



Building professionalism in project management.™

Project Management Institute

Eastern Iowa Chapter

100's NUGGET

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**Check out the article
on "Maximizing
Project Success" on
page 4.**

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2005 Issue 12

December 2005

Our Next Chapter Meeting - December 13th

The program for December, **"Ethics in Project Management"** will be presented by Ted Garnett. Ted is an entrepreneur with various business interests/experiences and is the founder of Performance Resources Consulting LLC. He is trained at the Six Sigma Black Belt Business Process.

What is the principled basis for ethics in business? About 1 out of every 3 employees observe misconduct at work...what's the difference between what we say is common sense and what we see people commonly do? Ted Garnett will facilitate a frank and candid discussion on this complex topic. How do we apply business ethics to the world of Project Management and why would we anyhow? Ted is passionate about helping organizations to help themselves improve. Participants in his training sessions describe him as "Electricity on two legs." He works internationally with organizations on establishing an improved results-orientation and increased leadership effectiveness and is consistently rated a "best in conference" speaker at national conferences so don't miss this opportunity to participate in this interactive session.

Our Buffet Dinner will include:

- Grilled Chicken Breast
- Sliced Baked Ham
- New Potatoes w/Butter & Chives
- Green Beans Almandine
- Cottage Cheese
- Tossed Salad w/dressings
- Oriental Salad
- Cheesecake Dessert
- Dinner rolls & Sweet rolls
- Coffee Tea or Milk



Cost: \$20.00

Please RSVP by Tuesday, December 6th via email to

ProgramRegistration@pmieasterniowa.org.

Program

5:45 - 6:15 Registration and social time
6:15 - 6:50 Dinner
6:50 - 7:00 Opening and announcements by Bob Sanders
7:00 - 7:45 Presentation and Wrap-Up.
7:45 - 8:00 PMI Eastern Iowa business report

President's Corner by Bob Sanders, PMP

As we are now in the Holiday season, I hope each one of you find the well deserved time to spend with your family and friends. For those that can not take an extended timeout from their job duties, I hope you do find some time for yourself.

I would like to thank the volunteers this past year that have made our PMI Eastern Iowa Chapter one of the best PMI components in the region. You have accomplished so much on helping promote the fundamental practices of project management in the Eastern Iowa area. You have made a difference!!

I also would like to take this opportunity to thank the volunteers that have stepped up for

next year by agreeing to serve 12 of the 14 open director positions that were appointed by the Board of Directors in late November. I plan to publish the names and roles of these volunteers in the January edition of our newsletter. We have a restructured board next year with some new faces. I am very excited to work with the 2006 board as they are very much appreciated and respected.

Have a happy and safe holiday season.

Sincerely,
Bob Sanders, PMP
President, PMI Eastern Iowa Chapter



PMP® Passport

Attention PMPs: Your first PMP® Passport will arrive on December 16th.

If you have earned the Project Management Professional (PMP) credential, watch your e-mail inbox on December 16th for PMP Passport, a new e-newsletter exclusively for PMPs. This quarterly e-newsletter delivers important information for your career, your credential and your success. Each issue contains regional focuses on project management news from North America, Latin America, EMEA (Europe-Middle East-Africa) and Asia Pacific. There are tips on how to earn Professional Development Units (PDUs) toward maintaining your PMP credential and a section called Certification Corner that features answers to your questions.

The December issue leads with an article by Lee Lambert, PMP, who tracks the current pursuits of the team that helped develop the PMP credential in the early 1980s. Another feature

story looks at the Certification Governance Council (CGC) and the role it plays in the credentialing program. Certification Corner lists some of the most frequently asked questions fielded by PMI Certification specialists. Future issues will offer the opportunity to send in your questions to be answered.

PMPs will receive PMP Passport as part of the PMP credential whether or not they are PMI members, provided PMI has their correct e-mail address. Members can update their contact information in the [Members Area](#). Non member PMPs who have registered on the new Certification System can use their username and password to change their contact information or can contact PMI Customer Care at customercare@pmi.org if they need to establish an account. PMI thanks the [International Institute for Learning, Inc.](#) for sponsorship of PMP Passport through the end of 2006.



Meeting Reminders, RSVPs and Cancellations - by: Stephen Schmitz

The Program Committee strives to make the meeting registration process as easy as possible for our members and guests. If you cannot attend a meeting, do not respond to the Meeting Reminder email. If you registered for a meeting, and then find that you must can-

cel, write to programs@pmieasterniowa.org to cancel your reservation. This will ensure that your cancellation message is received and processed.

Web Site Statistics

Pages-URL (Top 20) - Full list - Entry - Exit					
46 different pages-url					
	Viewed	Average size	Entry	Exit	
/index.htm	196	4.08 KB	158	93	
/calendar.htm	76	16.76 KB	36	36	
/courses.htm	73	9.31 KB	30	30	
/pdu.htm	55	28.18 KB	37	45	
/Dixon.htm	34	9.44 KB	34	34	
/newsletter.htm	29	9.07 KB		5	
/docs/Resource+Management+Class+Flier+November+2005.pdf	26	25.38 KB	8	18	
/Dendurent.htm	24	3.10 KB	19	17	
/Membership.htm	19	12.56 KB	2	4	
/contacts.htm	19	3.65 KB	1	5	

Membership Update - by Darren Benzing, PMP

PMI Eastern Iowa Chapter membership stands at **255**, with **133 PMP®s**. Our top companies by member count are Pearson (102), Rockwell Collins (22), Intermec (16), and Aegon (15), Iowa Health Systems (5), and Perot Systems (5).

New PMP®s: None in October.

New Members: We welcome: Dana Moses from Intermec Technologies, Wendy Northcutt from Pearson, Debra Yeoman from Rockwell Collins, and Mark Bazzell. We are glad to have you in the PMI Eastern Iowa Chapter!

Renewing Members: Jeff Carter, Julie Conner, Kari Duncan, Michael Harks, Laura Hershberger, George Hollins, Dennis Kozich, Greg Morud, Jamie Northrup, Randy Rohovit, and Donna Screws. 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 componenttransfer@pmi.org.



Maximizing Project Success - by: Paula K. Martin CEO and Cathy Cassidy

When I train, I always tell my participants "In order to have effective execution, you need to spend time on planning." Then, I wait and watch everyone roll their eyes and I follow up with "Now, let's focus on things work in the real world." As project leaders we know that planning is critical. Without it, how would we know what we need to do, how many resources we need and when does everything need to happen? But with pressure from management saying "Do it faster and for less money", you often find yourself moving through the planning stage faster than you would like.

If you've fallen into the "do it faster" routine and find yourself facing issue after issue when you are executing your project, you probably need to go back and evaluate what you missed from planning and then do it. Easier said than done, right? You've already finished planning, you can't figure out what you missed. Well now you can by doing a Pro-

Question	Activity Required
Did you receive clear direction for your project? Do you know what the sponsor expects from the project?	Complete a Charter
Does the customer or sponsor know what will be produced by the project? Does the team know what it will produce as the final deliverable of the project?	Write a Scope Description
Do you know how to ensure the quality of the final deliverable? Did you break the final deliverable down into more manageable chunks?	Define Interim Deliverables
Is everyone clear on what is the responsibility of the project and what is not the responsibility of the project? Is clear as to where the project begins and where it ends?	Define Scope Boundaries
Have you structured the project? Have you made sure every part of the project work has been assigned to someone?	Do a Subproject Work Breakdown
Do you know how to avoid potential problems from occurring?	Do a Risk Assessment
Do you know who outside or inside the project team needs to review or approve interim deliverables before they are issued/delivered?	Make a List of Reviews and Approvals Required
Do you know what type of status reports the sponsor, customer and other stakeholders required to stay informed on how the project is progressing?	Make a List of Status Reports Required
Do you have the right people on the team? Do have all stakeholder interests represented on the project?	Review Team Composition
Do you know when to communicate what the overall schedule (big picture) of the project will be?	Do a Milestone Schedule
Do you have a way to track the progress of the final deliverable? Do you know when the hand-offs from one person to another will occur? Can you be assured that the customer's requirements will be met?	Create a Deliverables Schedule
Do you have experienced people doing the work of the project? Is this a project that you have done before?	Create an Activity Schedule
Do you know how much staff effort (internal effort) will be required to complete the entire project?	Do a Staff Effort Estimate
Can you track staff effort during the Execution phase of the project?	Do a Staff Effort Forecast
Do you know how much money will be spent on the project?	Do a Spending Estimate
Can you track expenses during the Execution Phase of the project?	Do a Spending Forecast <i>(Continued on page 5)</i>

(Continued from page 4)

Project Planning Checkup.

To complete a project planning checkup, review the questions below and answer "Yes" or "No". For each question with a 'no' answer, complete the Activity required with the team before moving the project any further along. Remember, if your project has subprojects, run through the list and a planning checkup for each team as well.

So, if you're finding your project team stalled or doing too much re-work – stop and do a Planning checkup. You'll be able to diagnosis what's wrong and put your project back on track. And when you're getting grief from management about the time spent on planning, just remind your sponsors that "a minute invested in planning is an hour saved in Execution".

Paula Martin is the CEO and Cathy Cassidy is the VP of Business Development of Martin Training Associates (MTA), which specializes in project management, change accountability and meeting management. See our website for information on our new Quick Guide series, the first of which is titled: *Sponsoring a Project*. For more information call 866-922-3122.

November Program Recap - by: Stephen Schmitz

Forty-six attended the PMI breakfast meeting on November 8th. Debra Salz, Prevention Services & Strategies, gave an entertaining presentation on "Leadership from A to Z." Debra first shared seven leadership patterns: "Although there is no all-inclusive recipe for leadership, there are consistent patterns, or abilities, which leaders possess. These are Vision, Passion, Communication, Coaching, Flexibility, Collaboration, and Lifelong Learning."

Debra gave examples of each pattern, relating them to family, careers, and project management. She then presented "Leadership Strategies & Tactical Tips", drawing on her background as a business owner, corporate trainer and motivational speaker. Audience members received a handout with a word or phrase for each letter A through Z. Among the 26 were serious strategies like Influence, Respect and Values, and light-hearted but no

less important strategies like Enthusiasm, Laughter and Yippee Yahoo!

Debra's spirited presentation fired up the audience on what could have been a ho hum Tuesday morning. Surveys scored the presentation a 4.9 (out of 5), and gave this feedback: "Dynamic and interesting" "Very good speaker; motivate you for the day" "Very energetic speaker, keeps the group engaged and awake" "Excellent presentation, bring her back" "Great speaker, lots of energy, interesting and helpful information" "Very good refreshing program."

For more information about Debra's training, keynote and inspirational programs, contact her at preventionstrategies@mcleodusa.net.



Date	Time	Location	Topic
Dec 13th	6:00 pm - 8:00 pm	Quality Inn Suites Iowa City	Ted Garnett will be presenting: "Ethics in Project Management "
Jan 10th	6:00 - 8:00 pm	TBD	TBD
Feb 14th	TBD	TBD	TBD

Chapter Sponsored Professional Development

The following chapter sponsored professional development opportunities are available.

- OPM3 for Organizational Execution (C100-1400)

Date	Course ID	PDUs	Location	Title
12/12/05	C100-1400	4	Kirkwood	OPM3 for Organizational Execution

Please find more details on our website at <http://www.pmieasterniowa.org/course.htm> or send questions to ProfessionalDevelopment@pmieasterniowa.org

Priority Management Training schedule

The following Priority Management sponsored professional development opportunities are available.

- Project Management Breakthroughs
- Working Smart With Ms Project
- Working Smart With Ms Outlook
- Working Smart With LotusNotes (NOTE: WEB Workshops are two 2 hour sessions)

Date	Course ID	PDUs	Location	Title
12/1/05	1161-TN060100	7	Cedar Rapids, IA	Working Smart with Microsoft Outlook
12/06/05 – 12/08/05	1161-PMB00020	21	Cedar Rapids, IA	Project Management Breakthroughs
12/09/05	1161-TN061161	7	Cedar Rapids, IA	Working Smart With Ms Project
01/02/06	1161-TN070100	7	Web workshop	Working Smart with LotusNotes
01/12/06	1161-TN060100	7	Web workshop	Working Smart with Microsoft Outlook
01/26/06	1161-TN060100	7	Cedar Rapids, IA	Working Smart with Microsoft Outlook

Please find more details on our website at http://www.prioritymanagement.com/rsmith/workshop_schedule/ or send questions to rsmith@prioritymanagement.com.

The following courses are available at New Horizons Cedar Rapids in the coming months.

- Microsoft Project Management Scheduling Seminar Series: I of III
- ILTL Foundations
- Project Management for Professionals
- Project 2003- L1, L2
- Microsoft Scheduling Seminar Series: II of III -Contouring

Date	Course ID	PDUs	Location	Title
12/15/05		2	New Horizons	Microsoft Scheduling Seminar Series: I of III- Scheduling
1/17-1/18		-	New Horizons	ILTL Foundations
1/23-1/27		35	New Horizons	Project Management for Professionals
1/23/06		6.5	New Horizons	Microsoft Project 2003- L1
1/24/06		6.5	New Horizons	Microsoft Project 2003- L2
1/26/06		2	New Horizons	Microsoft Scheduling Seminar Series: II of III -Contouring

Please find more details on our website at <http://www.newhorizonscr.com> or send questions to

PMI Eastern Iowa Chapter Contacts

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WBS TASK 1: Review the Project Management Basics

BY: DOUGLAS WILLIAMS, PMP

EMAIL DKWILLIAMS@WITSYSTEMS.COM

Opening Dialogue

Important Terms

Challenged
Failure
Fraud
Incompetence
Misconduct
Success

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 1.2.8 Understanding some early planning related project failure events.

For over a decade, the Standish Group International, Inc. has collected, analyzed, and published IT industry project success and failure data. Their 2004 data indicated about one-sixth of all IT projects failed, just over one-half were challenged, and about one-third were on-time and within budget (a.k.a. successful). Their 2001 data indicated that nearly one-quarter of IT projects failed, almost one-half were challenged, and just over one-quarter were successful. Their 1994 data indicated nearly one-third of all IT projects failed, almost one-half were challenged, and less than one-quarter were successful. Although the studies suggest improvements, a pattern of challenged and failed IT projects simply persists within the IT industry.

Consider these data points, understand project success criteria and understand early project failure triggers while working on project set up tasks 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 failure” - choose last three months

“chaos chronicles” filetype:pdf - choose last three months

“project success” - choose last three months



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End of series.

WBS TASK 1.2: Project Definition - Planning (continued)

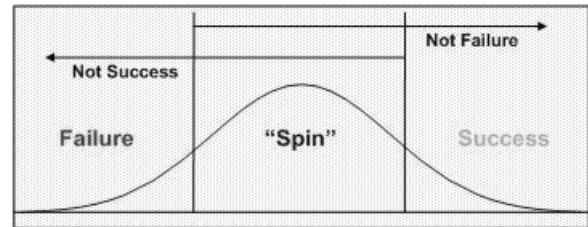
WBS Task 1.2.8 Understanding some early planning related project failure events.

Understand project success and failure definitions.

The Standish Group International, Inc. studies provide a very valuable perspective regarding an IT project's likelihood of being successful. Many organizations correctly use the word "success" to classify their successful project's results. Many organizations correctly use the word "failure" to classify their failed project's results. And many organizations (somehow) use the word "challenged" to classify their project's results that are neither success nor failure.

Why would the "challenged" classification make sense? Using the logic below and the histogram at right, consider the diametrically opposed terms, *success* and *failure*.

- ☐ If it is not Success, what is it?
- ☐ If it is not Failure, what is it?
- ☐ If it is neither Success nor Failure, what is it?



The word "challenged" is certainly a more palatable description of not achieving success. Perhaps the word is used out of fear of being labeled a "failure" when associated with a "not successful" project result. Or, perhaps it is mistakenly used by project sponsors, project managers, and other project stakeholders to pacify an ardent (or sometimes misleading) desire to declare success. Regardless, every project should correctly use the words success and failure to classify their results, and avoid the word challenged. Further, projects should establish early a project workflow based on success criteria and project failure trigger detection and correction.

Determine project success criteria within the Project Definition – Planning context.

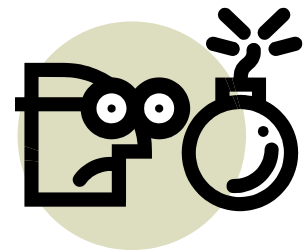
So, what is project success? True project success is a reflection of multiple perspectives, which may include scope, schedule, cost, quality, user impact, staff utilization, and numerous others. Using a formal project planning approach, project sponsors, project managers, and other project stakeholders should always establish predefined (and documented) success criteria as part of "nailing" down the project's success perspectives. For example, the project will be ranked a success because the overall cost is under budget. These success criteria allow a project to know that the results are (or are not) aligned to the project's path towards success. If constructed to be checked as part of each project deliverable, these success criteria allow a project to know that the deliverable is (or is not) aligned. Without the success criteria, the project condition (success or failure) is likely to become a subjective current state reflection, which is often influenced by the "spin" of personal opinions, fears and purposed deception.

Be ready to detect potential and early project failure triggers

Project sponsors, project managers, and other project stakeholders should also rely on a series of early project failure triggers that may cause a project to stray off the path towards success. Knowing the triggers allows the project to more quickly detect and correct project performance errors. The rest of this section provides a simple checklist to use while performing the Project Definition – Planning steps. It can be reused to monitor the project progress through the executing, controlling or closing phases. Note that these triggers are specific to IT projects.

Failure Trigger Focus Area – Executive Support

- ☐ The assigned project sponsor leaves the project.
- ☐ A last-in-first-out (LIFO) executive management style exists.
- ☐ Too many priority #1 projects exist within the enterprise project portfolio.
- ☐ Project sponsor incompetence, malfeasance, or fraud is identified within the project work.
- ☐ The project sponsor's funding source changes greatly.



WBS TASK 1.2: Project Definition - Planning (continued)

Failure Trigger Focus Area – User Involvement

- The "users" do not need to be involved because the IT department knows what they want.
- User specific work definition (a.k.a. the requirements base) is weak or missing.
- User acceptance processes and / or criteria are weak or missing.
- User teams are isolated (or openly excluded) from the project work.

Failure Trigger Focus Area – Experienced Project Manager

- The project manager is PMP certified but does not have required project management experience.
- Project manager integrity or professionalism gaps are detected.
- The project manager is unwilling to ask for help.
- The project manager lacks appropriate leadership skills.

Failure Trigger Focus Area – Clear Business Objectives

- A project specific business case is not evident in the project definition artifacts.
- Project success criteria are weak or missing.
- Stakeholders' expected project results or objectives are ambiguous or missing.
- Project participants' consensus regarding project objectives is weak or missing.

Failure Trigger Focus Area – Minimized Scope

- A single event horizon ("Big Bang") IT implementation is being requested by the stakeholders.
- The scope definition seems over-weighted by optimism—more features than possible with given time and money.
- The anticipated project results are over-sold to the receiving audience (user or customer).

Failure Trigger Focus Area – Standard Software Infrastructure

- The overall IT work environment (infrastructure) is not stable and/or scalable to the scope.
- Industry aligned systems development practices and standards are weak, mismatched or missing.
- Systems development practices and standards vary across different work groups (applies to enterprise project context).
- Software configuration management (SCM) system is weak or missing.
- Release management approach is not defined or well understood by project participants.
- Industry based testing practices and standards are weak, mismatched or missing.
- Project planning does not recognize new technology usage obstacles and risks.

Failure Trigger Focus Area – Firm Basic Requirements

- Overall requirements are incomplete or missing.
- User acceptance / success criteria are weak or missing.
- Business requirements are not understood as business requirements.
- Technical requirements are not understood as technical requirements.
- Testing requirements are not ...Training requirements... and so on...



WBS TASK 1.2: Project Definition - Planning (continued)

Failure Trigger Focus Area – Formal Methodology

- Project change management practices are not set up to accurately control scope, schedule, cost, or resource changes.
- Systems Development Life Cycle (SDLC) standards, processes, and practices are weak, malformed, or missing.
- Project risk management processes are missing or need improvement.
- Formal methodologies are perceived as overriding the project's intended work results or objectives.

Failure Trigger Focus Area – Reliable Estimates

- "We do not have time to estimate!" statement has been made by the project sponsor or other key stakeholders.
- Staff's estimating skills are weak or missing.
- Existing project estimates are overly affected by optimism or pessimism.
- Project contingency planning estimates are not understood or allowed.



Failure Trigger Focus Area – Other

- The organization does not balance its workloads.
- Resources are not likely to be available when needed for the project work.
- Unrealistic expectations are created and reinforced by the project sponsor or other key stakeholders.
- Managers lack sufficient management experience to understand project management resource planning needs.
- Overall project team responsibilities are ambiguous or undefined.
- Organizational culture is not aligned or compatible to a project workflow methodology.

Appropriately monitor the project's path towards success.

Knowing the project success criteria along with the early project failure triggers helps the project stay on the path towards success. Working from the success criteria perspective, project sponsors, project managers, and other project stakeholders can more easily verify that the project results are being formed consistently along the path towards success. Working from the project triggers perspective, project sponsors, project managers, and other project stakeholders can actively look for events that may cause the projects results to stray from the path towards success. Using both perspectives allows the project to effectively stay constrained to the path to project success.

End of Series — Project Definition - Planning