



Building professionalism in project management.™

Project Management Institute
Eastern Iowa Chapter

100's NUGGET

2009 Issue 6

June 2009

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**June
brings...**



**Staying on the
critical path to
make the score!**

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Our Next Chapter Meeting - June 9th

This month's chapter meeting will be held on Tuesday, June 9th, 7:30 a.m. to 9:00 a.m. at the Clarion Hotel and Convention Center at 525 33rd Ave SW in Cedar Rapids. The Clarion Hotel and Convention Center phone number is (319) 366-8671.

Program: The program for the June 9th meeting is a presentation entitled "**Successful Management of Remote Project Teams**", presented by Steve Carney.

About the Program: There's remote and there's offshore remote. This presentation will focus on how to give your project a better chance of success and probably more importantly what pitfalls to watch out that will doom your project.

Special Thanks to Steve! Steve has graciously volunteered to sponsor half of the meeting costs.

About the Speaker: Steve is the Executive Vice President of Sales and Service Delivery at Infinite Computing Systems in Cedar Rapids, IA. He is responsible for project and managed services sales in the US and abroad. The delivery teams are located in Cedar Rapids, IA and Mumbai, India. Steve says "The combination of Sales and Delivery is important in my mind. It's not all about getting the sale. I also have to very much focus on how Infinite provides quality deliverables in the time frame and technology proposed". In Steve's career he's had the opportunity to live in several areas of the country, travel extensively and be exposed to several industries and cultures. This enables him to draw on a wide variety of experiences when leading people and solving problems.

Program Schedule:

7:15 - 7:45 Registration, breakfast, and social time
7:45 - 7:50 Opening by chapter president / chapter officers
7:50 - 8:40 Presentation / Discussion
8:40 - 9:00 Final announcements, wrap-up, and social time

The menu consists of a light breakfast with coffee.

Cost: \$10.00 to chapter members and \$15.00 for guests.

Please note that the Chapter's attendance policy has changed to include a registration fee for all attendees. This is different from the previous policy of allowing attendees who were not eating to attend free of charge. If you have not done so already, please RSVP no later than June 4th to programregistration@pmieasterniowa.org. Once you send a RSVP, cancellations **must** be received by **noon**, Friday, June 5th to avoid being invoiced as a no-show for this chapter event.

President's Corner

Dear PMI Eastern Iowa members,

Hope you had a great Memorial Day! It is already June and summer is just few weeks away. In the last six months, we have seen lot of changes around the world in every sense that we can think of. Within our own PMI chapter, we have seen a few volunteers move out and a few volunteers taking charge of various areas. In a recently conducted survey we had around one third of our chapter members respond to the various questions that were posed. While the majority of the respondents (88%) are pleased with the value provided by the local chapters, we would continue to work on the suggestions to improve our service offerings.

Breakfast meetings in Cedar Rapids (~ 58%) are still the choice of the majority. However we will look into the needs of 30% or so respondents who preferred evening meetings and around 29% preferred meetings in Iowa City. There is an evening fun night (Educational too – 1 PDU will be offered) being planned for September.

It is encouraging to see the enthusiasm among the survey participants regarding the upcoming Professional Development Day. 82% of the respondents have indicated that they would be willing to attend this event.

In 2009, we continue to collaborate with partners to bring you services (quality articles on project management and leadership, free registrations to events, increased door prizes and reduced fees for those who are impacted by the economic downturn) which I hope will benefit the chapter members tremendously.

With a new website and a chapter hosted LinkedIn, we are well connected than ever before. We encourage our chapter members to come forward to lead, participate in discussions on our LinkedIn and Chapter websites. But nothing beats the power of face to face networking. Your continued attendance to our monthly meetings will help you and other participants. It also encourages the volunteers who work several hours each month planning and executing monthly meetings.

Please feel free to talk to me or any of the volunteers to learn more about how you can utilize the various services offered by PMI in advancing your career, getting the coveted PMP certification or how to keep your PMP certification active.

It has been a great privilege to serve you in the last six months and I am looking forward to the next six months with the same passion and enthusiasm if not more.

With regards,
Paddy Puthige, MBA, PMP
President, PMI Eastern Iowa Chapter

PMI Region 2 Conference Overview

By Suzanne Prymek, PMP

Tammy Sweat, VP of Communications and Publicity, and Suzanne Prymek, VP of Education for the PMI Eastern Iowa Chapter participated in the PMI Region 2 Conference held May 7th through May 9th in South Bend, Indiana.

During the Region 2 meetings, there was an opportunity to network and discuss chapter initiatives with other Region 2 chapter members. Much of the focus was in breakout sessions so that brainstorming and sharing of ideas could be focused by functional areas of each chapter, and how to increase member value.

Tammy Sweat stated "The experience of attending the Region 2 Conference was invaluable. I met so many people who are working on improving their chapter. They are all volunteers and are just a great group. I was able to learn so many ideas from them it's hard to say where to start!"

Many ideas were generated for improving Programs and Professional Development. Some of the ideas included looking into sponsoring a Bring a Buddy to the Monthly Meeting contest to using an online tool for all registration for monthly meeting attendees. New tools were also discussed. Both Tammy and Sue will be following up on the various ideas with the Directors and Board Members to make improvements to our chapter. Look for more information in the coming months on both our monthly newsletter and website!

Website Tidbits—Scrolling Posts

By Tammy Sweat, PMP

Once a posting is submitted to the PMI Eastern Iowa website it becomes part of a list of scrolling posts. The posting that was most recently submitted is what is first displayed when one accesses the site (other than the Welcome to the Site posting). Older articles continue on previous pages that are accessed by selecting the Older Entries button. That's how the website works, there isn't any control over the order of the postings after they are submitted.

[Older Entries >](#)

It is suggested that our members scroll back two or three pages to view all of the recent articles that have been submitted. If many postings are being submitted on a daily basis you will miss seeing new posts if you don't scroll to look at the previous posts that might not be that old but not viewable on the first page.

Behind the Scenes

By Tammy Sweat, PMP

- The Board of Directors (BOD) had a meeting on April 28th and a conference call was held on May 14th. Amongst other discussions, the following decisions were made:
 - Brian Wayling was voted in as the new Director of Logistics.
 - The BOD will rotate opening and closing monthly meetings. It was documented as to how to properly do the two roles.
- Several Board members traveled to South Bend, Indiana to attend the Region 2 conference.
- The survey results were gathered and summarized.
- The BOD is writing requirements for a venue to host the PDD.
- The BOD is still trying to recruit new volunteers.

Have You Scheduled Your PMP Exam Yet?

By Carol Meeks, PMP

The day finally arrived – time to take my PMP exam! I was so nervous, going over the many different processes and tools and formulas running through my mind as I made my way to Iowa City that morning. I'd taken three online courses, read four different books, practiced with now well-worn flash cards, taken several pre-tests and read the PMBOK three times cover-to-cover to be sure I was ready and STILL I was questioning whether it was too soon. After all, my online prep class had just ended a mere eight days prior and I had the whole summer ahead of me to study even more. And my application is good for a whole year so what's the rush, right?

Taking the advice of my instructor –and knowing myself all too well – I scheduled my exam for as soon as possible after my class. He strongly encouraged putting all the time invested into preparing for the exam to the test, so to speak, sooner rather than later while the materials are still fresh in your mind and energy around the exam is high. This all made sense to me until that morning when panic started to set in.

I arrived at the testing center in Iowa City in plenty of time, got registered, took some deep breaths and started in on the exam. Four hours has never gone so fast for me before! I successfully completed the exam with seven minutes to spare and am thrilled to say that I passed! What a great sense of relief and pride as I drove back home, ready to celebrate that night!

I was on Cloud Nine for days until the weather began to take a turn for the worse. We were evacuated from our building downtown. Trucks full of sandbags were driving up and down our street at home; and in the midst of torrential rains, without electricity, we were working to protect our home from the rising flood waters. A mandatory evacuation of our neighborhood took place that night, and my husband, my cat, and I took refuge at my parent's.

So what does this have to do with the PMP? It was exactly one week -- to the hour -- of when I was taking my PMP Exam in Iowa City to my talking with the National Guard stationed outside of our home with the rising flood waters just three houses down from ours. The last thing on my mind was the PMP with both my work and my home in jeopardy.

I'm happy to say that our home sustained minimal damage and we were moved back in within two weeks. It was business as usual at work by September. And I was a PMP Certified Project Manager through it all. If I had scheduled my test even a few days later, my studying would have been derailed for months. The amount of work to get back up to speed to the point of being as prepared for the exam as I was in June would have been seemingly overwhelming. I'm so grateful to have pushed myself to take the exam in a timely fashion and I encourage everyone to do the same. You just never know what may be waiting for you around the corner...

Survey Results

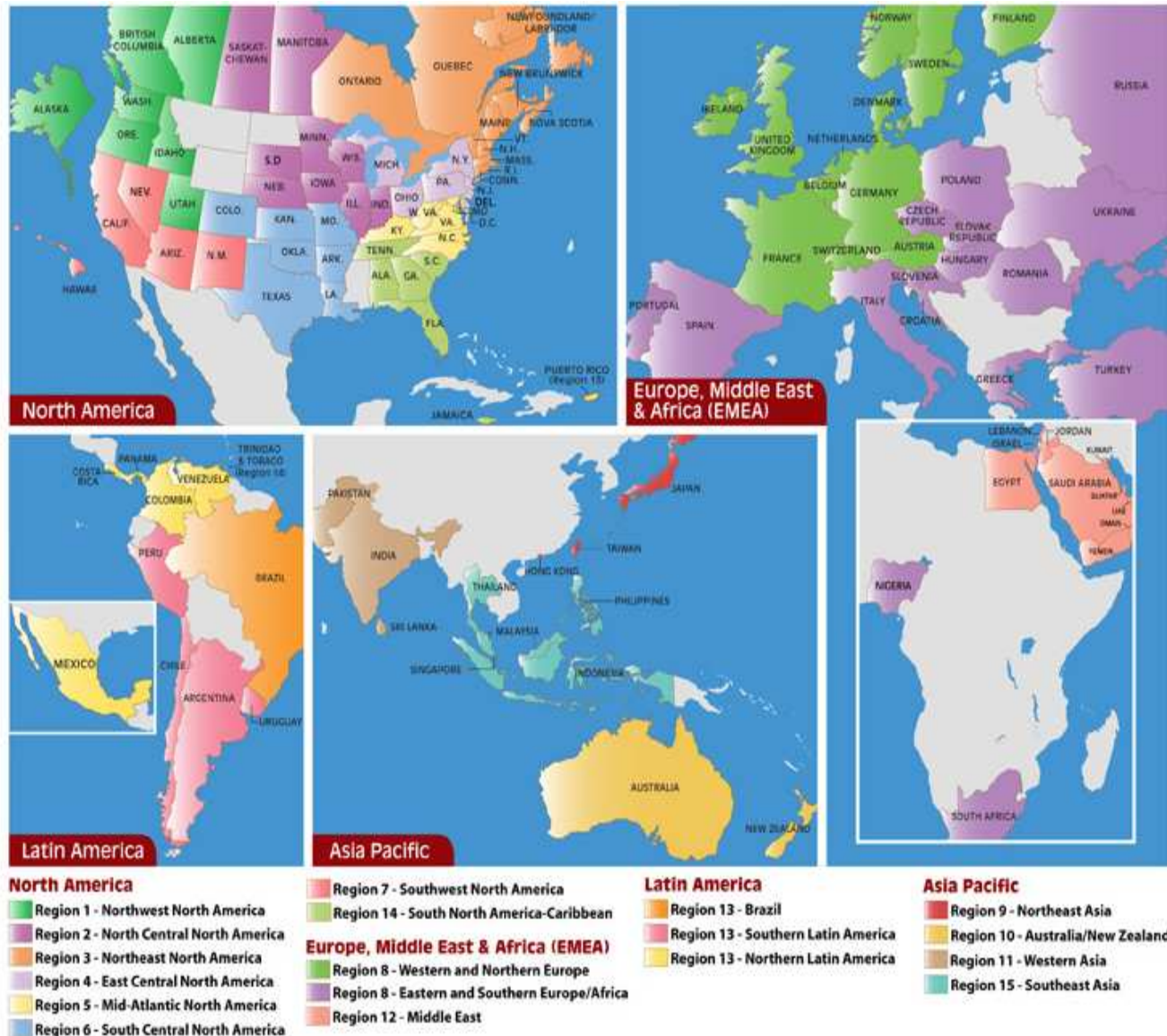
By Tammy Sweat, PMP

Fifty nine PMI Eastern Iowa Chapter members completed the survey that was issued in April.. It's exciting to report that 88% feel that they receive appropriate value from our chapter and 97% are satisfied with the monthly meetings!

Other results include:

- ◆ 28% would prefer to meeting in North Cedar Rapids (CR), 23% in South CR and 19% in the North Liberty, Coralville or Iowa City area.
- ◆ When deciding whether or not to attend a meeting the top two factors are topic and location.
- ◆ Most members consider attending a Professional Development Day this fall.
- ◆ 61% have either joined or would like to join the PMI Eastern Iowa LinkedIn group.
- ◆ 67% are interested in attending a round table meeting with a strong facilitator.
- ◆ 67% are not interested in paying more for meetings to support an online registration system.
- ◆ 57% would like the chapter to facilitate job placement services during monthly meetings.

PMI Regions



Chapters in Region 2

PMI breaks down the globe into various regions. Each region has a regional mentor that plans activities for all chapters within the region. The following chapters are in the same PMI region as the Eastern Iowa Chapter, Region 2:

- ◆ NE Wisconsin
- ◆ SE Wisconsin
- ◆ La Crosse
- ◆ Michiana
- ◆ Central Indiana
- ◆ SW Indiana
- ◆ North Saskatchewan
- ◆ South Saskatchewan
- ◆ Central Illinois
- ◆ Chicagoland
- ◆ Sioux Empire
- ◆ Minnesota
- ◆ Manitoba

May Meeting—Recap

The May 12th meeting was a presentation entitled “[Managing Yourself and Your Projects through Change](#),” that was presented by Beth Combs. Ms. Combs shared the experience of surviving a merger. The chapter thanks Beth for sharing this personal story and tips for success.

Chapter Meetings Schedule (subject to change)



Date and Time	Location	Topic and Presenter
June 9th, 2009	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	“Successful Management of Remote Project Teams” by Steve Carney
July 14th, 2009	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	“Communication & Networking Skills for Success” by Rose Slaymaker
August 11th, 2009	Clarion Hotel & Convention Center, 525 33rd Ave SW, Cedar Rapids	“Creating a Culture of Project Management Execution” by Jamie Northrup.

Membership Update - Remember to send in your membership renewals, either through mail or online.

The PMI Eastern Iowa Chapter membership stands at **292**, with **160 PMP®s** and **2 CAPM®** (as of 3/21/09).

New PMP®s Congratulations new PMPs:

New CAPM®s Congratulations new CAPM:

New Members Welcome New Members:

PMI Chapter Transfers

If you have a need to transfer chapters because you have moved or relocated due to employment location changes, be sure to update your membership data at the PMI global website, www.pmi.org.

Listed below are the top 5 companies according to membership counts.

Rank	Company	Member Count	PMP Count
1	Pearson	86	53
2	Rockwell Collins	32	17
3	Vangent, Inc.	18	11
4	Aegon	13	8
5	ACT	11	5

Chapter Sponsored Professional Development (subject to change)

The following chapter sponsored professional development opportunities are available. Note that these chapter sponsored courses are being offered from a non-REP (Registered Educational Provider). Send Chapter Sponsored Professional Development questions and ideas to professional@pmieasterniowa.org.

Date	Time	Cost	PDU(s)	Location	Title
6/15/09	5-9 pm	125 PMI Member 150 Non-Member	4	Kirkwood	Project Quality Management and Six Sigma Delivery
7/20/09	5-9 pm	125 PMI Member 150 Non-Member	4	Kirkwood	Project Risk Management and Proactive Planning
8/17/09	5-9 pm	125 PMI Member 150 Non-Member	4	Kirkwood	Project Communications Management and Performance Reporting
9/21/09	5-9 pm	125 PMI Member 150 Non-Member	4	Kirkwood	Project Resource Management and Soft Skills
10/19/09	5-9 pm	125 PMI Member 150 Non-Member	4	Kirkwood	Project Procurement Management

Priority Management Training Schedule (subject to change)

The following Priority Management sponsored professional development opportunities are available. Please find more details at http://www.prioritymanagement.com/rsmith/workshop_schedule/ or send questions to rsmith@prioritymanagement.com.

Date	Course ID	PDUs	Location	Title
June 16 & 23	1161-TN070100	7	Web workshop at your desk	Working Smart with LotusNotes

New Horizons Training Schedule (subject to change)

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

Date	PDUs	Location	Title
6/09/09	7	New Horizons	Microsoft Project 2007 – L2

PMI - Eastern Iowa Chapter Contacts

2009 Board of Directors

President	Paddy Puthige, PMP	president@pmieasterniowa.org
VP of Communications and Publicity	Tammy Sweat, PMP	communications@pmieasterniowa.org
VP of Education	Suzanne Prymek, PMP	education@pmieasterniowa.org
VP of Finance	Brian Thorn, PMP	financial@pmieasterniowa.org
VP of Operations	Bhaskar Pulikal, PMP	operations@pmieasterniowa.org
VP of Outreach	David S Tominsky	outreach@pmieasterniowa.org
Past President	Darin Hart, PMP	pastpresident@pmieasterniowa.org

2009 Directors

Director At-Large	Thom Lusardi, PMP	atlarge@pmieasterniowa.org
Director of Certifications	Carol Meeks, PMP	certification@pmieasterniowa.org
Director of Corporate Outreach	Steve Sawyer, PMP	corpoutreach@pmieasterniowa.org
Director of Individual Outreach	Ray Kratville, PMP	indoutreach@pmieasterniowa.org
Director of University Outreach	Open	unioutreach@pmieasterniowa.org
Director of Logistics	Brian Wayling	logistics@pmieasterniowa.org
Director of Marketing	Open	marketing@pmieasterniowa.org
Director of Member Relations	Open	membership@pmieasterniowa.org
Director of Newsletter	Open	newsletter@pmieasterniowa.org
Director of Professional Development	Barry Ehrig, PMP	professional@pmieasterniowa.org
Director of Programs	Open	programs@pmieasterniowa.org
Director of Technology	Open	technology@pmieasterniowa.org
Director of Volunteers	Nita Inani, PMP	volunteers@pmieasterniowa.org
Director of Website	Mark Bazzell, PMP	website@pmieasterniowa.org

Other Contacts

Chapter Monthly Program Registration	Program Registration	programregistration@pmieasterniowa.org
Chapter Training Registration	Training Registration	Online registration.
Chapter Website Administrator	Webmaster	Contact Director of Website.



Managers: Communicating Expectations and Aligning Performance Goals to Achieve Exceptional Results

By: Greg Jerralds (www.ProfitInnerCircle.com)

Managers are expected to play a significant role in the success of each team member's performance. In addition to performing the four primary management functions (planning, organizing, directing, and controlling), managers are responsible for establishing the right performance measurements and tools as well as communicating clear goals and expectations to their team members. When managers perform their role well, so do their team members.

Make no mistake...managers must do more than simply communicate what they expect. The performance measurements and expectations they provide must not only align with the company's business strategy, but also lead to desired outcomes. Failure in this area can be extremely counter-productive to the overall success of the business.

Neglecting to provide clear goals and expectations timely, or at all, generally places team members at a significant disadvantage. This often causes team members to fall short of meeting the established goals. Remember, when the proper performance measurements are not in place, and team members don't know what is expected of them to achieve success, the business will certainly struggle to achieve its full profit potential.

Communication and Reinforcement

Performance expectations should be communicated to team members as early in the new hire orientation process as possible, and then be continuously reinforced throughout their employment. In fact, the sooner team members learn what is expected of their performance, the sooner they will begin performing to meet, or in the case of your top performer, exceed expectations. Continuous reinforcement should occur in the form of ongoing follow-up discussions, one-on-one communication sessions, employee coaching, and ongoing development initiatives.

Providing ongoing coaching and development should not be limited to newly hired team members. As team members gain more tenure and experience, managers should adjust their performance goals accordingly: goals should be challenging, yet attainable. When expectations are clearly communicated, and team members feel supported by their manager, they generally perform with greater enthusiasm and drive.

Ownership and Accountability

A word of caution... managers should never present performance goals as "handed down by senior management." Employees often see those goals as unrealistic, out of touch with reality, and impossible to achieve. Even if the goals are a mandate from the "top," the goal setting and administration process is much more effective when the team members feel involved in the process.

Allow your team members to contribute to the goal setting process, when possible. Simply encouraging their involvement, even in the slightest capacity (e.g., designing the goal attainment tracking form), generally increases their level of commitment, and tends to lead to a higher level of employee ownership, accountability and performance. Remember, it's not managers who complete the tasks needed to achieve the goals; it's the team members who work for them.

Once goals are clearly defined and communicated, it is vital for managers to develop the tools needed to accurately measure and track each employee's performance. Openly posting performance results and periodically meeting with team members to review their individual progress is a key step in achieving and sustaining desired results.

(Continued on following page)

Managers: Communicating Expectations and Aligning Performance Goals to Achieve Exceptional Results (continued)

Motivation and Recognition

Once the right performance measurements and tools are in place and performance expectations clearly defined and communicated, the manager's next task is to ensure the team members are productive. One way to keep team members performing at optimal levels is to implement a rewards and recognition program. This will help to motivate employees as well as insure top performing team members receive the recognition they have earned. And, for your top performing team members who may have mastered their job functions, managers should recognize them by finding new tasks and assignments to further expand their knowledge, skills and abilities.

Recognition comes in many forms: monetary, such as spot and period bonuses; opportunities for growth and exposure, such as assisting with special projects or assignments; and greater responsibilities, such as acting team leader or supervisor. Whichever combination you decide, be sure that every team member understands the relationship between exceptional performance and being rewarded and recognized for achieving it.

7 Quick Reference Steps

Here are seven quick reference steps to help managers lead their teams to achieve exceptional performance results:

1. **Establish a strategic alliance with your human resources managers.**
Managers must begin to recognize their HR managers as strategic partners, and then begin to leverage that relationship to overcome barriers, ensure consistency, and further develop employees' core competencies. HR can help to insure your department goals and expectations are in line with your company's business strategy.
2. **Align your performance goals with your company's business strategy.**
When goals are not properly aligned, it places significant risk on the company, particularly when employees are focusing on and achieving department goals that are in direct conflict with the company's overall strategic direction. This increases your risk of losing customers and employees and it also negatively impacts your profitability.
3. **Increase your level of effective communication and collaboration.**
Rather than retain vital information, managers should share it with those who need it most, their team members. When employees are robbed of the critical information they need to perform their job, they become unsure of the company's direction, purpose, and most importantly, how their personal successes and failures impact the company's ability to make a profit.
4. **Provide continuous employee coaching and development.**
Far too often, managers avoid providing their team members with ongoing coaching and development. This probably is the most common of the five areas, and the most detrimental to any company's ability to be competitive, improve customer satisfaction and increase profitability.
5. **Empower your team members to perform their job.**
Provide your team members with the tools, information, direction and support they need to get the job done. Reward and recognize positive performance, and provide ongoing coaching to correct and improve performance.
6. **Provide an open forum for two-way communication.**
Create and maintain an environment of trust and open communication by encouraging your team members to share feedback, make recommendations for improvement, etc. If you really want to know how your department is doing, or how your customers feel about your company, simply ask your employees.
7. **Regularly validate your performance measurements.**
Managers often get comfortable with the status quo. As a result, they fail to challenge current performance measurements to ensure their goals and metrics are properly aligned with the corporate strategy.

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Greg Jerralds is with Profit InnerCircle.com. He is the author of the book, [*"The Leader's Guide to Performance Management"*](#) and co-author of [*"The Best Kept Profit Secret."*](#)