



On Target

The newsletter of the
Project Management Institute
Western Michigan Chapter

<http://www.westmichpmi.org>

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There Are Many Ways to Stay Involved in PMI!

By Nadene Delana, PMP, Past Chapter President

I would like to congratulate this chapter as we are now over 500 members. We have grown over the past three years from just over 200 members to about 540 members as of the October 2004 count. What a great accomplishment!



As Past-President, I am not as involved in the operations of the chapter as before, but this position is still an important part of our chapter. So you may ask, "What is the role of the Past-President?" The Past-President is an advisory role, helping to bring continuity from the past board to the new board. The role is a non-voting member of the Chapter Board, providing advice to the new President and board members.

The decrease in responsibilities at our chapter, has allowed me to take a more active role in the PMI Michigan Leaders Group. The five Michigan PMI Chapter Boards are members of this Michigan Leaders Group, which meets quarterly to share ideas and work together to bring quality programs to the Chapters in the state. My role is to facilitate and manage the agenda for these meetings. One very important part of our agenda is to discuss changes proposed by PMI and then send our feedback to the organization. We have had some lively discussions on issues facing our chapters and our members. This can make for a very interesting meeting. The next meeting for this group is in December, when we will all go through some Leadership training and the

(Continued on page 7)

Inside

"There Are Many Ways to Stay Involved in PMI!"	Page 1
"Imaginary Risks"	Page 2
"PM Nuggets"	Page 3
IWanna B. APMP	Page 8
Chapter Financials	Page 9
Officer's Corner	Page 10
2004 – 2005 Meeting Program	Page 15



Imaginary Risks

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 david@risk-doctor.com

Some say that risk identification is the most important phase of the risk management process, since it is impossible to manage a risk unless it has first been identified. As a result, many risk identification techniques have been developed, including brainstorms, interviews, questionnaires, checklists and prompt lists, assumptions/constraints analysis, SWOT analysis, Delphi groups, nominal group technique, root cause analysis, failure modes analysis and others. Some of these methods are creative and others draw on past experience; some can be undertaken by individuals while others require group input; some approaches are simple and rapid where others are labour-intensive and take time.

Whichever risk identification technique is used however, they all require one factor to make them effective. This powerful characteristic is possessed by all but forgotten by most. Every person is born with it, and some people work to develop theirs into a mature capability while it remains dormant in others. This risk identification tool exists in the human head, and is called the *imagination*.

All risk identification techniques require people to imagine potential future conditions which do not currently exist. The success of risk identification depends on people's ability to envisage imaginary circumstances and possible futures. Without imagination, risk identification is limited to what has happened before, and specific new risks which challenge the current situation cannot be foreseen.

A range of techniques are available to stimulate the imagination, including visualisation, scenario painting, rich pictures, appreciative enquiry, story-telling and other creativity approaches. Risk practitioners should consider using these to develop their own ability to imagine possible risks, as well as to help their colleagues during the risk identification process.

One simple and fun way to encourage the imagination is the use of "*fantasy questions*" to expose risks in a non-threatening way. These can be employed during risk identification interviews, though they might also be used with other techniques. You can ask yourself, or you can question others. Example fantasy questions might include :

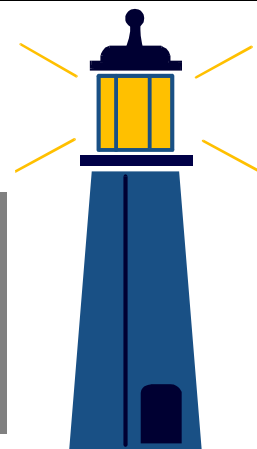
- ☑ "If you were dreaming about your project and it turned into a nightmare, what would be happening?" (this question encourages people to talk about perceived threats)
- ☑ "I am your fairy godmother and you have three wishes to use on your project – what will you do first?" (this might result in identification of new opportunities)
- ☑ "If an alien joined your project team, what would they find most unusual?" (this aims to expose blind spots)

These examples are light-hearted and may not be appropriate for all situations or organisations, but the principle can be applied in a more serious way. Questions can be asked during risk identification interviews which stretch the imagination and encourage the interviewee to consider options beyond their normal experience. For example : "If you were a new employee and this was your first project, what questions would you ask?" "How might this project be different if it took place in a foreign country?" "When your client lies awake at night, what is he worrying about?" "What are your supplier's best hopes for this project?"

Questions like these (and other creativity approaches) use the imagination to take us beyond the present and the familiar, opening doors to new possibilities. In a sense all risks are imaginary since they do not yet exist, and imagination-based techniques can be powerful aids to risk identification. If you can imagine something, it could happen. Set your imagination free and see what risks emerge!

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).

LIGHTHOUSE



“Lighthouse” is a regular section of *OnTarget*. Its 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.

PM-Nuggets

**Joseph K. Amanfu, Ph.D., CCP, PMP, Senior Project/Program Manager
Compaq Computer Corporation**

Why go digging for gold when there are nuggets all around us? Success in life is not merely based upon what we know. A major element for success is correctly applying the knowledge we have. This element is also a factor in successful projects.

One major aspect of project management is getting things done through other people. As project managers, we spend (or should be spending) in excess of 75% of our time communicating with others. There are common laws of nature that guide human relationships. These laws are a gold mine of basic, common sense knowledge that we as project managers should put into practice in our day-to-day project management activities. Most of us know these, and the project managers who effectively apply these nuggets have a track record of success.

The aim of this presentation is not to go searching for gold. There are nuggets that lie all around us. Our goal during this session is to explore how we can effectively use these nuggets to improve the outcome of our projects. We shall call them PM-Nuggets. Project Management Nuggets! These are nuggets I picked up along the road on my 30 years journey while working on information systems projects. They are brief statements that we, as project managers, can easily relate to and need to be

reminding ourselves of. *They are a combination of ideas from various sources.* Some of them are nuggets of inspiration that came to me while listening to presentations or reading books and articles on project management and general principles of management.

From the several hundreds of nuggets, I have selected seven nuggets for us to consider during the brief time that we have. Let’s spend a few minutes on each nugget. I have bulleted a few thoughts to start the discussion on each nugget and I invite your thoughts and opinions in an open forum. Some might sound very corny, trite or old-hat. You might even disagree with some of them. But they have been proven to be effective. The ultimate goal is that each of us will take away at least one nugget that we can apply in our next project.

Nugget 1: “PEOPLE, PEOPLE, PEOPLE!”

Ask any real-estate agent, anywhere in the country; “What are the three most important factors in selling property?” The answer is always the same: “LOCATION, LOCATION, LOCATION.” It is my opinion that the three most important factors in a successful project are: “PEOPLE, PEOPLE, PEOPLE.”

- People determine the success or failure of a project.
- People are the most important project resources. Technology does not solve problems. People do.

(Continued on page 4)

(Continued from page 3)

Hi-tech tools and project management software do not get projects completed on time and within budget. Humans who know how to use those tools well are the ones who get the job done.

- ☑ The Project Manager needs to have good people skills, be a good motivator and team leader and earn the respect of the team. It is my opinion that the most critical set of skills a Project Manager should possess is “people skills.” This should be true even for technology companies.
- ☑ The Project Manager needs to make sure that ALL CONTRIBUTORS understand their roles and responsibilities.
- ☑ When people are committed to, and enthusiastic about a project, they will find ways to overcome every conceivable obstacle and get the work done. In order to gain this level of commitment and enthusiasm, the project manager needs to be aware of the diversity within the team. There are different beliefs, cultural up-bringing. It is important for the project manager to value these differences and attempt to bring gain some synergy from these diversities. One technique for getting to know individuals is by communicating with individual team members on a personal basis. Another powerful too that is noticed is MBWA (Management By Wandering Around). When communicating oral orders and directives to team members, we need to remember that human beings do not like to be ordered around. It is effective to offer directives as suggestions or requests.
- ☑ In order for a project to be truly successful, Project Managers and organizations need to pay attention to the total needs of the project participants (people). Successful businesses have recognized the fact that there is a spiritual component to every human being, regardless of that individual’s religious inclinations. It is important to understand how the faith of a team member affects his or her thinking, will, emotions, desires, and attitude toward work. Projects are successful when people, who know what to do, choose to do the right things. It is also generally accepted that people do things ultimately because of what they see as benefits to

them. WIIFM (What’s In It For Me?).

PM-Nugget 1 Discussion Points:

- a. What do you consider as some of the needs of project team members?
- b. Let’s look back over the projects we have worked on within the past few months or years. How much attention have the Project Managers paid to the total needs of team members?
- c. Many organizations say that employees are their most important resources. However, this often turns out to be mere lip service. How can we as Project Managers help to influence organizational culture to put this into daily practice?
- d. As an additional assignment, you may want to study how “Maslow’s Hierarchy of Needs,” “McGregor’s Theory X and Theory Y” and “Herzberg’s Theory of Hygiene Factors” affect project management. These three amigos deal with motivational theory. Maslow’s message is that you must satisfy the basic needs of people first. He created a pyramid that builds up from the base needs in the following order: Physiological, Safety, Social, Esteem, Self-Actualization. My understanding of McGregor is that a Project Manager’s upbringing and experiences in life may affect how he or she categorizes people: His Theory X says people are generally lazy bums while his Theory Y gives more credit to people and allows people to be innocent until proven guilty. Herzberg argues that people are motivated by the work itself and not by salaries or other working conditions. In order to get the best out of our people, we must treat them with respect, trust, dignity and honesty.

Nugget 2: “Sharing In The Vision”

- ☑ The whole project team needs to have buy-in to the goals of the project
- ☑ Everyone needs to share the vision (i.e., everyone must commit to be part of the vision)
- ☑ Team members need to be involved in some level of project planning, not just told what their task is and how long they have to complete it. This gives them a sense of ownership and a higher level of commitment.

(Continued on page 5)

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PM-Nugget 2 Discussion Points:

- Who has the ultimate responsibility for sharing the vision of the project?
- Describe three ways of gaining commitment from project team members?

Nugget 3: “A-Da-Boy!”

- It is very important for us as Project Managers to celebrate our contributors who go above and beyond the call of duty to make things happen.
- We need to remember our kindergarten lesson to say “Please” and “Thank you”

PM-Nugget 3 Discussion Point:

Can we come up with some ways to celebrate our people?

Nugget 4: “A Stitch In Time Saves Nine!”

Quality is in the eye of the beholder. Quality is the extent to which the customer’s requirements and expectations are satisfied. Quality doesn’t just happen; the requirements for quality need to be integrated into the project during the planning stage. The cost of avoiding mistakes is always much less than the cost of correcting them.

PM-Nugget 4 Discussion Points:

- In order to satisfy the customer’s requirements, it is critical that we clearly understand those requirements up front.
- What are some techniques for verifying our understanding of the customer’s requirements?
- We also need to agree on the criteria for measuring success.

Nugget 5: “Oh Dear, The Sky Is Falling!”

What is the Difference between RISK and UNCERTAINTY? To be defined as a RISK, all the following three criteria must be satisfied:

We must be able to:

- Identify the risk event
- Determine the probability of its occurrence
- Estimate what the impact would be if it occurred



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If we have only one or two of the above three criteria, then we only have UNCERTAINTY but not RISK.

PM-Nugget 5 Discussion Points:

RISK is defined as a danger, a threat and the “possibility of suffering harm or loss.” UNCERTAINTY is defined as indecision, vagueness, ambiguity and the state of being in doubt. Comparing the two definitions clearly shows that RISK is not UNCERTAINTY. Uncertainty is the ostrich behavior of burying our heads in the sand and hoping for the best. Some of us refuse to go for a regular medical exam because we are afraid of what might be discovered. Risk Management is not a state of “Que Sera, Sera.” Risks must be identified. We also need to come up with plans of how to deal with those risks if they should occur.

And, while attempting to identify risks, we should not only focus on the big picture. It is said that “the devil is in the details” and that “it is the small foxes

(Continued on page 6)

(Continued from page 5)
that spoil the vine.”

Nugget 6: “Stakeholders Are Important!”

The project management team needs to identify the stakeholders (the people who are directly or indirectly affected by the project), determine their needs and expectations and “*manage and influence those expectations*” to ensure a successful project.

PM-Nugget 6 Discussion Points:

Borrowing from PM-Nugget 1, the Project Manager needs good people skills to develop a good, friendly relationship with all stakeholders. People skills include good communication, fairness, honesty, openness and basic tact in dealing with people.

Nugget 7: What is a Core Team?

As basic as this might sound, organizations, and even different departments within the same organization, have different interpretations of the

purpose of a Core Team and the roles / responsibilities of the members of the Core Team. Selection of Core Team members should not be based on position but rather on the knowledge and contribution that those individuals bring to the table. Core Teams with more than nine people may find it difficult to make decisions. Again, borrowing from another PM-Nugget, the members of the team need to have a common goal and clearly understand the reason for their existence. Conflict may be a good thing on a team when it is well managed. Team members with strongly opposing ideas can create good synergy. The Core Team can be viewed as an organization of which the Project Manager is the President. The Core Team members can be viewed as Executive Vice Presidents. The President has overall responsibility but does not make all the decisions. Every member of the Core Team needs equal say. One way to judge the success of a Core Team is how they conduct meetings. It is important for the team itself to come up with a set of meeting rules. Here are some examples of good meeting rules: Start on time and stop on time, always have a

written agenda, no interruptions while someone is speaking, phones and pagers on vibrate, no side conversations.

Conclusion

Through these PM-Nuggets, we have reminded ourselves that knowing the pure mechanics of project management does not guarantee project success. A major reason for project success is determined by our human touch, our soft skills. My hope is that each of us will remember to apply plain vanilla common sense in managing our projects.

Most of the knowledge we need to be successful project managers is already at our fingertips. We need to remember that project management involves dealing with human beings who need to understand and share in the vision for the project.

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(Continued from page 1)

Kolbe Index to help us understand our strengths and weaknesses.

I encourage you to keep involved in PMI, become a volunteer, run for a board position and grow your involvement to the state level. We also have opportunities to participate at the Global level and attend the Global PMI Leadership Conference. This conference is for local chapter leaders to network, take training on leadership and provide feedback to the Global PMI Board of Directors. There are many ways to be involved that help to shape the future of PMI. So take time to consider how you can be part of this growing organization.

## Regional Learning Opportunities

The **PMI Central Ohio** Professional Development Day 2004 will be held on November 12, 2004 at the Columbus Convention Center. For more information check out <http://www.pmicentralohio.com/pdd.asp>.



**Davenport University** - Project Management Track <http://www.davenport.edu/du/businesses/corptraining/seminars/projectmgt/default.htm>.



**Virginia Tech**—Project Management Certification Courses. [www.conted.vt.edu/pmc/](http://www.conted.vt.edu/pmc/)



**On Target**  
The newsletter of the  
Project Management Institute  
Western Michigan Chapter

## What's New in the PMBOK 3<sup>rd</sup> Edition ?

by Kathy Ober, PMP

The release of the PMBOK 3<sup>rd</sup> Edition in October 2004 is generating many questions about the nature of the changes, their significance to current study plans, the PMP certification exam, and the profession. The information that follows is reproduced with the permission of the Project Management Institute using source materials from *PMBOK Guide – Third Edition Changes Presentation*, Project Management Institute, Inc. 2004. Copyright and all rights reserved.

The charter goals of the revision project were to expand the focus and information on Process Groups, expand the treatment of Integration processes, expand the treatment of Initiation processes, improve content and consistency, and expand/improve the glossary. All of these goals were to be achieved without significantly increasing the current size of the guide. Each of these core objectives were met by incorporating the following changes by chapter:

**Chapter 1 (Introduction)** content changes: Clarifies differences between a project and operations. Standard definitions of program and program management, portfolio and portfolio management are added. The discussion of PMO variations is expanded, and the Areas of Expertise discussion combines the management discussion with the application areas and soft skills into one section.

**Chapter 2 (Life Cycle)** content changes: The distinction between project life cycles and product life cycles is clarified. Stakeholders are defined in relation to the project team. A discussion of the role of the PMO in organizations is added, and the concept of a project management system is introduced.

**Chapter 3 (Project Management)** content changes: The chapter is new and has moved into a new section titled, "The Standard for Project Management of a Project". The new chapter describes requirement to address the five process groups and their constituent processes. Increased emphasis is added to Initiating and Closing, Consolidated Project Management Plan, and Monitoring and controlling the project. In addition, new graphics were added for each of the five Process Groups.

**Chapter 4 (Integration)** content changes: The chapter provides an enhanced explanation of the project management integration processes. Four new processes are added and two are renamed. All process descriptions are significantly expanded and a clear description of integration across all project management processes is provided.

**Chapter 5 (Scope)** content changes: Initiation is moved to Chapter 4. Scope planning is redefined to planning for scope management not defining the detailed scope statement. Scope

definition now refers to defining the detailed scope statement. Create WBS is added as a new process. Scope management plan is expanded to cover planning for scope definition, creating the WBS, scope verification, and scope control. It is now the output of scope planning.

**Chapter 6 (Time)** content changes: Activity resource estimating is added to Chapter 6. The PERT and the PERT figure are deleted, the PDM and ADM figures are improved, outdated figures are removed, and updated newer, more relevant figures are added. Critical Chain is added as a Tool & Technique reference.

**Chapter 7 (Cost)** content changes: Bottom up cost estimating is focused on the work packages or individual activities. Project budgeting is tied directly to the WBS as an aggregation of lower level components. Project cost control now includes Earned Value Management.

**Chapter 8 (Quality)** content changes: The distinction between project quality and product quality is strengthened. Continuous Process Improvement is added as an element of both Perform Quality Assurance and Perform Quality Control.

**Chapter 9 (Human Resource Management)** content changes: Manage Project Team added as a Controlling and Monitoring process. Non-team stakeholder issues are moved to Chapters 2 and 10. Organization charge and position description explanations are expanded. Tools & Techniques are expanded to include: networking, virtual teams, ground rules, conflict management, observation and conversation, project performance appraisals, and issue logs.

**Chapter 10 (Communications)** content changes: The administrative Closure process information is merged into Chapter 4, Close Project process. A Manage Stakeholders process is added.

**Chapter 11 (Risk)** content changes: Increased focus on opportunities verses threats. Update creates a closer integration of Risk Management with the other processes and provides enhanced Risk Management planning activities.

**Chapter 12 (Procurement)** content changes: The words procure, solicit, and solicitation are removed. Clarification is added to inputs, tools, techniques, and outputs. The use of the terms buyer and seller are consistently used with examples of the project team as both buyer and seller. A sub-process on seller performance evaluation was added to contract administration.

In addition to the detailed changes described above, specific

(Continued on page 14)

## Western Michigan PMI Chapter Financials

| PMI Western Michigan  | July-04      | August-04   | Sept-2004   | July - Sept 04 Combined |
|-----------------------|--------------|-------------|-------------|-------------------------|
| Financial Report      | Actual       | Actual      | Actual      | Actual                  |
| <b>Total Income</b>   | \$ 15,035.00 | \$ 850.00   | \$ 4,902.00 | \$ 20,787.00            |
| <b>Total Expenses</b> | \$ 14,738.00 | \$ 1,563.00 | \$ 3,945.00 | \$ 20,246.00            |
| <b>Net Income</b>     | \$ 297.00    | \$ (713.00) | \$ 957.00   | <b>\$ 541.00</b>        |
|                       |              |             |             |                         |
|                       |              |             |             |                         |

| <b>Balance Sheet as of September 30, 2004</b> |                     |
|-----------------------------------------------|---------------------|
| <b>Current Assets</b>                         |                     |
| Bank One Money Market                         | \$ 18,307.42        |
| Hastings City Bank CD                         | \$ 5,350.42         |
| Checking - Bank One                           | \$ 10,628.26        |
| Petty Cash                                    | \$ 50.00            |
| <b>Total Equity</b>                           | <b>\$ 34,336.10</b> |
|                                               |                     |
|                                               |                     |

### Summary

The September financials are under review for final approval by the Board. Any revisions noted will be reflected in the next report. The Chapter's revenue for the month of July consists primarily of the monies collected for the Professional Development Day seminar held in May 2004. Conversely, the expenses incurred in the month of July were mainly associated with the seminar costs. In September, the main expenses incurred were associated with the Rush Night offered at no cost to members and guests.

# Officers' Corner



*Messages  
from your  
chapter  
board....*

## Chapter President Update—Mark Moore, PMP

I've had the opportunity to teach a couple of project management basics classes lately, and I'm impressed by the desire of people to learn more about our noble profession. They want to understand risk and scope.



They want to understand scheduling and estimating. They are turning to project management to help them plan, execute, and understand how to run projects more efficiently.

One of the books used in a class talked about the nature of change – rapid change. Our world and marketplace continue to evolve and we, as project managers, have the opportunity to step up and stand in the gap. Change means the need to manage resources more effectively than ever before, and that sounds like project management to me, friends.

At PMI Western Michigan Chapter, we are striving to bring you speakers with information, tools, techniques, and experience that will show you how to deal with change in your situation. It is my goal as your chapter President, to keep the quality high and the content relevant. We have some great opportunities coming up in 2005 and beyond (like Dr. Harold Kerzner's "Best Practices" seminar) and I look forward to serving you. I believe we can be both the catalyst and the agent for positive change that embraces project management.

I'm looking forward to 2005, the change it brings, and the resolution to meet it head on. Are you with me?

## 2004-2005 Board Member Updates

### VP of Finance: Julie Schirm, PMP

The Chapter's revenue for the month of July consists primarily of the monies collected for the Professional Development Day seminar held in May 2004. Conversely, the expenses incurred in the month of July were mainly associated with the seminar costs. In September, the main expenses incurred were associated with the Rush Night offered at no cost to members and guests. A constant monthly income for the Chapter is the chapter membership renewals received each time a member renews with PMI National and selects the Western Michigan Chapter as his/her local affiliation. The Chapter thanks you for your support and participation.



As of the end of September, the Chapter no longer offers a voice mailbox as an option to RSVP for monthly meetings. The voice mailbox was rarely used with the online reservation form as an alternate option to RSVP. The Chapter voted to discontinue the voice mailbox for a monthly savings of \$9.95.

A reminder concerning No Show fee collection. Invoices will be sent out following each dinner meeting to those who RSVPed their attendance, however were unable to attend the meeting. Please remember to remit payment within 30 days of receiving the invoice.

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

As of 10/11/2004, there are 540 members in the Western Michigan Chapter and 220 PMPs.



Our Chapter has experienced tremendous growth over the past year. This provides a bigger challenge in maintaining correct contact information for members as well as non-member affiliates. Please be proactive in maintaining your membership information online. If you are not a member, or know of someone who would like more information, please send me e-mail with contact information. I

*(Continued on page 11)*

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will include them on future communications.

### **VP of Programs: Willis Thomas**

Willis has a Masters Degree in Human Resource Management with over 12 years experience in training and development. He is employed by Pfizer in Kalamazoo, MI as a Learning and Development Professional responsible for the creation of training programs in the Kalamazoo Drug Products Division. "My purpose is to assist in the continued improvement of PMP certification and continuous learning in project management." "In addition to family-oriented activities, I enjoy learning new computer software as a hobby."



I look forward to bringing you a series of exciting and entertaining programs during the 2004-2005 season.

### **VP of Membership: Len Todd, PMP**

Len joins the Western Michigan Chapter Board of Directors in the role of VP of Membership for his first year of volunteer service. He has been a PMI member since 2003 and received his PMP certification in April 2004. Currently, Len is a Project Manager with the Nuclear Management Company in Covert, Michigan.



"My goals are to continue to increase membership in the chapter by promoting excellent educational programs and to retain existing chapter members by fostering greater volunteer involvement."

### **VP of Education: Kathy Ober, PMP**

Greetings from Education. The academic year is off to a good start and we have important information to share with you. As most of you are aware, the PMBOK 3<sup>rd</sup> edition was released effective October 2004. The revision of the PMP certification exam is scheduled to take place in the third quarter of 2005. Choosing



the correct PMBOK resource to prepare for the exam is as simple as selecting your exam date. If you sit for the exam prior to June 30, 2005, use the PMBOK 2000 as your primary study guide. If you sit for the exam after June 30, 2005, you will want to use the PMBOK 3<sup>rd</sup> edition.

### **Study Group News**

We had a large study group kick-off in Grand Rapids in October that is meeting regularly at the Spartan Corporate offices. We also have several chapter members forming a study group in Kalamazoo in November that would benefit from a few additional members. Please contact Kathy Ober [VPeducation@westernmichpmi.org](mailto:VPeducation@westernmichpmi.org) if you are interested in joining either of these study groups.

### **Study Program News**

The current 15-week study program is based on the PMBOK 2000 and the first edition of Kim Heldman's Project Management Professional Study Guide. All Western Michigan Chapter study groups formed prior to March 31, 2005, whose members plan to sit for the PMP certification exam prior to June 30, 2005, will follow the current study group program. Note: There is a second edition of Heldman's Project Management Professional Study Guide that can also be used with the existing program. The chapter contents between both versions are comparable, however Appendix A is different between books. The first edition Appendix A is a practice exam, and the second edition Appendix A summarizes process inputs and outputs.

### **Study Program Update**

Next Spring, the Western Michigan Chapter will release an updated study group program. The program revision will incorporate the changes in the PMBOK 3<sup>rd</sup> Edition, and prepare students for the release of the new PMP certification exam. Study groups forming after March 31, 2005 will follow the new study group program.

### **VP of Marketing: Gilann Vail-Boisvenue, PMP**

As I explore the potential of marketing the West Michigan PMI Chapter and it's goal to build professionalism in Project Management, I have discovered



(Continued on page 13)

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(Continued from page 11)

three areas where I want to focus our marketing efforts.

First, there are many untapped audience segments within our reach. For example, we currently focus our marketing to our members and providing event announcements through local publications. As Project Management gains momentum by providing businesses with an avenue to assure project success, the opportunity for all business arenas to want to explore the tried-and-true Project Management processes is born. Western Michigan is ripe for this opportunity and provides the potential to expand the reach of promoting Project Management through our chapter. New marketing segments will be explored.

Second, building professionalism in Project Management begins with setting the benchmark and having a goal. I have plans to spearhead a project that would provide a comparison to where the West Michigan PMI Chapter began, where it is today, and where we want to be tomorrow. This will give me the groundwork for building a marketing plan to get us there.

Finally, continuous learning about what other chapters are doing and gathering "best practices" for promoting Project Management through our chapter is where I plan to focus my energy. There are many avenues for meeting chapter board members, regionally and nationally, and these are prime forums for learning. My goal is to learn as much as I can about what they do to successfully market their chapter goals and begin to implement marketing best practices.

For suggestions, ideas or requests, please feel free to contact me at VPmarketing@westmichpmi.org. Follow my article in the Officer's Corner and see where we go!

#### **Web Site Director: Lori Bailey, PMP**

Just wanted to remind you all to keep an eye on the web site, because it is constantly being updated. We have used the new Dinner Reservation Form for 2 months now and all is



running smoothly. When you use the Dinner Reservation Form, please remember that there will be two screens that you need to click a SUBMIT button on, otherwise, your reservation will not be sent. Also, all registrations or cancellations MUST be received by NOON the Friday before the event. I am always looking for input, so feel free to pass any ideas/comments you have to WebDirector@westmichpmi.org.

#### **Sponsorship Director: Cathy Luders, P.E., PMP**

Cathy joins the Western Michigan Chapter Board in the role of Sponsorship Director for her first year of volunteer service. She has been a PMI member since 2001 and received her PMP certification in October 2003. Currently, Cathy is a Professional Engineer and has an MBA. She works as a Senior Project Leader with the IT Department of Steelcase in Grand Rapids.

"My goals are to continue a high level of sponsorship for the PMI Chapter programs and increase the level of involvement of sponsors in chapter events."

#### **Special Events Director: Anita Hojberg, PMP**

As you may know, our chapter hosted our first Professional Development Day (PDD) of this new season. Jim Canterucci spoke on Change Project Management it was held on September 28. The venue was a new one for us, at Applause! In Grand Rapids, so we especially appreciated the survey feedback at the end of the day. If you were able to attend, you already know the day was very informative and that Jim did a great job presenting a difficult, although commonly-encountered, aspect of life as a Project Manager.



We had an outstanding team of volunteers that helped to pull the day together and make it a success. Thanks go to Nadene Delana, Lori Bailey, Cathy Luders, Mark Moore, Gilann Vail-Boisvenue, Kathy Ober, Amie Harpe, Chris Talsma-McLean, Chris Bailey, Karyl King, Lori Ware, Kathleen DeBruyn, and Kerry Davis for a job well-done.

We are looking at hosting our next PDD in

(Continued on page 14)



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*(Continued from page 13)*

March, so look for details to follow in a future issue of our newsletter. If you are interested in adding your name to our list of volunteers, please send your name and contact information to me at [SpecialEventsDirector@westmichpmi.org](mailto:SpecialEventsDirector@westmichpmi.org). Our teams always do a great job for the chapter, and have a great time doing it!

**Newsletter Director: Keith Lewandowski, MPM**

It is my goal to find a person who can successfully assume the role of Newsletter Director by May of 2005. This person would serve the board as the Newsletter Director for the 2005—2006 season. Contact me at [NewsletterDirector@westmichpmi.org](mailto:NewsletterDirector@westmichpmi.org) if you are interested.



The Board wishes to recognize and thank the efforts of Mike Janisse of Xerox who has been so generous in contributing his time to the printing of this newsletter.

*(Continued from page 8)*

attention was given to tightly integrate and consistently use Inputs, Tools and Techniques, and Outputs among the chapters. Each input and output is clearly mapped into a specific knowledge area and process with no overlap. Process flow diagrams have been added to each chapter to show relationships among the chapter's processes, inputs, and outputs and other related knowledge area processes.

It's clear that the changes in the PMBOK 3<sup>rd</sup> edition are designed to add clarity and consistency to the standards previously set in the PMBOK 2000. The new standard will be an excellent guide for everyone who practices project management as a profession.

**Note from the VP of Education:** "If you plan to sit for the PMP Certification exam prior to June 30, 2005, it is recommended that you use the PMBOK 2000 as your primary study guide. The changes in the PMBOK, 3<sup>rd</sup> edition will not be reflected in the PMP certification exam until third quarter of 2005."

## Western Michigan Chapter 2004 - 2005 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!



**"Stop Me Before I Strangle Someone"**  
by *Meagan Johnson*  
**November 8, 2004 @ 6:00 PM**



Thanks to our Sponsor

Meagan Johnson is an in demand speaker and an experienced professional with a solid background of speaking and training America's top corporations and associations nationwide.

She has a business degree from Arizona State University and tenure with Xerox, Quaker Oats, and Kraft foods before pursuing a career in speaking and training. She has traveled internationally presenting on a wide range of topics in the areas of person effectiveness, stress management, and communication skills. Meagan has combined the practical lessons of these insightful sessions with the unique challenges of managing multiple generations.



The Board thanks Virginia Tech for its sponsorship of the October Developmental Dinner Meeting.

There is no Chapter Developmental Dinner Meeting in **December**. Enjoy the holidays!

**"Doing Business with Mexico and China"**  
by *Doreen Michelini*  
**January 10, 2005 @ 6:30 PM**

Doreen is an independent consultant who previously served as the Vice President at Dial Tool. This will be a joint meeting with APICS, the American Production Inventory Control Society.

**Bonus Meeting:** 5:30—6:20 "Leadership Skills — How Do You Measure Up?" by Bob Skyllis of Dale Carnegie

### **PMI Dinner Meeting Rate Increase**

The Board of Directors of the PMI Western Michigan Chapter have voted to change the rates of the monthly dinner meetings to \$30 for PMI Members and \$40 for non-Members. This is the first increase in meeting fees in over five years! The additional revenue will offset increased dinner costs as well as allow the Board to continue to provide you the high level of professional speakers enjoyed in the past.

### **Meeting Cancellation Policy**

If any monthly Chapter Dinner/Program Meetings must be cancelled 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 the meeting location directly (Duba's is 616.949.1011) or check the chapter voice mail number at 616.482.8305 to see if a meeting has been cancelled.



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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Articles or other contributions may be sent to the above addresses. E-mail or 3½" diskettes in Word® would be preferred. Hard copy is also acceptable.



## 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!



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