and/or after closure, all project issues should be audited for completeness.

**What is a *risk*?**

○ A "risk" is a measurable project event having possible impact to a project's scope, cost, or schedule.

○ A risk may arise from many sources.

○ Only documented and logged risks should be addressed by a project team.

○ The project sponsor and project manager should work hard to foster a work culture behavior where it is easy to declare risks, regardless of likelihood or potential impact level.

○ Risks should be assessed for potential impact, likelihood, priority, resolution due date and other decisioning factors.

○ Risks should always be worked to a final resolution (i.e. Resolved, Deferred, Cancelled, or Duplicate). Note that many risks may survive the project unresolved. All risks in this state would be closed as a project closure activity.

# WBS TASK 1.2: Project Definition - Planning (continued)

○ Risks should always be assigned to one owner at a time. More than one owner weakens execution accountability.

○ Only the risk submitter/reporter should confirm the final resolution status and authorize closure. The exception is the project closure step to close unresolved risks.

○ Although any tracking method is better than none, a commonly accessible, database driven issue repository is best to create, process, monitor and close risks.

○ Before and/or after closure, all project risks should be audited for completeness.

What is a ***change work order***?

○ A "change work order" is a formal request to amend the project's triple constraint (scope, schedule, and cost). The change work order should always address scope, schedule and cost and to maintain the "equilateral triangle" balance.

○ A change work order may arise from many sources, but are most often linked directly to issues or risks.

○ Only documented and logged change work orders should be addressed by a project.

○ Change work orders should follow a pre-defined project review and approval process, which may include an assessment for impact, priority, resolution due date and other decisioning factors.

○ The project manager must govern change work order completeness so that the triple constraint is always addressed.

○ Change work orders should always be assigned to one owner at a time. However, depending on the project work flow, there may be a need to split and delegate impact assessment and estimating to multiple sub-owners, but with the intention coming back to a single owner for wrap up and approval preparation.

○ Change work orders should be worked to a final resolution status (i.e. Resolved, Deferred, Cancelled, or Duplicate). The project manager should work to ensure no change work orders are allowed to remain open for an extended period.

○ Change work order authorizations should be very restricted to the predefined project change approvers, like the project sponsor or primary funding project stakeholders.

○ Although any tracking method is better than none, a commonly accessible, database driven issue repository is best to create, process, monitor and close change work orders.

○ Before and/or after closure, all project change work orders should be audited for completeness.

**Another Equilateral Triangle - the change management life cycle**

Earlier, we discussed the need for protecting the project's Triple Constraint (scope, schedule, and cost) and with the purpose of maintaining a project's overall balance. The equilateral triangle can be extended to help us describe the relationship between project risks, issues, and change work orders. Consider the diagram at right.

When managed separately, project risks, issues, and change work orders are well tracked and can stand alone within their tracking logs. However, when their data and tracking procedures are combined into one application/data store, a project change management life cycle becomes apparent. Consider their common data points: name, open date, close date, due date, scope impact, schedule impact, cost impact, owner, resolution state, record status (open or closed), and others. Then consider common transition scenarios -- 1) risks may be identified, but when left unresolved become issues and then change work orders - 2) deferred change work orders usually become current project risks - 3) unresolved and aging issues often grow into larger risks or ever larger issues due for becoming change work orders. When treated together, risks, issues, and change work orders can be managed by switching record types and without changing much of their underlying problem statements.

The project change management life cycle becomes a useful approach for improving issue, risk and change management within the project's triple constraint. ClearQuest, PVCS Tracker, Remedy, and other tools help automate this approach.