

## April 2012



### April 12, 2012 Monthly Meeting

This month's PMI breakfast meeting will be held on Thursday, April 12, 2012 from 7:15 a.m. to 9:00 a.m. A light continental breakfast will be served.

#### REMINDER: Our April Chapter Meeting will be held at a new Coralville location!

The meeting will be held in the training room of the Iowa City Area Association of Realtors (ICAAR) at 847 Quarry Road, Suite 110, Coralville, Iowa 52241. The ICAAR office is located in the office building (River Bend) next to the Coralville Marriott. [Map and Directions to the ICAAR office:](#)

- Interstate 80 Exit 242/Coralville – First Avenue
- Go south toward Coralville/Iowa City
- Left at the Iowa River Landing/Perkins Restaurant
- Right on Quarry Road.
- The ICAAR office is on the left. Parking is available on Quarry Road or in the parking lot behind the building. (Note: The parking lot behind the building is marked with signage "River Bend Parking only." The ICAAR Office is located in the River Bend building so you may park in this lot, except for parking spaces that are reserved.)
- There are entrances to the meeting room in the front (Quarry Road entrance) or in the back (via the parking lot). Look for our PMI Eastern Iowa Chapter signs marking the entrances.

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### "The Theory of Constraints in Project Management"

Presented by Neil Deutsch, Program Management Consultant with Midwest Project Partners

The project management world often speaks of constraints - constraints with resources, constraints in the plan, even the infamous "triple constraint." In this interactive presentation, Neil Deutsch will walk through the similarities between a manufacturing facility and project management. This exercise is based on Goldratt's Theory of Constraints. This presentation concludes with an audience participation segment where we attempt to solve some age-old problems in a very visual and fun way. In addition to bringing your personal knowledge, you will leave with a memorable method to help you illustrate constraints to your project team and sponsors.

#### About the Speaker

Neil Deutsch is a Program Management consultant with Midwest Project Partners. As Neil says, "he is a project management consultant by trade and a speaker for the joy of it." Neil is devoted to helping audiences become more successful in all aspects of life. Through the course of a 25-year business career that has blended technology, process, team-building, training, statistical, and management skills, Neil has learned many practical life and business lessons. He has a passion for sharing what he has learned to help others improve their skills and achieve the results they are seeking.

Cost: Chapter Members: \$13; Guests: \$20

Registration Deadline: Sunday, April 8, 2012 (11:45 p.m.)

Register at [www.pmieasterniowa.org](http://www.pmieasterniowa.org) and click **Events > Monthly Program Meetings > April 2012 Monthly Meeting**

Notes: New in 2012, all meeting registration fees will be collected using our online registration/payment system. It is important to register in advance so we have an accurate attendance count for food, beverage, and seating. Thank you for your assistance in this important matter.

7:15 - 7:30 a.m. Registration, breakfast and networking  
 7:30 - 7:45 a.m. Opening by Chapter Officers  
 7:45 - 8:45 a.m. Presentation / Discussion  
 8:45 - 9:00 a.m. Final announcements and wrap-up

## President's Corner

### What Makes a Good Day in the Office?

Carol Scherrman, PMP, President

I read an article in the Washington Post recently entitled, "How to completely, utterly destroy an employee's work life." Needless to say, I was immediately drawn to the article. I've been busy with an important project at work that has me working extra hours. I've commented to a few colleagues that I really understand why they use sleep deprivation as a form of torture! I wondered what else could possibly happen to me to "completely and utterly destroy my work life." How much worse could it get?

The authors, Teresa Amabile and Steven Kramer, conducted their research by collecting confidential electronic diaries from over 200 professionals in seven companies over the course of several months. All told, they analyzed over 12,000 days of the employees' thoughts about how they felt about their day and what events contributed to those feelings. They discovered that the key factor in making employees miserable on the job is to simply keep them from making progress in meaningful work. Their findings are fully outlined in the book "The Progress Principle," which focuses on how to enhance the inner work lives of employees -- that is, what drives them and inspires them to be more creative and productive.

The Washington Post article was a little more tongue in cheek and offered four recommendations to de-motivate your employees. They suggest:

1. Never allow pride of accomplishment.
2. Miss no opportunity to block progress on employees' projects.
3. Give yourself some credit.
4. Kill the messengers.

The authors are spot on in my humble opinion. I have to say that the number one thing that frustrates me on my projects is the virtual vortex we are frequently pulled into that prevents us from moving forward. Sometimes, it seems like we have meetings to discuss solutions, meetings to identify solutions for identifying solutions, meetings to review the solutions, meetings to present the solutions to senior leadership, meetings to discuss the feedback provided on the solution by the senior leadership, and so on and so on. Then, with the deadlines looming, we go into overdrive as if we've had one too many coffees or Red Bulls. You'd think we would learn. I was in a meeting just last week in which the facilitator was asking everyone, for what seemed like the 47th time, to submit his or her pricing estimates. She was getting no traction. Finally, one honest soul on the conference line quietly said, "well, when we have a real deadline, we will get it done." Isn't that just kind of crazy? Why not get things done in advance?

I appreciate more each day the structure and best practices that good project management provides. I do get personal satisfaction marking my activities on the project schedule as 100% complete and reporting accomplishments each week on the status report that is filtered up to my senior leadership. The message for this month is to appreciate and celebrate the small successes, particularly those of your team members. We know that often the most important work on a project is done by unsung heroes who quietly and efficiently do their work without pomp and circumstance.

Have a great month everyone!

Carol Scherrman, PMP, President

## News and Views

### Outreach Update

Mary Phelan, PMP, VP of Outreach

We would like to recognize the appointment of **Rachel Fowler** as the Director of Individual Outreach in January. Thank you for being one of the first to answer the call for new volunteers in 2012!

### Education Update

Behram Kasad, VP of Education

We are very pleased to announce the appointment of **Dania Ajam, PMP** as the Director of Programs. She has been a chapter member for more than two years, and a certified project manager with over ten years of experience in leadership and management positions. She is assuming the role from **Travis Zweibohmer, MBA, PMP**, who has done an excellent job of providing speakers for our chapter meetings. Travis is relocating in May, and we wish him well in his new PMI Chapter!

### Communications Update

Mark Bazzell, PMP, VP of Communications and Publicity

We are excited to announce the appointments of **Irene Dymerski, PMP** as the Director of Newsletter and **Stanley Freyermuth** as the Director of Website. Both Irene and Stanley recently joined our chapter and graciously volunteered to help.

Irene comes to us from the PMI Central Ohio Chapter where she was an instructor of Certification classes and VP of Community Education for 3 years. She also has Scrum Master and ITIL certifications. In addition to her Newsletter position, she is also a member of the committee to select our web platform.

Stanley is a tenured IT project manager and is working toward his PMP certification. He recently joined our chapter and joined the committee to select our web platform.

Please welcome both Irene and Stanley when you meet them at our chapter events!

## HUMANE RESOURCE MANAGEMENT?

Behram Kasad, VP of Education

A funny thing happened on the way to Minneapolis. Driving up Highway 20, just before the intersection with I-35, I pulled over to fill up gas at a small Mom N Pop gas station as well as to wipe off the multitude of dead bugs and road grime that had been steadily collecting on my windshield since Iowa City. I pulled into a bay at the gas pump and waited awkwardly to fill gas since the narrow spacing between the two pumps on the island made it physically impossible to fill up two cars at once. I saw someone experiencing the same frustration on another pump station.

To make better use of the wait, I decided to clean up the windshield. I looked around the pumps and the supporting pillars for a bucket and squeegee. I located them buried in the side of a weathered trash can on the adjacent island of pumps where a slightly beat up car was already filling up with gas.

With enthusiasm, I dunked the squeegee into the bucket only to discover that it had an inch of stagnant water in it. A second bucket did not yield any more liquid than the first. So, regardless, I proceeded to clean my windshield with whatever water I could get to in the bucket. After a futile attempt at cleaning, I retired the squeegee back into the bucket and took the few steps back to my car. As I was doing so, the owner of the beat up car was also returning back to his. He noticed my close proximity to his car took one look at me and exclaimed *"Hey what were you doing to my car?"* Stunned by this remark, I replied *"Nothing. I was just putting the squeegee back in the bucket."* Now, considering that his front bumper and wheel panel looked like they had just endured a Dukes of Hazard car chase, I was somewhat perplexed if he would notice anything different about his vehicle. Since I was reasonably well dressed, I felt somewhat offended to be mistaken for a "shady character." But clearly the expression on my face demonstrated the shock and sense of disbelief I was feeling because a few minutes later I saw him verbalize a *"sorry"* from his car.

In the few moments immediately after, I pondered about how often we as professionals may unconsciously be doing the same things to people within our project teams or organizations. Far too many times, we look at someone on our team(s) make a snap decision about whether the person is good or bad based on their looks and/or actions. In full disclosure, I have done so too. Yet, as the experience above demonstrated, people can easily be fooled or mistaken by what they see or thought they saw.

I am sure that there is some psychology that explains all this, but the bottom line is that as Project Managers we do not always have the latitude of conducting interviews where you can pick, choose and work with people just like ourselves. So we take what we are given, work with what we have and hope that the team will be a cohesive one and perform. Perhaps we need to keep an open mind when we are assigned our teams and give people a chance to demonstrate competency before passing judgment or requesting replacements. Where we see a team member lacking in skills, and time permitting, it is up to us as professionals to identify ways in which they can improve their performance and add value to the overall objective. The HR Plan (PMBOK Chapter 9 - Project HR Management) is the perfect place to do this since it allows us to determine - up front – a very critical aspect of project management on which everything else depends – team building. Project success can be linked to this attribute.

As for the gas station, I figured something was amiss there but in their defense they provided a service that was perhaps not aimed at passing travelers but those that were more permanent. Maybe the locals never worried about cleaning their windshields and simply came to chat with the owners, fill up gas and/or pick up their tobacco. I suppose, in an age where the giant oil companies rule with one-stop-shops, they provided a niche that no one else could, and had probably done so for many years, with a much better track record than the giants. Who was I to complain about their lack of fluid in the bucket or the space between their pump stations?

As I pulled out towards the Interstate, I heard and saw another giant splat on my windshield. Lesson learned, I smiled and kept driving!

## PDU Opportunities

Share your PM knowledge with your peers to earn PDU credits. Submit your newsletter articles to [newsletter@pmieasterniowa.org](mailto:newsletter@pmieasterniowa.org). Book reviews, PM Tips & Tricks, tasteful humor, your projects, or creative use of social media are just a few of the possibilities.

Consider volunteering for the volunteer positions listed below... You can apply online at [www.pmieasterniowa.org](http://www.pmieasterniowa.org) (click on **Get Involved > Volunteer Openings**) or contact a current member of the Leadership Team.

| Volunteer Position           | Brief Description   |
|------------------------------|---|
| Director of <b>Marketing</b> | Works with the VP of Communications and Publicity to create marketing materials for chapter events, issue press releases to local media outlets as necessary, create chapter advertising materials as needed, and ensure compliance with PMI Global brand standards.  |
| Director of <b>Logistics</b> | Works on all logistical issues associated with running any program on behalf of our chapter, including monthly chapter meetings. Works with the VP of Operations and interacts with other leadership team members requiring logistical support. Collaborates with the Director of Programs to obtain logistical details and requirements (date and time of next meeting, expected number of attendees, desired location, food, technological requirements, details of presenter, agenda, etc). Manages registration for monthly chapter meetings and coordinates collection of feedback for meetings. |



## PMI Eastern Iowa Chapter Annual Report

Carol Scherrman, PMP, President

Our chapter policies and procedures require that the Board of Directors present to the chapter membership an annual report that outlines the financial status of the chapter and highlights successes from the prior year.

The 2011 Eastern Iowa Chapter's Annual Report is now available for member review on our chapter website. Members can access the report at **Get Involved > Committees > Chapter Members > Files > 2011\_Annual\_Report**. You will also find a link to the report on the website's home page.

The chapter's Board of Directors is committed to strong fiscal stewardship of chapter funds. Brian Thorn, our Vice President of Finance, does an excellent job of ensuring that the chapter's funds are properly allocated, that our non-profit status is maintained, and that all required tax forms are completed in a timely manner.

Our goal is to maintain an annual budget that can be covered through our operating income. Although this presents challenges at times because of the conflict between flat or somewhat decreasing income and increasing costs for chapter events and services, we are pleased to report that we finished 2011 in the black.

The chapter relies on membership dues as its primary revenue source. What do your membership dollars support? Some of our annual major expenses include:

- Speakers, venue, food and beverage, and material costs for the Professional Development Day. Registration fees and sponsorship offset some of the costs; but in 2011, the chapter also made an investment to bring in high quality speakers.
- Contributions to the Project Management Institute Educational Foundation (PMIEF) to fully endow our chapter scholarship. We have just two more annual payments to make to complete this goal!
- Hosting, licensing, and domain name fees to maintain our chapter website. In 2012, we will have another outlay of funds to bring up a new platform.
- Travel and registration expenses for selected members of the leadership team to represent the Eastern Iowa Chapter at the annual PMI Leadership Institute and at the bi-annual Region 2 meetings.
- Insurance payments, mailbox fee, postage, and other miscellaneous expenses to support ongoing chapter operations.
- Chapter meeting expenses that are not covered by the monthly meeting registration fees. We strive to keep the monthly meeting registration fee as low as possible so that we break even with expenses for these events.

If you have any questions, please send them to me at [president@pmieasterniowa.org](mailto:president@pmieasterniowa.org).



**St. Ambrose University Professional Development has partnered with On-Track** to provide several project management training programs and a Project Management Certificate. On-Track is a registered education provider with the Project Management Institute® (PMI).

The Project Management Certificate Program provides a scalable project management system for managing projects of all shapes and sizes. The program provides a "project-ready tool kit" to serve project needs...regardless of industry.

Participants can pick and choose which program fits their needs or they can complete the St. Ambrose University Project Management Certificate by completing three core courses and two electives within three years. These classes include elements of the Project Management Body of Knowledge (PMBOK®) developed by PMI®.

#### Core Courses:

- Project Management: Planning, Execution and Control
- Managing Projects through People
- Managing Project Communication

#### Elective Courses:

- Project Leadership and Ethics
- Managing Project Quality, Procurement, and Risk
- PMP and CAPM Exam Preparation
- Planning and Managing Construction Projects

Each program is three-days in length and costs \$995. The cost includes all seminar materials, networking luncheons, PDUs or CEUs. Discounts for additional participants and for St. Ambrose alumni are available. For more information about the program or to register, visit the St. Ambrose website at:

[http://www.sau.edu/Professional\\_Development/Training/Current\\_Programs/Project\\_Management.html](http://www.sau.edu/Professional_Development/Training/Current_Programs/Project_Management.html)

Or, contact St. Ambrose at 563-333-5720 or [PD@sau.edu](mailto:PD@sau.edu).



## University of Northern Iowa Executive Development Center To Offer Project Management Training and Continuing Education

Potential project managers and current PMPs have a new option for professional development in the corridor. In an effort to support the growing need for quality project managers, the University of Northern Iowa's Executive Development Center is offering four project management courses throughout 2012. The workshops can be taken individually or combined. UNI is the first and currently the only state university in Iowa offering certified project management courses.

The three-day, hands on, interactive courses range from introductory to intermediate, allowing potential or experienced project managers an opportunity for professional development. The courses are being taught by a Registered Education Provider through the Project Management Institute, which means that anyone who takes the classes are eligible for Professional Development Units that can be applied toward a Project Management Professional (PMP) or Certified Assistant Project Manager (CAPM) designation.

The series includes

- *Professional Project Management* (May 9-11), an introduction to project management, including a system to make any project less daunting.
- *Project Management: Working with People* (June 18-20) gives project managers leverage in working with various personalities, regardless of the level of authority that the project manager has.
- *Project Management: Communicating for Project Success* (July 11-13) introduces project managers at all levels to a communication management plan.
- *PMP and CAPM Exam Preparation* (September 5-7) is a course that walks PMP and CAPM candidates through the exam. Past participants of the instructor have nearly a 100% pass rate on the exam.

A 20% early registration discount is being offered for each course. Cutoff dates for the discount are listed with each course on the website (April 13, May 11, June 1, and July 31). All courses will be held on the UNI campus in Cedar Falls.

UNI is offering a free lunch and learn webinar on Tuesday, April 10 for anyone who would like a sneak peak at the series. The webinar, A Predictable System for Project Success will be held from noon until 1. The webinar is a great opportunity to see if these courses are a good fit for you or someone who may be interested in a PMP or CAPM designation.

More information on the courses and the webinar are on the UNI Executive Development Center website at [www.bcs.uni.edu/execdev](http://www.bcs.uni.edu/execdev), by email at [execdev@uni.edu](mailto:execdev@uni.edu) or by calling (319) 273-5851.



## Chapter Meetings

Mark your calendars for upcoming chapter meetings. All meetings are held on the second Thursday of the month.



| Date & Time                                | Location   | Topic and Presenter  |
|--|--|--|
| <b>April 12, 2012</b><br>7:15 to 9:00 a.m. | Iowa City Area Association of Realtors (ICAAR)<br>847 Quarry Road, Suite 110<br>Coralville, Iowa | <b>"The Theory of Constraints in Project Management"</b><br>Neil Deutsch, Program Management Consultant with Midwest Project Partners  |
| <b>May 10, 2012</b><br>7:15 to 9:00 a.m.   | Clarion Hotel and Convention Center<br>525 33rd Ave SW<br>Cedar Rapids, Iowa                     | <b>"The Good, The Bad, and The Ugly - Adventures in Portfolio Management"</b><br>Dane Pelfrey, experienced program/portfolio/project manager   |
| <b>June 14, 2012</b><br>7:15 to 9:00 a.m.  | Clarion Hotel and Convention Center<br>525 33rd Ave SW<br>Cedar Rapids, Iowa                     | <b>"Thriving Amidst Chaos: Effective Strategies for Getting Things Done"</b><br>Susan Johnson, professor of Obstetrics and Gynecology at the University of Iowa Carver College of Medicine |
| <b>July 12, 2012</b><br>7:15 to 9:00 a.m.  | Clarion Hotel and Convention Center<br>525 33rd Ave SW<br>Cedar Rapids, Iowa                     | TBD  |
| <b>August 9, 2012</b><br>7:15 to 9:00 a.m. | Iowa City Area Association of Realtors (ICAAR)<br>847 Quarry Road, Suite 110<br>Coralville, Iowa | TBD  |
| <b>Sept. 13, 2012</b><br>7:15 to 9:00 a.m. | Clarion Hotel and Convention Center<br>525 33rd Ave SW<br>Cedar Rapids, Iowa                     | TBD  |
| <b>Oct. 11, 2012</b><br>7:15 to 9:00 a.m.  | Iowa City Area Association of Realtors (ICAAR)<br>847 Quarry Road, Suite 110<br>Coralville, Iowa | TBD  |
| <b>Nov. 8, 2012</b><br>7:15 to 9:00 a.m.   | Clarion Hotel and Convention Center<br>525 33rd Ave SW<br>Cedar Rapids, Iowa                     | TBD  |

## DATES TO REMEMBER

| APRIL 2012 |    |    |    |    |    |    |
|------------|----|----|----|----|----|----|
| 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 |    |    |    |    |    |

5 – Leadership Conference Call  
 10 – UNI Lunch and Learn Webinar  
 12 – Chapter Meeting  
 19 – Board Meeting  
 24 – Newsletter Articles Due

| MAY 2012 |    |    |    |    |    |    |
|----------|----|----|----|----|----|----|
| 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 |    |    |

3 – Leadership Conference Call  
 10 – Chapter Meeting  
 17 – Board Meeting  
 24 – Newsletter Articles Due

| JUNE 2012 |    |    |    |    |    |    |
|-----------|----|----|----|----|----|----|
| 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 |

7 – Leadership Conference Call  
 14 – Chapter Meeting  
 21 – Board Meeting  
 24 – Newsletter Articles Due



## PMI Eastern Iowa Chapter Leadership

| Role                                 | Name                       |
|--------------------------------------|----------------------------|
| President                            | Carol Scherrman, PMP®      |
| VP of Communications and Publicity   | Mark Bazzell, MBA, PMP®    |
| VP of Education                      | Behram Kasad, MBA          |
| VP of Finance                        | Brian Thorn, PMP®          |
| VP of Operations                     | Jacquie Haltmeyer, PMP®    |
| VP of Outreach                       | Mary Phelan, PMP®          |
| Past President                       | Tammy Sweat, MSPM, PMP®    |
| Director of Certifications           | Denise Boeding, PMP®       |
| Director of Individual Outreach      | Rachel Fowler              |
| Director of University Outreach      | Bob Sanders, PMP®          |
| Director of Logistics                | Vacant                     |
| Director of Marketing                | Vacant                     |
| Director of Member Relations         | Geri Stivers, PMP®         |
| Director of Newsletter               | Irene Dymerski, PMP®, PSM® |
| Director of Professional Development | Kayla Eko-Acquah           |
| Director of Programs                 | Dania Ajam, PMP            |
| Director of Website and Technology   | Stanley Freyermuth         |