

August 2011

Our Next Chapter Meeting – August 11, 2011

The next PMI breakfast meeting will be held on **Thursday, August 11, 2011** from 7:15 a.m. to 9:00 a.m. at the **Clarion Hotel and Convention Center, 525 33rd Avenue SW, Cedar Rapids, Iowa.**

Clarion Hotel and Convention Center - Phone number **(319) 366-8671.**

Program Title:

"Eliciting Exceptional Estimates" presented by Brent Humphries

About the Program:

Have you ever managed a project where every estimate was "Oh, about two weeks?" In your organization, does "90% done" really mean "50% done?" Is your department chronically overworking some resources while under working others? These issues (and others) are common symptoms of a deeper problem with estimating accurately. If you're interested in tools and techniques that will improve the quality of your project estimating (or you're an estimating expert and just want a review), join us for an examination of best practices as well as some less-common techniques for maximizing the accuracy of your estimates.

About the Speaker:

Brent Humphries is a project manager with 15 years of experience using technology to make businesses even better. He holds an MBA from the University of Iowa and a BBA from the University of Notre Dame and is pleased to share what he has learned with the CIOs of tomorrow as an adjunct professor at Grand View University. Brent spends his days consulting, the evenings teaching, and the weekends with his wife Sara renovating their 100-year-old farmhouse. And someday, he's going to put that Rosetta Stone DVD in the computer and start learning Mandarin Chinese -- but probably not today.

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Cost: Chapter Members: \$13 (online) or \$20 (pay at door); Guests: \$20 (online or pay at door)

Registration Deadline: Sunday, August 7, 2011 (11:59 p.m.)

To register, go to www.pmieasterniowa.org and click **Events > Monthly Program Meetings > August 2011 Monthly Meeting.**

Note: Even if you plan to pay at the door, we ask that you register online so we have an accurate attendance count for food and beverage.

Program Schedule:

- | | |
|-------------|---|
| 7:15 - 7:30 | Registration, breakfast, and networking |
| 7:35 - 7:45 | Chapter announcements by Chapter President/Officers |
| 7:45 - 8:45 | Presentation / Discussion |
| 8:50 - 9:00 | Final announcements and wrap-up |

President's Corner – The Project Manager's Three Critical Factors in Career Development

By Tammy Sweat, PMP



The following is a recap of the article entitled, "The Project Manager's Three Critical Factors in Career Development" by Neil Berman, PMP, which is located on the PMI website.

What do we need to focus on to ensure we manage our own career development as well as we manage our projects? The author presents three critical factors that he believes are key drivers towards success in project management:

1) Belief, 2) Strategic Commitment and 3) Reputation.

1. Belief - Self –confidence is internal belief (believing in yourself), trust and respect demonstrate external belief (others believe in you). Belief is built upon knowledge, personal organization and consistent project delivery.

A project manager's role is to leverage the knowledge skills that already exist in functional areas, not to replicate the knowledge. Project Managers should understand their projects but not become the sole subject matter expert.

Without personal organization it is a struggle to get the right things done at the right time which would not contribute to a successful project delivery. Although project delivery is important, the degree of success in delivery is more something to be *aspired* to than something that can always be achieved.

2. Strategic Commitment - Every organization has strategic goals. Find out what these are. Seek out projects that lead to the achievement of these goals. This demonstrates commitment to the organization and attracts Strategic Commitment. Project Managers who attract Strategic Commitment are those that senior staff wants around them. They are seen as enablers of the product, process or organizational development that leads to the achievement of strategic goals.
3. Reputation is a combination of image and perception. Sometimes it may not be well earned and it may not be justified. It is an emotional response that is derived as much from one's project managements skills as it is from a night on the town with stakeholders. Reputation is other's judgments of you.

One's reputation can be influenced through project deliveries but it cannot be controlled completely. In a project management career, one can go quite far on reputation.

Reputation is built through relationship building (networking), cross-working (helping other project teams) and self-promotion (selling yourself).

At the start of a project management career, Belief and then Reputation may be most relevant. As one matures their career, concentrating on Reputation and Strategic Commitment may be more important than maintaining Belief. The balance of factors needed changes year to year, month to month, and even day to day.

The most successful project managers are those that are aware of their environment and are most able to adapt their mix of critical factors accordingly. The ability to recognize changes in one's project environment and rebalance one's critical factors accordingly is possessed by those who have masterful control over their Belief, Strategic Commitment and Reputation.

Shoes – or PDUs?

By Mary Phelan, PMP

With the debt crisis looming, 401Ks tanking, and global currencies in constant fluctuation, I find myself doing a lot more financial “soul-searching” these days. I am thinking very hard about ALL the purchases I need to make. I don’t know if there are any other ‘frugal’ converts out there like myself, but in these austere times, I only have limited resources to spend – and so I have to choose: shoes or PDUs. And I love shoes.



Therein lies the problem; there are tough choices to be made!

As some of you may have experienced in the past, you can rack up quite a bill attending offsite multi-day project management classes or conferences, especially when you factor in hotel stays, meals, and transportation costs. Don’t get me wrong, these programs are always a fabulous value – even more so if your employer is picking up the tab - but alas, I haven’t had much success on that front. So, that leaves me lurking for all things “FREE” – and I have discovered in my fact-finding mission that there are actually quite a few resources out there, especially in the free-webinar category. They are great when you’re in a pinch for some quick PDUs.

One important item to note is that PMI changed the number of hours you can spend on some of these types of PDU activities (Category B: Continuing Education and/or Category C: Self-Directed Learning). There is no limit on Category B (and never has been) but formerly Category C could only have 15 hours incurred during a 3-year period; as of March of this year, up to half of your 60 PDUs can be incurred through Self-Directed Learning. Half! A full 30 hours! More free stuff!!

Some of the webinars that I have tried and enjoy include the monthly webinars offered by The Project Management Bookstore – they host a monthly broadcast over lunch (and they are even on our Central Standard time zone). The speakers are selected authors who have recently penned books on relevant project management topics. The best part is that if you miss the webinar, you will be sent a link of the archived session to watch at your own convenience. So if you want to go shopping over lunch (shoes?) - you don’t have to use your lunch hour for the webinar – ha! The PMI CoPs also offer several monthly webinars, and, if you are a member of LinkedIn, the PMI Credentialed PMP group always has some good suggestions and links to suggest.

So even with the new extreme austerity measures of today’s economy, you can still maintain your PMP status and find a way to save some money...making other spending choices a little bit easier.

Shopping, anyone?

PMI Transitions To The New PMP Exam

Denise Boeding, PMP



As you know, the new Project Management Professional (PMP) examination will be released on August 31, 2011 as a result of the recent Role Delineation Study (RDS). The PMP RDS is the foundation on which the professional certification is based.

PMI strongly encourages PMP candidates who have prepared for the current exam to schedule their exam on or before August 30, 2011.

Need another reason to take the examination by August 30, 2011? PMI reports that as they transition to the new examination, they also need to update their examination reporting processes. This means that there will be a delay in the delivery of exam results for those taking the exam during the timeframe starting **on or after August 31 thru mid-October**.

PMI reports that this delay is necessary any time an exam changes in order for PMI to validate the new examination structure. In particular, PMI provides the following details about the delivery of the examination results:

- Candidates who take the updated computer-based examination on or after 31 August will not receive immediate results at the Prometric testing center.
- Candidates taking the updated paper-based examination can also expect a delay in receiving their examination results.
- Once PMI validates the new examination structure (by mid-October) they will be able to resume providing individuals with immediate results at the Prometric testing center.
- Each PMP candidate will receive a communication to notify them when their results are available at PMI.org.
- All candidates can expect to receive their examination results by mid-October.



Chapter Website – Did you know...?

Carol Scherrman PMP, VP of Operations

By now, we hope that all our chapter members and friends have had an opportunity to check out the new and improved PMI Eastern Iowa Chapter website (www.pmieasterniowa.org). We had a successful launch of the new site on June 18, 2011. If you did not receive a Welcome e-mail or have experienced any issues logging in to the website, send an e-mail to operations@pmieasterniowa.org.

The new website offers many enhancements from our previous website. The chapter leadership has worked to add content that we hope will benefit visitors and chapter members alike.

Did you know...

- You can track your attendance at chapter events (beginning with events after the website launch on June 18, 2011) by clicking **Attendance** under the History section of the sidebar on our website home page.
- You can confirm your orders (that is, chapter meetings and events for which you have registered) by clicking **Orders** under the History section of the sidebar on the home page.
- You can view all scheduled chapter events by selecting **Calendar View** under the **Events** tab.
- You can review the steps for reporting your professional development units (PDUs) by clicking **Claiming PDUs** under the **Events** tab.
- You can view a list of new chapter members by clicking **Get Involved > Members > New Members**.
- You can view current and archived newsletters (back to 2005) under the **Publications** tab.
- You can view a list of newly certified Project Management Professionals® (PMPs®) by clicking **Career Development > Certifications > Newly Certified PMPs**.
- You can register for multiple events in a single transaction and pay by credit card or PayPal.

We are excited to automate our manual registration system and give our members and guests the opportunity to pay in advance using online options. As a reminder, to register for events:

1. Access the website at www.pmieasterniowa.org.
2. Login to the site using your member login credentials. (Non-chapter members must create a login ID to register for a chapter meeting.)
3. Under the **Events** tab, select **Monthly Program Meetings, Classes, or Seminars & Events**.
4. Click the link of the meeting or event for which you wish to register.
5. In the pop-up window, scroll down to the **Details** section.

6. Click **Add to Cart** for the appropriate registration fee.
7. You can change the registration to another person at this point, or you can add a registration for another person. Click the appropriate icon to the right of the price.
8. Confirm that you have selected the correct event and changed the registrant or added additional attendees as appropriate. Then click **Checkout**.
9. If paying online, enter appropriate information for PayPal or enter your credit card information. Note: The PMI Eastern Iowa Chapter does not retain credit card information; therefore, you will need to enter this information each time you register/pay for an event.
10. Click **Review Order**.
11. If you need to make changes, click **Back**. If correct, click **Place Order**.
12. You will receive a confirmation e-mail.

With the new online registration system, please pay particular attention to the registration and cancellation deadlines for each event. Registration closes on the posted date and the system will not allow any registrations after that time. Similarly, if you are unable to attend an event for which you have registered, you must cancel and request a refund by the cancellation date. As a reminder, when registering for multiple events at the same time, you must choose the same payment option for all events (that is, you must select to pay all events online or to pay all events at the door). It is also important to register in advance using the online registration system even if you choose to pay the registration fee at the door. This helps our chapter give our venues accurate counts for seating and for food and beverages.

If you have any questions or concerns about the website, please direct them to operations@pmieasterniowa.org.

Project Management Concepts for Enterprise 2.0

By Cornelius Fichtner, PMP

Dennis Brooke has been using web based project management communications tools since the late 1990s. In his recent interview on The Project Management Podcast he discussed how Enterprise 2.0 project management tools can make the most of communications between team, sponsors and stakeholders. PMPs can earn [30 free PDUs](#) by listening to the entire series of podcasts

Effective Distribution

Once you complete a report, distribution is the next step. Most people send it as an attachment to an email but that isn't the most efficient way to make sure that everyone sees it. This is because email, although very convenient, often gets lost in the maze of folders that people use to organize their inboxes. They will read a report, file it away and often forget where they put it when they want to refer back to it. Thus, the PM will receive repeated requests for duplicates which will, again, be filed away and lost!

Enterprise 2.0 project management tools give you more options and are more effective in getting your message out. It takes traditional one way communication-email-and turns it into collaboration, a two way conversation that engages both parties. A PM can set up an internet portal for a project that allows everyone to access the report repeatedly, at their convenience, and see all of the information that is pertinent to them. Successful projects depend on effective communication and that means that all parties need to contribute.

Easy Access

Enterprise 2.0 gives you a format that lets you find everything you need very quickly. It's visible, interactive and easy to locate. It fosters communications between the team, the sponsor and stakeholders by putting information into a place where people can find it easily.

Enterprise 2.0 is interactive, too. Anyone can comment on a posted document and see others' comment. "So it's like sitting around in a room but you're able to do it on your own time and everyone gets to get their say without having to compete with everyone else," says Dennis Brooke.

Customizable Features

One of the best features of Enterprise 2.0 is that you can tailor it to your audience and make the best use of their limited time. You can create portals with a summary and drill down into areas like scheduling, status reports and other information that your audience is looking for.

There is, however, the potential for abuse. Just like email, you have to train people to use these tools. And like email, everything that is entered at the portal is there forever. People must realize that they need to be just as professional, diplomatic and responsible as they are when they use email.

Enterprise 2.0 saves an astounding amount of time. Enterprise 2.0 makes it easier to find the things you need, saving people time and frustration. Best of all, it has templates that can be customized to serve the best purposes of the audience you want to reach. It has a dashboard that gives people visual access

to what they want to see and inspect then drill down into the details that they need in order to find out what they want to know.

Plus, since Enterprise 2.0 is online, it's accessible to people all over the world immediately, whenever they want to see it. Even team members offshore can access it with a satellite connection. With Enterprise 2.0, there are no limits except those that you impose.

The source for this article is an interview between Dennis Brooke, PMP (www.dennisbrooke.com) and Cornelius Fichtner, PMP on episode 187 of The Project Management Podcast. You can listen to the entire interview and hear more of Dennis Brooke's techniques at www.project-management-podcast.com.

About the author: Cornelius Fichtner, PMP is a noted PMP expert. He is the host of The Project Management Podcast and The Project Management PrepCast where he has helped over 15,000 students prepare for the [PMP Exam](#).

PMI Eastern Iowa Chapter Activities

4th Annual Professional Development Day – Harvesting Your Leadership Skills

Register before August 31, 2011 to take advantage of early bird registration rates for this year's Professional Development Day (PDD). We have two excellent and nationally recognized speakers lined up to deliver an exciting and informative program. You can earn 8 professional development units (PDUs) this year for the same price as the 2010 PDD. *(See Page 10 in this newsletter for details)* Visit our chapter website at www.pmieasterniowa.org and click Events > PDD 2011 for more information.

PMP Exam Prep Class

Have you been preparing for the Project Management Professional® (PMP®) certification exam? Did you know the new (PMP)® examination will be released on August 31, 2011 as a result of the recent Role Delineation Study (RDS)? The PMP® RDS is the foundation on which this professional certification is based. The RDS defines what project managers do, how often they do it and how important their work is. As the RDS is updated, there are resulting updates to the examination questions and process areas in the PMP examination application.

The Project Management Institute (PMI) is strongly encouraging PMP® candidates who have prepared for the current exam to schedule their exam on or before August 30, 2011.

To help chapter members prepare for the examination, the PMI Eastern Iowa Chapter is partnering with Triple Constraint® Inc. to provide a three-day PMP® Exam Prep Workshop. For more information about this workshop, look for the announcement on the home page of the chapter website.

To register, log in to the chapter website, then click Events > Classes.

September Dinner Meeting – Save the Date

As we have done for the past few years, the September chapter meeting will be an evening meeting from 5:00 – 7:00 p.m. at the Clarion Hotel in Cedar Rapids. Mark your calendar for this event, which will take place on Thursday, September 15, 2011.

Check the website for more information.



PMI Eastern Iowa PDD

Thursday, September 29, 2011

7:30 a.m. – 5:00 p.m.

4th Annual Professional Development Day (PDD)

Harvesting Your Leadership Skills

Benefits to attending the PDD

- Earn 8 professional development units (PDUs) – 3 more than in 2010 but for the same price!
- Hear two nationally recognized speakers and leaders in project management.
- Network with fellow project management colleagues.
- Win prizes from our PDD sponsors and vendors.

Fees/Deadlines

- Event date: Thursday, September 29, 2011
- Early-bird rates valid until August 31, 2011
 - Eastern Iowa Chapter Member: \$199
 - Non-chapter member/guest: \$229
- Regular rates begin September 1, 2011
 - Eastern Iowa Chapter Member: \$229
 - Non-chapter member/guest: \$259
- Registration ends September 22, 2011

Register online at

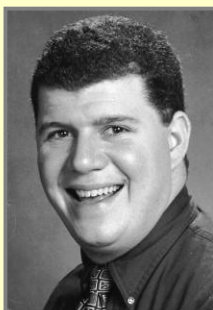
www.pmieasterniowa.org

Location

The Kirkwood Center
7725 Kirkwood Blvd. SW
Cedar Rapids, IA 52404
www.thehotelatkirkwood.com

Guest Speakers

Stop Playing Games: A Project Manager's Guide to Successfully Navigating Organizational Politics



Rick Morris identifies and discusses the day-to-day world of a project manager. Project managers have the unique ability to find shortcuts or workarounds in dealing with projects, sponsors, and stakeholders. Rick's session will bring to life true issues and fixes to help project managers avoid the games we are forced to play. Through sharing years of experience, Rick will show you how to get stronger, more process oriented, and more respect for the work you do. Rick will offer real world advice to help you gain proper techniques that you can immediately use to impact your projects, learn how to influence without authority, stop end rounding projects, and get back to the

basics that will help create a project manager who will do the right things the right way.

Improving Your Ability to Lead and Deliver

Andy Kaufman helps us wrestle with real-world leadership issues we all face— influencing without authority, motivating your team, and dealing with conflict. Explore the difference between leadership and management—and why it matters—and get a clear picture of a leader's responsibilities, including the balance between short- and long-term focus and the need to deliver results while developing organizational capability. Discuss the importance of developing your team members' leadership skills, including practical ways to do so even with a limited training budget. The session delves into the importance of one-on-one relationships and delivers proven insights on managing upward, dealing with peers, and developing stronger bonds both inside and outside your organization. You will walk away with practical tools to help you lead your team, including a template for formalizing a team charter and a reproducible survey to solicit leadership feedback from bosses, peers, stakeholders, and team members.



Find out more at www.pmieasterniowa.org

DATES TO REMEMBER

AUGUST 2011						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

5 – Sister's Day
 11 – PMI Eastern Iowa Chapter Meeting
 26 – Women's Equality Day

SEPTEMBER 2011						
S	M	T	W	T	F	S
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4	5	6	7	8	9	10
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25	26	27	28	29	30	

5 – Labor Day
 11 – Patriot Day
 15 – PMI Eastern Iowa Chapter Meeting
 29 – PMI Eastern Iowa Professional Development Day

OCTOBER 2011						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

13 – PMI Eastern Iowa Chapter Meeting
 16 – National Boss Day

Chapter WHO's Who?

Role	Name
President	Tammy Sweat, MSPM, PMP®
VP of Communications and Publicity	Behram Kasad, MBA
VP of Education	Srikanth C Kamineni PMP®
VP of Finance	Brian Thorn, PMP®
VP of Operations	Carol Scherrman, PMP®
VP of Outreach	Suzanne Prymek, PMP®
Past President	Bhaskar Pulikal, MBA, CISA, PMP®
Director of Certifications	Denise Boeding, PMP®
Director of Individual Outreach	Mary Phelan, PMP®
Director of University Outreach	Bob Sanders, PMP®
Director of Logistics	Brian Wayling
Director of Marketing	Jennifer James, PMP®
Director of Member Relations	Geri Stivers, PMP®
Director of Newsletter	Sathian Devarajan, MBA, PMP®
Director of Professional Development	Jacquie Haltmeyer, PMP®
Director of Programs	Travis Zweibohmer, MBA, PMP®
Director of Website and Technology	Mark Bazzell, MBA, PMP®