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**Western Michigan Chapter  
2002-2003 Board of  
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Nadene Delana, PMP  
Steelcase, Inc.  
ndelana@steelcase.com  
616.246.9644

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Strategic Advantage  
bdawson@strategicadvantage.biz  
517.676.0888

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Julie Schirm, PMP  
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jbschirm01@attbi.com  
616.745.1211

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paulh@cdh.com  
616.776.1600

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lynne\_allen@hermanmillier.com  
616.654.5165

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EDS  
chris.talsma-mclean@eds.com  
616.974.3460

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Progressive AE  
cindy@progressiveae.com  
616.447.3319

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Jim Blodgett, MBA, PMP  
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Jim.Blodgett@quixtar.com  
616.787.7714

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venux.net  
cheryl@venux.net  
616.458.9800

**Director - Sponsor Program**

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dbolles@chartermi.net  
616.392.2292

**Director - Newsletter**

Keith Lewandowski, MPM  
Earth Tech  
keith.e.lewandowski@pharmacia.com  
269.833.0123

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**Congratulations to Our Chapter!**



Chris Talsma-McLean, VP of Administration (center left) and Nadene Delana, President (center right) take great pride in receiving the 2002 PMI Chapter Award for the Western Michigan Chapter at the Leadership Conference in Austin, Texas.

**2002 PMI® Chapter Sustained Superior Performance Award**

We take great pleasure in announcing that the PMI Western Michigan Chapter has been awarded the honor of 2002 PMI Chapter Sustained Superior Performance Award. This award honors and recognizes Chapters who have, for a period of three years or more, conducted superior programs that further the objectives of the Project Management Institute. The PMI Western Michigan Chapter has consistently met and surpassed the requirements and obligations to the Institute.

On behalf of the Assembly of Chapter Presidents Board of Directors, we wish to congratulate the PMI Western Michigan Chapter for your outstanding commitment to and efforts for PMI!

*Carlos Zervigon*, ACP President and *Guy Lee*, ACP President-Elect

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## Got a Problem?



Paula K. Martin, CEO, Martin Training Associates  
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Finished planning? Into execution? Things are moving along smoothly until, whoops, there's a problem. What do you do now? Panic? Take over the problem and fix it yourself? Scramble to begin implementing a solution? How about none of the above? Here are some helpful hints for dealing with problems:

1. Take a deep breath. Don't panic. Unless the building is on fire, it probably isn't an emergency. We tend to respond to every problem as if it's a life or death situation. Ask yourself, what's the worst that could happen if I did nothing? Unless it's loss of life, it's not an emergency. Take the time to stay calm and help everyone else stay calm.
2. Don't automatically assume responsibility for the problem, unless it's in fact your problem. Just because you're the project manager doesn't mean you own all the problems. Your job is to provide support and facilitation so the person with the problem can devise and implement an appropriate solution.
3. Don't witch hunt. Most problems arise because stuff happens. Avoid looking to place blame. It's unproductive, ineffective and tends to destroy morale. Assume that the problem is a problem of the system and not a flaw of some individual. Look for system solutions.
4. Scope out the problem. A problem is nothing more than a deviation from an expected outcome or goal. What was the expected outcome? What did you get instead? Is this really a problem? If not, move on. Ask yourself, is there an opportunity here? Is this a twist in the road that might lead us to a new goal? If so, define the new goal state and devise a plan for getting there.
5. If you still have a problem, work through the MTA method for solving any problem.

**Step 1)** Make sure the problem is clearly defined. What exactly is the problem? When did it occur? How often? How big? In clarifying what



the problem is and what it's not, be careful not to ask why or who. Define a deadline for the problem resolution and the person accountable for the solution.

**Step 2)** Determine if identifying the causes of the problem is needed in order to solve it. Some problems require the identification of causes and some don't. If identification of causes is relevant, then begin by asking why? Record each cause idea without judgment. Avoid pointing the finger at people and stay focused on what and not who. Continue to record whys until you've exhausted all cause ideas. Then come back and identify what evidence, if any, exists for each of the cause ideas. Select the most significant causes.

**Step 3)** Brainstorm possible solutions. Again, no judgment, just ideas. After you've exhausted all ideas, rate each solution for 'ease of implementation' and 'impact of solution'. If one solution is a hands down winner, you're ready for implementation. If not, evaluate the pros and cons of each candidate solution. For each con, identify coun-

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termeasures to turn the con into a pro. Pick the solution that has the most upsides and fewest downsides.

**Step 4) Implement.** If it's a large implementation, you will need a project plan for implementation. If not, make sure you know what (the scope of the solution), who (who's accountable for what), when (the milestones) and how (the steps). Also make sure you identify any customers/stakeholders of the implementation and identify any requirements they might have. Every implementation is a mini-project.

6. Monitor the progress of the solution implementation.

After the implementation is complete, explore lessons learned.

Facilitating effective problem solving is a core skill that every project manager should possess. A person skilled at problem solving not only helps the team member find an effective solution, but also builds a stronger team in the process. Don't disempower your people by owning their problems and don't destroy morale by pointing fingers. Involve the team in the problem solving process so accountability stays where it belongs, with the team member whose problem it is, and involve the team in helping him to find a solution that works. And, don't forget that proper planning prevents problem management in the first place.

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. For more information, visit the Martin Training website: [www.martintraining.net](http://www.martintraining.net) or our new Executive website: [www.mtaexec.com](http://www.mtaexec.com). Phone: 866-922-3122 or 513-563-3512.

## Forthcoming...

Watch this newsletter and the Western Michigan PMI website for more information on the following event:

**PMI GLC 2003 Symposium**  
**April 30, 2003**  
**MSU Facility**  
**Troy, MI**

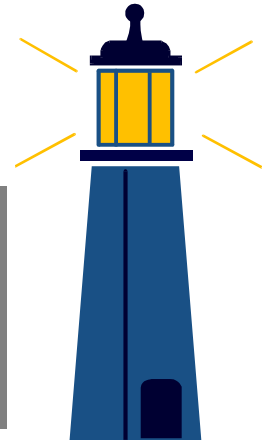
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## Friday Facts from PMI...

**Redesigned Web site draws a record number of visitors!** Unveiled in October, the newly designed PMI Web site responded by drawing more visitors to the site than in any previous month of PMI's existence! In all, 398,326 visitors came to our site to browse, buy or be better informed about project management. Another plateau was reached this October in that, with a full two months to go, we managed to eclipse the total site hits in all of 2001 (3,580,711). As of 30 November 2002, the PMI Web site has amassed 3,934,433 visitors for the year, which means in 2002 PMI will break the four million-visitor mark for the first time ever!

**How do you rate yourself as a leader?** Here's a great way to find out. PMI is now accepting applications for the PMI Leadership Institute Class of 2004. The Leadership Institute is a year long learning journey designed to develop, utilize and mentor a growing corps of well-trained organizational leaders. It is divided into six learning segments, each one building upon the others. Participants meet three times a year: initially at a stand-alone seminar in August 2003; then during the March 2004 Leadership Meeting; and again in conjunction with the PMI Global Congress 2004-North America. Participants also engage in virtual learning through audio-conferences and Web seminars. Application materials and additional information are available on the PMI Web site. Check the News section on the homepage and click on the link to the PMI Leadership Institute. Direct questions to Worldwide Component Affairs.

# LIGHTHOUSE



“Lighthouse” is a regular section of *OnTarget*. It’s goal is to allow local members to share experiences in project management, and in the process make us all just a little more aware that what we encounter in our jobs is not necessarily unique. Lighthouse will also provide the opportunity for you to obtain points toward PMP certification each time one of your articles is published. We look forward to receiving your article for use in this section. Please see the last page of this newsletter for forwarding information. When local member project experiences are not available, national articles will be used for education.

## Conventional Project Management Methodologies Adapted to Web Projects

Dora Tarver, Managing Partner and Sr. Project Manager at e-ProjectManagers.com

### Introduction

Have you ever observed a Project Manager approach managing a Web project with a very high level of concern, as if they were traveling to a new galaxy where everything would be different? Do you personally know one of these managers? If so, I am here to tell you—as someone with six years of experience managing successful Web projects—that traditional Information Systems (IS) project management processes can be adapted to Web projects with success. The key to achieving the results that you and your sponsor want is based on how well you adapt traditional project management methodologies to the new media.

First let me say that when I use the term “Web” I am referring to all projects that use a web browser as the medium to deliver a business solution. E-Media departments are forming in many corporations to meet the demand for Web projects. Simultaneously when conventional project management methodologies are adapted and applied the Project Manager will be equipped to meet the challenges that Web projects bring and, as a result, will be successful.

A methodology alone will not make a project successful. Given that you have a solid methodology, then the next hurdle is to adapt and apply the methodology in real life situations. New technology and development tools, combined with old project management methodologies, can be used to manage through a Web project life cycle if you recognize what differentiates the new media from the traditional IS projects. With this knowledge you will know how to adapt and apply the methodology throughout the project life cycle.

Example of project life cycle phases

- \* Request Management Phase
- \* Project Definition Phase
- \* Project Planning Phase
- \* Implementation Phase
- \* Deployment Phase
- \* Project Completion Phase
- \* Operational Support Phase

“Conventional Project Management Methodologies Adapted to Web Projects” does not mean that there are no differences between traditional IS projects and Web projects, of course there are! However, through the use of a conventional project management methodology, and the recognition of the distinctions between a Web and a non-Web project, you will find that you have the foundation that you need to succeed.

The way for you to excel as a Web Project Manager is to recognize and understand the differences between Web projects and traditional IS projects. This paper looks at what will enable Project Managers to appropriately adapt and apply conventional project management processes to Web projects. It will explore perceived and actual differences between Web and traditional IS projects, and will explain how these differences can be managed.

### Issues and Concerns

Let’s consider what your thoughts are about the following questions:

- Do you have experience managing Web projects?
- Are you managing a Web project right now?
- Do you plan to manage a Web project in the future?

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**Exhibit 1**

< Technology	< Perceptions / Expectations	< Cultural Differences
< Visibility / Increased Exposure	< Speed of Delivery	< User Centric
< Tradition vs. A New Way		

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Whether or not you have Web experience, do you think that Web projects are completed faster than traditional IS projects?

Do your business sponsors have the perception that Web projects are completed faster than traditional IS projects?

What expectations or preconceived perceptions do your business sponsors maintain about Web projects?

Awareness of what you think about a Web project, combined with the knowledge of what your business sponsors and team members think, will reduce risks. Knowledge will allow you to be proactive and not a victim of circumstances. As a result you will be in a position to prevent negative issues and incorrect assumptions from affecting your project.

Let's consider what some of the differences are between Web and traditional IS projects. Exhibit 1 displays a few of the differences.

What other differences exist?

As more E-Media departments appear in corporations across the world, and more businesses recognize the need to organize and manage the Web projects by adapting methodologies that are currently being used in traditional IS shops, then an important question arises. What skills does a Web Project Manager need? Below is a short list of some of the skills needed.

1. Some degree of understanding of the technology
2. Flexibility and open to new ideas and ways of doing things
3. Excellent Communication Skills
4. Knowledge experts
5. Project lead or management experience
6. A methodology

What other skills are needed?

## Five Areas of Focus

When I think about conventional project management methodologies adapted to Web projects, I see that there are many details that we could discuss. Nevertheless, this paper will address five areas where the differences between Web projects and traditional IS projects are more pronounced. These areas include Speed of Delivery, Internal Press, Cultural Differences, User Centric, and Vendor Management.

### Speed of Delivery

The first area of focus is the perception that Web projects can be completed faster. You may have seen that it takes only a few minutes to run notepad and write simple HTML code that can be viewed in any web browser. There are several drag-and-drop programming tools that add to the illusion that applications development is quick and easy. Too often sales representatives' conduct demos using predeveloped components that give the audience the impression that the development process is rapid. While your project team, which includes the business sponsor (s), upper management, and end users, often expect that a Web projects to be delivered sooner than traditional IS projects, the use of new technology may actually increase the risk of schedule delays.

### Ways to Manage the Expectation of Rapid Delivery

The Project Manager must be proactive and set expectations. If the team is working toward a delivery date, then the Project Manager must communicate the actual delivery date as soon as it is known. Modifications in the functionality of the product to be delivered can be made if it is necessary to meet a fixed delivery date.

It is necessary to be proactive and listen to what is being said by project team members about the content and delivery date. In many cases the actual steps involved in delivering a final product may not be known or understood.

It is not necessary to provide all project team members with low-level details on how tasks will be executed; however, when team members have a clear picture of

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what is involved then they will be more receptive to a realistic delivery date. If delivering a product on time is an issue you can reduce the amount of functionality that you have planned to so that you can meet your fixed delivery date.

Once a delivery date has been set, be aware that developers can spend a considerable amount of time conducting experiments. Since there are many new development tools, add-ons, and coding techniques, Web development projects need to be vigilant on the amount of time allocated for development research. It is important to closely manage the design and development schedule, and limit the amount of experimentation that may occur. This is not to say that you should remove experimentation from your project schedule. Sometimes it is in your best interest to spend some time experimenting so that you are able to find the best long-term solution, but be aware of how this can affect your timeline.

Development schedules cannot be completely based on the old paradigms. Activities such as graphic design take more time to complete depending on their complexity. Web graphic design requires a lot of detail to be addressed, which traditional IS graphical user interface (GUI) design does not require. In the Windows development world, the same level of focus to detail that a Web graphics designer needs is not required. For example, on a Web project a clear marketing campaign is usually necessary in order for the graphic artist to capture the look and feel of the business. When users look at your web site they need to be able to understand what your products and services are within 15 seconds of seeing your web page. When details are quickly and clearly explained the graphic artist can ascertain the visual image (s) that best represent what you are communicating.

If you have brief to the point statements or slogans then the designer can graphically capture their meaning and create an image that works well. In many cases a storyboard will need to be created that will allow you to focus on all the details required. The schematic that the graphic artist designs will vary based on what she ascertains from the information that you provide. If you provide existing ad copy, and clear direction, the artist will be able to save time in the long run. When you provide the graphic artist these details it assists her to understand what your story is so that it can be captured graphically. Without this level of detail the artist would have to spend some time guessing, and the design, review, and revise process would be quite lengthy. To expedite this process you may consider developing a web site mission statement that consists of one or two sentences, and include any marketing slogans you want

used, as well as your own ideas about how you want to be represented. Companies can spend a lot of time and money trying to come up with their graphical front end. You must put some time and energy into the design so that the end result will reflect how you want to be represented. Try not to be vague or vast in the definitions that you provide the graphic artist. Graphic design is a new element in application design shops that needs to be managed to prevent schedule delays.

If realistic perceptions are set in the beginning, the situation monitored, and required details provided, then underestimated timelines are less likely to occur and the speed of delivery will be correctly perceived.

### **Internal Press**

The second area of focus is the fact that Web projects often get more press within the company particularly if it is the first or if it is implementing new technology. As a result of the increased press there is more pressure on the project team.

#### ***A Way to Manage Internal Press***

Listen to what is being said in the internal press. Does what is being said reflect what you are planning to deliver? If not provide some form of communication to educate your audience. Periodic status reports sent via e-mail work well, or set up an intranet site where the progress of the project is publicly communicated. In general some form of controlled communication will ease the additional pressure that internal press generates.

Organize your project so that you are using a methodology that provides you with a structure but not a straight jacket, flexibility without chaos. You will find that if you are able to adapt to your situation then you will accomplish your goals and successfully deliver a Web product.

### **Cultural Differences**

There is a much greater chance of experiencing cultural differences on Web projects than on traditional IS projects, however if a Project Manager is aware of the differences he or she can more effectively manage the issues that will arise.

Web projects tend to have a lot of very young programmers who are inexperienced in business etiquette.

Web projects often require working with additional departments other than IS projects, i.e., Marketing and the Art departments. These departments may have no experience in Web projects, and they may also have

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different work procedures and methodologies.

Exhibit 2 is a quick list of some examples of cultural differences that exist.

### Exhibit 2

- < Age
- < Business Experience
- < Work ethic, procedures, and methodologies
- < Vocabulary and understanding
- < Resources from other departments

### Ways to Manage Around Cultural Differences

A young college intern may code brilliantly but may not be familiar with working in a business environment and may lack business or professional etiquette. Details such as how long to talk on the Web chat line with friends during work hours, what the expected work hours are supposed to be, and when to play games may need to be brought to their attention. Clear guidelines on work expectations “do’s and don’ts” may need to be provided. You will find that when assumptions are not made then there is a clear understanding of expectations and this has a direct effect on behavior.

Many young programmers learn by doing or hacking existing code, and may not have a formal education in structured programming techniques. These programmers may not have experience in creating and or using a test plan. Details such as commenting code may be foreign. You will have to plan for enough quality assurance time to ensure that the products meet your level of expectation and follow development standards.

On Web projects it is very common to use resources that have different work procedures. For example, in the programming world something is developed, tested, reviewed and revised, retested in an iterative process until it is rolled out into production. For the graphic artist “completed work” cannot be measured in a set time frame (i.e., two days to complete). Done for the artist may mean when they have visualized the complete graphic and

created it in the selected media (“Paintshop,” “Photoshop,” or some other tool). It takes time to polish the graphic! The work must meet the artist’s perspective of complete. The time frame for the expected completion of work is different, and it can be more challenging to wrap a specific time frame for delivery around it. There are many details that an artist requires in order to design graphic images, which make defining a time frame more challenging.

Another example of cultural differences is found in the vocabulary and understanding that the IS culture maintains. The IS culture uses terms such as “war room,” “battle plan,” “dead-line,” or “drop dead date.” These terms may be very offensive to non-IS team members. As a manager you need to be aware that the terminology that you are comfortable using may need to be adjusted. For example “War Room” may be called “Team Room,” “Battle Plan” may be called “Project Plan,” and “Drop dead date” or “Deadline” may be called “Completion Date.

On Web projects it is not uncommon to have to manage several resources from other departments such as Marketing or Advertising. These other departments may not have experience on an IS project. As a manager you will need to communicate and explain what is planned and what is expected of them.

### User Centric

The fourth area of focus is that web projects are more user centric than traditional IS projects. This means that the Project Manager should:

Plan to spend some time getting to know your audience. Find out what their needs and desires are so that when you design the interface you create something that users need, like, and will use.

For example, a very popular Web books reseller has a feature on their web site called “purchase circles” where you can look up what others are purchasing. The reseller found out that their customers desired to know what people are reading. The reseller satisfied their customer’s desire and, as a result, made their web site more attractive. The same web site found that some customers start shopping and then stop shopping before they go to the checkout counter to purchase what they have selected. They found that customers needed the ability to continue shopping at a different time or even on another day. The reseller added e-commerce functions that track what a customer has selected to buy and allows the customer to keep the contents of her shopping cart for several days.

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The customer is now able to continue shopping where she left off without having to start all over again. This functionality addresses the customer's desires.

These are a few of the details that make this particular web site successful. The reseller has a high level of understanding of their user's needs and desires, and they know how to creatively implement the functionality in a "user friendly" way.

Understand the characteristics of the users so that the interface provides features that work well for them. For example, are the users over 40 years old? If so, the size of the font used may be an issue. You would want to use point 10 or higher. As a manager you will need to plan to get to know your users. In this process you will need to be creative and open.

### **Vendor Management**

The fifth area of focus is vendor management. Typically, there are more vendors to deal with on Web projects since there are so many components used. For example, you may have graphics tool vendors, object database vendors, HTML, ASP, JAVA and other development or editing tool vendors. Depending on the complexity of your project, you may also have vendors for e-commerce products and services, web streaming, audio/video components, and content management. The list could be long depending on the complexity of the web project that you are working. Consider the following details:

Allocate more time for managing to manage vendor relationships. Use a combination of vendor agreements and contracts, joint planning, joint communication plans, issues tracking and resolution procedures.

Most vendors have a defined set of procedures that may differ from your companies. This may affect the amount of time needed for setting up contracts. For example, you may need to spend time to ensure that you and the vendor understand and agree on the assignment of work and all the details needed to process an invoice. The methodology that you use will guide you through this process.

### **Conclusion**

Current or future Web Project Managers should apply their existing project management skills to Web projects. At the same time you must gain an understanding of the difference between Web and traditional IS projects. Listen to your team and have understanding of the perceptions they maintain. Then manage the project with a methodology that has been

adapted to your business' needs.

After working on multiple Web projects, I have seen that a successful Web project, just like any other project, requires solid project management skills. If you have project management skills and apply conventional project management methodologies to your Web, intranet, or any other web-based project, and you address the issues unique to web-based projects, then you will have more than what it takes to be successful.

### **References**

#### **Web Sites**

[www.webreference.com](http://www.webreference.com) – Contains information about the Web and Web Mastery, from browsing to authoring and from HTML to advanced site design. This site also has helpful tutorials.

<http://wdvl.internet.com/WDVL> or [www.stars.com/WDVL](http://www.stars.com/WDVL) – "WDVL" stands for Web Development Virtual Library. This site is the oldest commercial web developer's resource, and is a combination of encyclopedia and e-zine (an online magazine). Best of all, this site contains a "Webopedia" where you can search on any web-related word and acronym and find out what it means.

<http://ecommerce.internet.com> or <http://e-commerce-guide.com> – An informative guide to e-commerce. This site contains reviews, e-commerce news, and columns on eBusiness, resources, and contacts.

#### **Online Magazines**

[www.internetworldnews.com](http://www.internetworldnews.com) – "Internet World" online. Also available at newsstands

[www.internet.com](http://www.internet.com) – An eBusiness and Internet technology network site.

[www.business2.com](http://www.business2.com) – Contains information on the "New Economy," "New Rules," and "New Leaders." Also available at newsstands.

#### **Books**

"Real Time: Preparing for the Age of the Never Satisfied Customer," by Regis McKenna.

"New Rules for the New Economy: 10 Radical Strategies for a Connected World," by Kevin Kelly.

"Customers.com: How to Create a Profitable Business Strategy for the Internet and Beyond," by Patricia B. Seybold, R.T. Marshak and Ronni Marshak.

## A Note from the Chapter's Financial Corner....

One of the many goals of the Chapter is to offer an affordable and meaningful monthly program to its members. I'd like to share details about our monthly dinner meetings, the costs involved, and why we enforce a No Show policy. The purpose for sharing this information is to educate our members and guests about actual monthly dinner meeting program expenses.

Monthly dinners involve a variety of expenses such as the meal, speaker and supplies.

### Facility/Dinner Costs

Duba's provides members attending the monthly dinner meetings a choice from one of three dinner entrées – chicken/fish, beef or vegetarian. The Chapter is billed a set amount of \$18.25 per dinner, regardless of the entrée selection, plus tax and tip which equates to approximately \$22.64 per person. The Chapter currently charges the following dinner meeting fees: \$25 for Western MI Chapter members, \$35 for non-members/guests and \$15 for full-time students. The Chapter plans to review its dinner meeting costs and location for 2003 to ensure its selection and fees remain reasonable yet viable for the Chapter.

### Speaker Gift/Expense

The Chapter offers a gift to each Speaker to express our appreciation to them for presenting a program to our members. In some instances, the speakers brought in present their program for a fee. Speaker gifts and fees range from \$50 - \$1000 per engagement depending upon the speaker's credentials and advertised fee.

### Supplies

Each dinner meeting requires basic supplies such as nametags, receipts, program material copies, and dinner entrée tags to name a few that are also purchased regularly.

### No Show Policy

The Chapter is required to provide Duba's with a count of attendees prior to the dinner meeting which is why we request members and guests to RSVP in advance. The count given to Duba's is what the Chapter is billed for at the end of the evening.

Attendees are strongly encouraged to contact the Chapter's reservations hotline so that we can remove your name from the list if you know you are unable to attend. If we receive cancellation notification in time we are happy to accommodate and subtract your name from the dinner count. We also encourage members and guests to find a replacement if possible. If this is the case, please contact our reservations hotline and indicate the name of the person attending in your place for the evening. Please be sure to have your replacement indicate this at the time of check-in.

Both of these scenarios assist the Western Michigan PMI Chapter in managing its dinner reservations process with the restaurant as well as prevent you from receiving a No Show notice after a dinner meeting. Please visit the website for more details about the No Show policy.

The Chapter is continuously identifying ways to generate income to be used to benefit its members through offering events such as relevant monthly dinner programs, special workshops, social and networking events, and certification training workshops. Although we are a non-profit organization it is still critical that the Chapter generate income that can be used to better the Chapter's membership experience and its contribution to the local arena of professionals who associate with the organization.

I appreciate your attention and hope you found the information provided helpful. Here's to an exciting and financially secure 2003 for the Western Michigan PMI Chapter.

*Julie Schirm*

VP, Finance

## PMI Western Michigan Chapter Financial Report

Pending: Financial Audit	Aug/Sep-02 Actual	Jan - Sept 02 Actual - YTD
<b><u>TOTAL EXPENSES</u></b>	<b>\$4467.93</b>	<b>\$37,314.61</b>
<b><u>NET INCOME</u></b>	<b>\$(3,187.21)</b>	<b>\$(6,950.10)</b>
<b><u>CURRENT ASSETS</u></b>		<b>\$33,361.48</b>

## Officers' Corner



*Messages  
from your  
chapter  
board....*

### **Chapter President Update—Nadene Delana, PMP**

I was so pleased to see so many of you at the November meeting. I know it was a squeeze fitting into that room, I appreciate your flexibility and patience. Dr. Gene Anderson's presentation was very informative and I am sure everyone left with a tip to help them deliver an effective presentation. I know I did. The comments from the evening were very positive. We need your feedback after every dinner meeting, as it helps us to improve our programs. Please take the time to fill out the comment cards that are out on the tables at each dinner meeting.

The Western Michigan Chapter Board meets monthly to provide services to you, our members. We are planning a strategic planning session in February to outline our goals for the next two to three years. We feel it is important to set goals for the organization and make improvements to our processes. If you have any input concerning the organization, talk to a board member at our January or February meetings.

We are also planning to meet with the other Michigan PMI Chapter Boards to share information on programs, education and processes. We want to leverage their efforts and assist each other to have five strong chapters in our state. That meeting is tentatively scheduled for sometime this spring in Lansing.

As you can see, we are striving to make our chapter stronger and provide services for you, our members. Our chapter has grown over the last 3 months and we are very thankful for the strong interest in Project Management. I do have a request to all of you. Please mark your calendars and attend the dinner meetings on the second Monday of each month. We provide a good topic for our educational portion, plus you get the opportunity to network with other Project Managers from the area. I am looking forward to seeing you as we begin 2003. May this New Year bring health and happiness to you and your families.

## **Updates from Board Members**

### **VP of Finance: Julie Schirm, PMP**

I met with Nadene DeLana, Chapter President, in December to review the Chapter's financial records to date for 2002. The meeting was a prerequisite to the external audit to be conducted and the upcoming Board strategic planning session. As a result of that meeting, I am compiling a summary of the Chapter's key expenses for the past year as well as a dinner meeting expense/income analysis. The Board will meet during Q1 2003 to review these summaries and the previous year's budget as it creates a strategic plan accompanied by a new budget. The Chapter's financial records will be reviewed and our audit completed by Kapstein, Andreissen & Associates, P.C. in January 2003. An update on the audit and its findings will be included in the next newsletter. As always, I welcome your questions and comments and look forward to seeing you at our next dinner meeting. Happy New Year!

### **VP of Programs: Paul Hillman, MCNE, CDP**

Our most recent meeting with Gene Andersen, "And your point is??" was perhaps the best received meeting we've had in a long time. It was so well received, that I've decided to ask Gene back next fall for an encore presentation. When you see it come around, make sure you share the invitation with the other folks you work with as you could see that anyone, project manager or not, can benefit from his presentation.

We have a great set of meetings coming up in January, February, and March. In January we have something a little different. The idea of getting PM training for you and your staff can be very tough. Our presenter in January will talk about how people use computer simulations to gain "hands-on" experience with a variety of projects and situations.

In February, the owner and brains behind one of the most successful PM training organizations will be our guest. The owner of Cheetah Learning Systems will present on the value behind "compressed" training / education courses. As a recent graduate myself, I can vouch for the value of their training system.

And in March, the topic moves to "That Art of Estimating". I'm particularly looking forward to his because of all the processes in PM, I believe estimating is the absolute toughest to do well. Too often we underestimate the time and effort it takes to complete the work we know needs to be done. Our speaker will give us some tips to help us in this important effort.

Clearly we are setting up a winter of programs to keep you sharp and to introduce new concepts to you, just what you'd expect from your PMI chapter. Grab your colleagues and sign up for January's meeting!

### **VP of Membership: Lynne Allen, PMP**

Our membership continues to grow largely as a result of PMI Rush Night. There is quite a lot of interest from new members and members who wish to become PMP certified.

*(Continued on page 11)*

(Continued from page 10)

**VP of Administration: Chris Talsma-McLean, PMP**

As of December 1, 2002, our chapter is currently at 356 members, with 98 PMP's. Congratulations to all those PMP certified in 2002 (see the list in this newsletter). Look for updates to this list in future newsletters.

Please check your contact information thru the 'Member Log On' link on the [www.pmi.org](http://www.pmi.org) website. Verify that your contact information is correct so that you are receiving the latest information.

**VP of Certification & Education: Cindy Lewis, PMP**

I have really enjoyed coordinating our chapter PMP study group. By the first of January, we will have had 10 PMP certification sessions of which 50% have been taught by PMPs and the other 50% have been taught by study group participants. I am continuing to maintain our Registered Education Provider documentation to allow PMPs to earn PDUs as part of their recertification process. What's coming up? Be sure to check out the bonus program for February if you are considering certification. Also, I am still looking for other courses that may interest our members.

Don't forget to read I Wanna Be a PMP and Certification Watch for other news and information.

**VP of Publicity: Jim Blodgett, MBA, PMP**

The November 2002 meeting with speaker Gene Anderson was very well attended, and with good reason. His presentation "And Your Point Is?" was excellent, as indicated by the survey results following the meeting. The caliber of this presentation is what this PMI West Michigan Chapter Board is striving to achieve. And, we are striving to "get the word out" to as many current, former and future PMI members as possible. Each month I notify 22 different publications of our upcoming meetings. While some publish the times and subjects, some don't. I'd like to ask you, the members of our chapter, two things: 1) Please help publicize our events with "word of mouth", one of the most influential forms of communication. If you like our events, tell other PMI members, or potential members; 2) Help me spread the word. If you know of other publications or avenues I can make use of to get the word out, please let me know. Email me at [jbldgett@quixtar](mailto:jbldgett@quixtar) with your suggestions. We've already been recognized as one of the top PMI chapters in the nation. Together, we can make it even better!

**Web Site Director: Cheryl Kirsch**

Cheryl A. Kirsch was recently appointed to the 2002 – 2003 board as the Web Site Director. Cheryl has an Associates Degree in Business and is only two classes away from completing her BA from Calvin College. As a Project

Manager, she manages custom internet application projects for [venux.net](http://venux.net), a company that specializes in Smart Business Technology. Cheryl is a new member to PMI who has been attending meetings since 2001. Welcome to the board, Cheryl!

As Web Site director, Cheryl intends to keep the site content up to date as well as implementing board approved updates and modifications. "I want to build upon all the hard work done by Conni Shafternaar and to implement the ability for the Directors to make all their own content additions to the site."

**Sponsor Program Director: Dennis Bolles, PMP**

Work continues on finding chapter sponsors for dinner meetings. There are still openings for February, March, April & May.

If anyone knows of an organization that would be interested in becoming a sponsor, please let me know. The Sponsorship information form can be found on the PMI Western Michigan web site.

**Newsletter Director: Keith Lewandowski, MPM**

With the newsletter, we hope to educate, entertain, and keep you informed of chapter events. Articles from readers are always welcome. To submit articles or announcements for the newsletter, please contact me at my e-mail address.

The Chapter and I thank Mike Janisse at Xerox for his continued support in printing this newsletter.

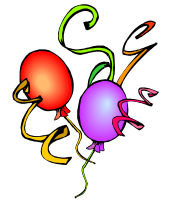
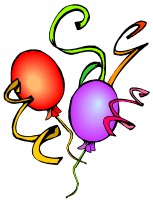


**Is your PMI member information up-to-date?**

Take a minute to visit the PMI website to find out.

- Visit the PMI Members area on the national website at <https://secure.pmi.org/edit/>
- Select "Login" on the left and enter your PMI membership number and password (there is a number on this page to call if you can't remember your password)
- Select "Update Membership" and make any necessary changes to your information
- Click on "Save Changes" when complete

The Western Michigan PMI chapter uses the information maintained by the PMI national group for our contact information. Please verify that it is up to date. THANKS!



## **Congratulations to New 2002 PMPs!**

The following people are recognized as working to advance the profession of Project Management by studying for and passing the PMP Certification exam in 2002. Congratulations to each of you!

Mrs. Lori Northup Bailey, PMP  
Mr. Ian K. Beaton, PMP  
Mr. Shridhar G. Bhat, PMP  
Mr. James Gardner Blodgett, PMP  
Ms. Erin Katheryn Breauh, PMP  
Ms. Constance L. Carmichael, PMP  
Mr. David M. Catron, PMP  
Mr. Burton L. Cooper, PMP  
Mr. James O. Danenberg, PMP  
Ms. Mary T. DeVries, PMP  
Mrs. Beth A. Devroy, PMP  
Mr. Brad L. Dykstra, PMP  
Mr. Glenn N. Ellis, PMP  
Ms. Martha Ann Faasse, PMP  
Ms. Yvette Marie Hart, PMP  
Mr. Andrew Keith Hector, PMP  
Mr. Paul W. Hillman, PMP  
Mr. Timothy E. Holman, PMP  
Mrs. Karyl Lynn King, PMP  
Mrs. Julie Lynne Klausing, PMP  
Ms. Kimberlie M. Lewis, PMP

Mr. Jeffrey C. Mazick, PMP  
Mr. Bruce Kenneth McLean, PMP  
Mr. Mark Allan Moore, PMP  
Mr. Patrick D. Noblett, PMP  
Mrs. Carol L. Norton, PMP  
Mr. Steven Bruce Panse, PMP  
Ms. Patricia Henne Pflug, PMP  
Ms. Deborah Kay Postema, PMP  
Mrs. Susan Ranee Potter, PMP  
Mr. Jim C. Rau, PMP  
Ms. Cindy J. Samp, PMP  
Ms. Anne Marie Schaibly, PMP  
Mr. Greg A. Slocum, PMP  
Mrs. Denise Renee Smith, PMP  
Mr. Paul F. Spencer, PMP  
Mrs. Amy Louise Tolliver, PMP  
Ms. Elizabeth A. Turner, PMP  
Mrs. Angela Van Ess, PMP  
Mr. Thomas Lee Verkaik, PMP  
Mr. Sudhir Verma, PMP  
Mrs. Lori Ware, PMP

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### **PMP Study Sessions**

Are you trying to earn your 35 education hours so you can apply to take the PMP exam? Attend one of our study groups and earn 2 or 3 hours per session depending on the topic.

- Wed., January 8<sup>th</sup> – PMP Study on Procurement (evening)
- Wed., January 22<sup>nd</sup> – PMP Study on Professional Responsibility (evening)
- Wed., January 29<sup>th</sup> – PMP Study Review (evening)
- Wed., February 5<sup>th</sup> - PMP Study Formula Review (evening)

Please contact Cindy Lewis, PMP at [cindy@progressiveae.com](mailto:cindy@progressiveae.com) for more details.

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## IWANNA B. APMP

### Free Information

Did you know that an online vendor offers PMP information and preparation at no charge? See below for their free topics. They also have a selection of fee-based courses on a variety of topics.

Free Webinar on PMP Certification

Free PMP Preparation Tutorial

Their website is <http://www.pmboulevard.com>.

### Basic Skills Assessment

Just for a little change, I am going to give you some advice on how to access 100 multiple-choice questions.

The questions are collectively called the Basic Skills Assessment and you can find them at [www.castlelearning.com](http://www.castlelearning.com) or refer to the PMI website at [www.pmi.org](http://www.pmi.org) and look for the information about the PMP certification.

If you are in the stages of thinking about the PMP exam and want to know more about what you may already know, this test is for you. The test has a \$35 fee and requires you to set up a username and password, which allows you to take the test immediately or at a later date. The exam covers basic project management knowledge and although it is based on the 1996 PMBOK, the exam is very beneficial even for those studying the 2000 PMBOK.

### Certification Watch

#### PMBOK Translations

PMI® is pleased to announce that A Guide to the Project Management Body of Knowledge (PMBOK® Guide) -- 2000 Edition will soon be available in eight official non-English translations. With the publication of these new translations, candidates whose primary language is non-English will be able to study the PMBOK® Guide in the same language in which they plan to take the Project Management Professional (PMP®) Certification Examination.

The anticipated release dates for these documents are as follow:

Chinese (now available)

Portuguese (January 2003)

Spanish (January 2003)

German (February 2003)

Italian (February 2003)

Japanese (February 2003)

French (March 2003)

Korean (March 2003)

#### CAPM Training Guide

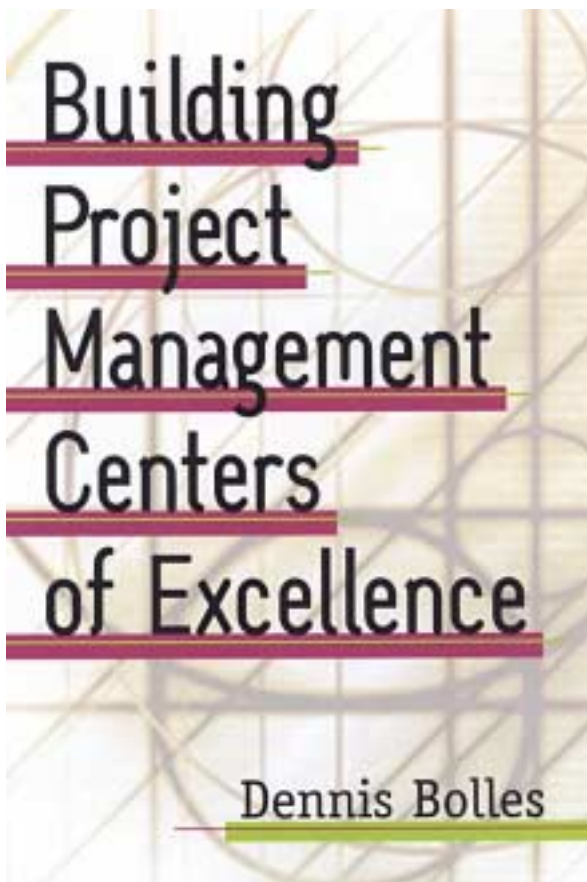
This communication is to inform you about a new educational tool for developing CAPM examination training that will be available to you through PMI. This Guide for Developing Training for the Certified Associate in Project Management Examination expands on the CAPM Role Delineation Study and provides the reader with an overview of the educational concepts to consider for an exam preparation program.

The content of the Guide for Developing Training for the Certified Associate in Project Management Examination is intended to provide you with helpful information as you work to develop a training program. You will find information on preliminary program assessment, instructional design, a breakdown of the performance domains of the CAPM exam into skills categories including learning objectives and suggested educational activities. This document will serve as additional guidance in your program design process.

This document is available in Portable Document Format (PDF) at a discount price exclusive to REPs and members. To find out more, please visit our website [www.PMI.org](http://www.PMI.org) and select Publications and Information Resources. Select Knowledge & Wisdom Center. Under Resources select Info\*Link.

### PMP Early Renewals

Some PMPs are getting their Application for Certification Renewal forms VERY early, in some cases, **a year or more ahead of time**. If you have already achieved your 60 PDUs, PMI may be sending you a renewal form early. This is to reduce the amount of paperwork they have to complete at the end of the year. The advantage to the PMP is the renewal fee is free if you complete the paperwork in advance.



Dennis Bolles's **BUILDING PROJECT MANAGEMENT CENTERS OF EXCELLENCE** (AMACOM; September 24, 2002; \$49.95 Hardcover with CD-ROM) takes PM company-wide, offering not just universal rules for departments to follow, but a blueprint for setting up a central Project Management Office—a nerve center that serves as a clearing-

house for information, training, support, and other functions critical to the implementation of PM strategy.

**“Strategic perspective and insight . . . practical tools and techniques to support sound methodology. This book literally has something for everyone, [and] the enclosed CD-ROM will save a tremendous amount of preparation and documentation time.”**

**—Richard N. Byham, President, Human Resources Techniques, Inc.**

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### **PMI Launches New Online Community**

PMI is pleased to announce it has launched the PMI Online Community at <http://communities.pmi.org>. Several secure Online Community Sites have been established for user groups who actively engage in information sharing. Within the online community environment, project management practitioners, PMI members, Headquarters staff and other designated Online Community users may have access to a number of Online Community & Collaboration Sites.

The overall benefits of the PMI Online Community will be:

- Centrally located information related to PMI topics of interest
- An avenue for users to easily communicate with one another;
- The ability for virtual teams to collaborate easily and effectively
- Secure information sites accessible only to those users with appropriate permission;
- An opportunity, through public access, for the greater community to gain a more complete understanding and appreciation for both PMI and the PM profession

Visit the PMI Online Community Homepage today to learn more about the community and its benefit to both PMI and the project management profession.

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### **Meeting Cancellation Policy**

If any monthly Chapter Dinner/Program Meetings must be canceled due to weather, the Board will make that determination by noon of the day of the meeting and post a notice as soon as possible on the Meeting page of our website (<http://www.westmichpmi.org>). Please make it a practice to check the website if you have any doubts about whether a meeting will be held or not. Additionally, you may either call Duba's Restaurant directly at 616.949.1011 or check the chapter voice mail number at 616.482.8305 to see if a meeting has been canceled.

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## Western Michigan Chapter 2002—2003 Meeting Program

Our upcoming meeting programs will be held on the dates specified at Duba's Restaurant on I-96 and East Beltline in Grand Rapids. Typically, dinner choices are beef, chicken or fish, and vegetarian. Consult the Chapter's website (<http://www.westmichpmi.org>) for further information. Fees are typically \$25 for members, \$35 for non-members. Call the **Reservations Hotline** at (616) 482-8305 or send email to [reservations@westmichpmi.org](mailto:reservations@westmichpmi.org) to reserve your seat today!

### **“Learning More in Less Time: Computer Simulations Sharpen Your PM Skills”**

by *Al MacIntyre*

**January 13, 2003 @ 6:00 PM**

The simulation duplicates all facets of working in the real world. This presentation discusses the latest tools for Project Management Simulation. You and your team would sharpen your PM skills by integrating this into your training budget. What is simulated? It's the actual work - people that are needed to complete the work (with a variety of personalities and experience levels), decisions, problems that may arise, planning, risks, possible conflicts, budgeting issues, and more. No special computer skills are needed to participate in a Computer Simulation course. The student becomes directly involved and accountable. They make decisions, take risks, manage people, deal with unknown issues and get immediate feedback on their choices. Computer Simulations can compress months of real-world experience into just days. Simulations help to speed up the learning process.

### **January Bonus Night (Starting @ 5:15 PM) – Presentation on MS Project Central by Rob Stewart**

Rob Stewart of SageStone Consulting will be presenting on MS Project Central, an extension / enhancement to Microsoft Project 2000. In the past 12 months, Rob has been instrumental in leading successful engagements for SageStone in Microsoft Project Server installation, configuration and training at four major clients.

### **“Crash Course to the PMP: Does this Stuff Work?”**

by *Michelle LaBrosse, PMP, CEO*

**February 13, 2003 @ 6:00 PM**

Why spend six months, when you can pass the PMP in a week? If you're a project manager who knows the value of time, these courses are for you. It is typically a week long immersion approach, using advanced accelerated exam preparation techniques. Often you end the course by taking the actual PMI PMP Certification Exam. Spend 4 days (36 hours in the classroom) preparing for the exam, and then take the exam on the fifth day. Without this course, many people have spent three to nine months to prepare for this exam.

In 1995 Michelle prototyped the concept of accelerating learning using "virtual classrooms." Michelle directed Cheetah Learning's latest work - the Cheetah Accelerator Course for the PMP.

### **February Bonus Night (Starting @ 5:15 PM) - What It Takes to Become a PMP (Presentation & Discussion)**

Led by: Cindy Lewis, PMP; Julie Klausung, PMP; Amy Tolliver, PMP; Jim Rau, PMP; & Mary DeVries, PMP

You will be able to learn about the current requirements and speak to people from a recent successful study group about what it takes to get certified. PMP certification handbooks will be available to take home and you will also be able to view sample study material.

### **“Advancing the Art of Estimating”**

by *Steven Burgan*

**March 10, 2003 @ 6:00 PM**

### **March Bonus Night (Starting @ 5:15 PM) - Round Table Discussion of Real World Estimating**



Keith Lewandowski, Director  
***ON TARGET***  
7238 Windhaven Court  
Portage, MI 49024  
269.833.0123

***ON TARGET*** will be published every other month for the members and friends of the Western Michigan Chapter of the Project Management Institute (PMI). PMI is a non-profit professional organization dedicated to advancing the state-of-the-art in project management.

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**P.O. Box 150335 • Grand Rapids, MI • 49515-0335**

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