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Volume 13 Issue 3

**Building Professionalism in Project Management;
WMPMI Offers You Endless Possibilities
By Gilann Vail-Boisvenue, PMP, VP of Marketing**

This year, the Western Michigan PMI Chapter will host two valuable Professional Development Day (PDD) programs that support the Project Management profession.

On September 28th the Western Michigan PMI Chapter hosted this years first PDD called "Change Project Management, The Next Step" presented by Jim Canterucci. Jim spoke to the skills necessary so that, when faced with a change scenario, you can respond appropriately, and lead the organization to successful implementation of change. If you want more information, contact www.corpchange.com.

The second PDD for the year is brought to you by the Western Michigan PMI Chapter and International Institute for Learning, Inc. and will be presented on **March 16, 2005, 8:00-4:00**, in Grand Rapids, MI. We are pleased to offer "Best Practices in Project Management" by Dr. Harold Kerzner. Dr. Kerzner has a PH.D. in Engineering and is the Senior Executive Director with the International Institute of Learning, Inc. (IIL). He is also author of the best-selling textbooks: *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, and *In Search of Excellence in Project Management*.

If you are looking for a holistic overview of the best practices in Project Management, this seminar is just for you! All registrants receive Dr. Kerzner's new text, *Advanced Project Management: Best Practices on Implementation 2nd Edition* accompanied by a comprehensive workbook. For more information, see Page 12 of this newsletter or visit our website at www.westmichpmi.org. This one-day presentation offers 7 PDUs.

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Risk Doctor Briefing



The Cost of Managing Risk

© December 2004, Dr David Hillson PMP FAPM

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As the Christmas season approaches, many will be considering the cost of celebrating the festival. Especially in the West, Christmas is now characterised (sadly) by commercialisation and materialism, imposing a significant cost burden particularly on families. Is it worth it? As we seek to manage risk effectively, questions of cost also arise since risk management is not free. There is no “zero-cost option” for risk management, and the costs to be paid fall into three categories: one-off, ongoing, and occasional.

First are the **costs of entry**, paid once to establish a risk management capability. The primary cost here is for the “Three T’s”: techniques, tools and training. Any organisation wishing to manage risk has to invest in the necessary infrastructure to support the risk process. Techniques and procedures must be developed and rolled out. Tools to support the process must be bought or developed. And staff must be trained to use the techniques and tools effectively. If the entry cost is not paid, risk management remains merely a good intention, with no capability to deliver.

The second type of costs are for **ongoing maintenance**, to preserve an effective organisational risk management capability. It is important to keep the risk process fresh and up to date. Without ongoing development of the risk process, there is a danger of losing effectiveness. Risk management is a developing discipline, and new techniques and tools emerge regularly. Even the conceptual basis continues to grow as new ideas become accepted into the mainstream. Effective risk management requires refresher training to maintain and develop staff skills, as well as revitalising the process to incorporate recent developments and new approaches. On average an organisation should aim to refresh its risk process every 2-3 years to stay up to date.

Lastly there are the costs associated with **managing risk on projects**. Each project faces a unique risk challenge, and managing this incurs costs for assessing risk and for addressing risk.

- ☑ *Assessing risk:* These are the costs of implementing the risk process on the project, including spending time and resources in risk identification workshops or interviews, performing risk assessments and analyses, attending risk reviews, writing risk reports etc.
- ☑ *Addressing risk:* This covers the cost of executing risk response plans, those actions which were not originally in the project plan, but which are deemed necessary in order to deal appropriately with identified risks. Proactive actions are needed to avoid or reduce threats, and to exploit or enhance opportunities. Contingency and fallback plans must be put in place in case risks occur. These costs would not have been incurred if risks had not been identified, but they are necessary to optimise the chances of achieving project objectives.

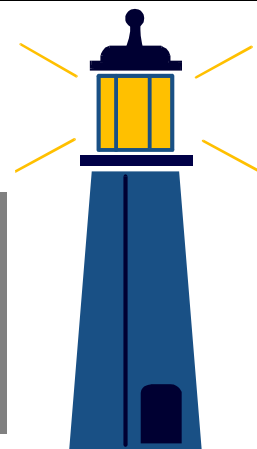
If an organisation is serious about managing its risk, it must be prepared to pay these costs. This is particularly true of projects, which tend to have fixed budgets. Risk management will never be effective if it is seen as an optional zero-cost extra. The cost of assessing risk must be included in the overall project management budget, and there must be adequate contingency in the project budget to cover the costs of addressing risks.

Of course there is a cost-benefit relationship from investing in risk management. Risk management delivers a wide range of benefits to the organisation and to its projects, clients and staff. Although it is hard to measure the return on investment for risk management, it is certain that no benefits will be realised unless the organisation is prepared to pay these costs. Indeed, not paying the cost to implement risk management exposes an organisation to another unnecessary cost – **unmanaged risk**. This includes threats that turn into problems which could have been avoided, as well as missed opportunities which could have delivered extra benefits.

At Christmas time, most families do not regret the cost when they see the joy on their children’s faces. The answer to the question “Is it worth it?” is a definite yes. Hopefully the same can be said of risk management – if we pay the cost we will reap the benefits.

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.

Delivering Successfully Under Short Time Constraints

Tom Shrum, Program Manager, Acxiom Corporation

*Proceedings of the Project Management Institute Annual Seminars & Symposium
November 1–10, 2001 • Nashville, Tenn., USA*

Introduction

Problem Statement

Delivering high-quality software applications within demanding time constraints has been a project management reality since computers first walked the Earth. The drive to produce feature rich applications faster than the competition continues to be the hallmark of successful software development organizations. As project managers, how do we balance tried and true project management principles with these seemingly contrary realities? Fortunately, there are many documented methods that successfully attain this goal.

Instructor Background

I have been an IT project manager for almost 20 years. My experience spans both the private sector and the public sector, and I’ve been both a direct employee and a consultant. I have led approximately 60 projects, large and small, approximately 80% of which were successfully delivered on time and within budget. Over the course of my experience, not once has anyone told me “go ahead and be late” or “please overspend the budget.” Time and money are always the customer’s top concerns, and rightly so. How do we, as project managers, provide our customers with the highest quality product in the shortest period of time at a reasonable price? The answer is simple to state and difficult to execute: plan effectively and deliver aggressively.

Project Preparation

Plan the Project

I ask myself two questions at the beginning of every project: “What are the deliverables?” and “What’s the most efficient way to produce them?” The answers to these questions keep me focused on the project goals and keep me from being distracted during the project.

Anticipate Distractions

Projects with short time frames have a common denominator: increased adrenaline. This usually shows up in the form of distractions from the real work of the project, which is defining, writing, testing, and delivering the software. Some of the most common distractions that occur on projects with short time constraints include:

- ☑ Increased management involvement (e.g., “will we ship on time?”)
- ☑ Raised intensity level (e.g., “will we lose our jobs if we don’t ship on time?”)
- ☑ Decreased design and test time
- ☑ Narrow margin for error (i.e., it must be done right the first time)
- ☑ Heightened project risk (see above).

Fortunately, there are reliable approaches to address all of these distractions. These approaches use resources, the software feature set, and quality to remove most if not all distractions from the project.

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Approach #1—Add Resources

Adding resources once, at the beginning of the project, removes the learning curve problems associated with bringing people on later in the project. Remember that resources may include hardware, software, and space, as well as personnel. I would recommend not adding resources at all unless you can add them at the beginning of the project. Adding resources late in the project will typically increase your budget burn rate and decrease project progress right when you need to deliver.

Approach #2—Clarify the Feature Set

Removing features at the beginning of the project helps the team to see the delivery date as not quite so imposing. It may also clarify stakeholder expectations for what is being delivered in that it may be the first time that a clear deliverables list is produced. Determine the minimum feature set by clarifying and documenting user needs versus user wants. Set management expectations that delivering the “user needs” feature set constitutes a functionally complete release. This may be difficult to accomplish because management may be insistent regarding specific features. I have been able to overcome this obstacle in the past by including management in my project planning sessions. This allows management to see the cost and schedule associated with every feature and usually results in feature removal instead of schedule expansion (because, after all, we do have a short time frame).

Approach #3—Set Quality Expectations

Point out that your team will deliver a high quality version 1.0 release of the software package. Remind the customer that all software has undocumented features (also known as bugs) and that version 1.0 releases have a larger share of those features than other versions. Include the customer as you plan how to document and address the bugs, which usually results in the customer tacitly agreeing to delivery of version 1.1. Convince the customer that bugs will be fixed by including find bug/fix bug tasks in your project schedule.

Whichever approach or combination of approaches that you use, I encourage you to keep your eye on the goal: to deliver the most features with the highest quality within the constrained time frame.

Project Delivery

Now that we’ve set up the project for success by maximizing resources and minimizing the feature set, we need to turn to the day-to-day issues of managing the project.

Provide Leadership

How you lead your team will directly impact how the team interacts both with you and with other team members. Critical team leadership components include determining your leadership style, becoming accepted by the team, leading proactively, and removing obstacles from the team’s path.

Determine Your Style

Leadership style is critical in short timeframe projects. A “classical” project management style (i.e., “what can you do for me today?”) can focus the team in short bursts to produce deliverables quickly. A “servant leader” project management style (i.e., “what can I do for you today?”) empowers team members to set individual project goals and then meet or exceed them. The latter, in my opinion, is the most effective way to lead a project team.

Are You on the Team?

There are many indications of a team’s acceptance. Some of the ones I pay closest attention to include:

- Does the team provide me with information without me asking for it?
- Does the team invite me to lunch with them?
- Does the team keep talking when I walk up?

The answers to these questions tell me how much work I have to do to get on the team. Once I’m on the team, I want to be viewed as a productive team member by the rest of the team. The leadership principles I choose to follow portray who I am and what I bring to the team. Some of these principles include:

- Share the credit: If it’s good, then I tell management that the team did it.
- Keep the blame: If it’s not good, then I tell management that I did it.
- Be a servant: Do work that no one else wants to do.
- Implement sound processes: Coach team members so they achieve results more quickly.
- Model confidence: Encourage team members to act with authority and responsibility.

Just as there are leadership principles to embrace, there are also principles to avoid. I’ve found the following to be the most effective team-killers:

- Take the credit
- Pass the blame
- Say one thing to the team and another to management
- Tell everybody how to do their job.

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Be the Leader

Give the team someone to follow who cares about the product. Instill in the team by your words and actions the importance of what they're doing. Give the team a reason to care.

Proactively determine what's holding them up and get it out of their way.

While you're gathering project status, try to find out what's frustrating team members the most. It could be that a critical input has been held up or that a resource that they need isn't available when they need it. It's always best to learn about issues like these as far ahead as possible; however, emergencies should be handled whenever they occur because your actions will send a strong message to the rest of the team.

Manage Change

Someone once said, "The only thing that's constant is change." Short time frames mean almost constant change. Two methods that I use to manage change are the use of a rapid software development methodology and resistance to add features.

Use a Rapid Development Methodology

If we can achieve milestones and produce deliverables quickly, that will reduce the effect of those changes on our projects. Some methodologies that fall into this category include Rapid Application Development (RAD), Evolutionary Prototyping, and Extreme Programming. It's very important to use a methodology that works well in your business culture, so make sure that both development and management are in agreement with your choice.

Resist Adding Features

On a project with demanding time constraints, change management focus moves from communicating and reviewing changes and their resulting impact to resisting feature change at all cost. Many things can and should change during the project. Developers may devise a better design or testers may determine that some test cases can be combined. However, avoid scope creep at all cost because project time increases when features are added or changed. This may be difficult to do when management "requests" an additional feature. As I mentioned previously, I have found the greatest success combating these types of changes when I have teamed with management to determine the cost and schedule impacts

Upcoming PM Training Classes in the W. Michigan Area

PMP Exam Prep

Jan. 13th - 14th, 2005, Chicago, IL
Jan. 27th - 28th, 2005, Detroit, MI
2 days, 16 PDUs
"Pass the PMP® - Guaranteed!"

PM Tricks of the Trade®**

Jan. 10th - 12th, 2005, Chicago, IL
3 days, 21 PDUs
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** Designed to be taken as a stand-alone for experienced PMs, or as additional preparation for those studying for the PMP.*



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of adding the specific feature.

Manage Deliverables

Deliverable management can be neglected on short time frame projects because of the focus on the day-to-day activities of the team. I have found that defining deliverables clearly and avoiding surprises help me to effectively meet the expectations of both the stakeholders and the team.

Define Deliverables Clearly

The greatest barrier to project success is unclear deliverable definition. Simply put, if you can't define it, you can't deliver it. Stakeholders have a strong tendency to redefine unclear deliverables, and no two stakeholders will have the same deliverable definition. I meet with stakeholders to define their use of the project deliverables. This provides me with a great indicator of how they define the deliverables.

Avoid Surprises

Deliverables will come into sharper focus as the team gets closer to the end of the project. When this occurs, meet with the stakeholders to validate the team's direction

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and to ensure deliverable acceptance. You should be prepared to explain how the team's deliverables fulfill each stakeholder's expectations of the project. This should substantially lower the risk of one or many stakeholders refusing to accept the deliverables.

Hold Effective Meetings

Meeting management is an art form. Meetings ebb and flow depending upon the time of day, the personalities in the room, and a host of other variables. I manage meetings best when I prepare adequately and follow-up effectively. A typical meeting may include the following.

Meeting Preparation

Meet with a purpose. Ask yourself if you would want to attend the meeting. Get the right people there, including stakeholders. If the right people aren't there, then postpone the meeting until you can get them there. A well-defined agenda should be sent out a minimum of two days before the meeting so attendees can prepare for their participation.

During the Meeting

Start on time, even if everybody's not there. This sets the expectation that meeting participants need to come on time in order to know what's happened in the meeting. Also, resist the urge to summarize the meeting for each person who comes late. Instead, encourage them to ask you after the meeting for an update. Stay on the agenda. The group may even help you with this if you ask them for agenda items. Discourage sidebars by stopping the official meeting proceedings to wait for the alternative conversation to conclude. Another approach I've used effectively is to walk over to the sidebar participants and stand beside them while continuing the official meeting proceedings. Conclude the meeting when all meeting business has been accomplished rather than keeping everyone together until the meeting time has been consumed. At the end of each meeting, review action items and confirm ownership. This sets the expectation that work will continue between meetings on the project.

After the Meeting

Treat meeting action items as if they were tasks on your time line. Meet informally with action item owners to determine if they are having any difficulty completing the action item. Remove any obstacle to their success. This will encourage them to volunteer for further action items as well as ensure timely completion. When a group fulfills its mission, stop meeting. Have a celebration at the end to review the groups' accomplishments and thank the team for participating.

Manage Risks

Risk identification and management is a critical component for any project, but especially so for one with a short duration. It's also the most likely component to receive little, if any, attention because of time constraints. I like to manage risks by identifying them at the beginning of the project, implementing risk mitigation and contingency plans, and re-scoring risks regularly.

Identify Risks Up Front

Spending time at the beginning of the project to identify potential risks is a very good time investment. Unidentified risks can produce time delays and potentially cancel projects. So, it's very important to capture every risk that may affect the project. To help ensure that I discover all the critical risks, I use the following risk categories:

- Technological—Has this technology ever been implemented successfully?
- Political—Is there management who wants this project to fail? Does this project run contrary to corporate direction?
- External—To what extent will vendors be involved? Are there standards (e.g., ISO 9000, etc.) that affect the project?
- Stakeholder—Do I understand their individual agendas? Are those agendas compatible?
- Legal—Are legal agreements in place? Are lawyers one of the stakeholders or more of a service provider?
- Resources—Will they be available when they are needed?

The answers to these questions, as well as related questions which surface as a natural part of the risk identification process, typically allow me to identify the critical risks on any given project.

Implement Risk Mitigation and Contingency Plans

Risk mitigation plans provide the means to lower risk or alleviate its affect entirely. This plan focuses on either removing the risk entirely or lowering its impact before it occurs. This represents your best opportunity to proactively affect the success of the project.

Risk contingency plans provide the response to a risk after it occurs. The implementation of this plan can be likened to triage, where you know what the process is but not what actual results will occur. Therefore, it's best to mitigate risks aggressively so you don't have to implement risk contingency plans.

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Re-score Risks

Review all risk plans regularly so that they stay current and provide maximum benefit. Treat your risks like a worry stone that you touch regularly and know intimately. This provides the best assurance that risks will not crop up without warning and adversely affect your project.

Solve Problems

Problems are escalated particularly rapidly in short time frame projects. People want to solve the problem quickly, sometimes so quickly that they solve the wrong problem. Adequate problem definition is critical to the problem solving process. After the problem has been defined, encourage teams to resist the quick, obvious solution and brainstorm potential solutions instead. Spend some time defining the alternatives, perhaps using a pro/con approach, so that the team understands what each alternative solution brings to the problem. Score the potential solutions using either a show of hands or multi-voting. I usually include the tasks on the project schedule to ensure that the solution is actually implemented. I have found that using this disciplined approach saves time and reduces the frustration associated with solving the wrong problem.

Communicate Clearly

Project communication always has two faces: management and team. Short-term projects fare best when both communication channels are running efficiently and effectively.

With Management

It's important to recognize that the project gains or loses momentum depending on what management believes. I encourage management to think positively about the project by providing good news along with the challenges that the team faces. I also develop alternative solutions to present with the problem so management becomes a partner in the problem-solving process. I have found it important to learn about each manager's information needs and communication style so I can provide them with the information that they need in the form that they can most quickly digest. In general, I try to remember the importance of communicating the right content to the right person at the right time.

With the Project Team

I like to use Hewlett-Packard's "Managing By Walking Around" because it provides me with opportunities to hear what the team needs and then to share appropriate information. Whatever method you use, be sure to focus on the information needs of the team. Always provide accurate information, even if you have to tell them that you're unsure and have to get back to them later. Let them know when you will provide the information and then keep your appointment. Work aggressively to unblock communication channels within the team so each member understands what others are doing and how it relates to their individual tasks.

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 Proceedings of the Project Management Institute Annual  
 Seminars & Symposium  
 November 1-10, 2001 • Nashville, Tenn., USA

## **Regional Learning Opportunities**

**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/)



**Michigan Capital Area PMI Chapter**—"Using Project Management Principles to Improve Clinical Care" - January 18, 2005  
<http://www.pmi-mcac.org/>



**Thumb PMI Chapter**—"Pentagon Renovation; Post 9/11 - January 11, 2005  
[www.pmi-thumbchapter.org](http://www.pmi-thumbchapter.org)



**MSProject e-mail Discussions**—Contact [tony.zink@pcubed.com](mailto:tony.zink@pcubed.com) / 734.604.0468 or [www.projectuser.com](http://www.projectuser.com)

**Western Michigan PMI PDD**—"Best Practices in Project Management" - Dr. Harold Kerzner. March 16, 2005  
[www.westmichpmi.org](http://www.westmichpmi.org)



## Professional Responsibility—It's All in the Code

by Kathy Ober, PMP

What must you know to answer the Professional Responsibility questions on the Project Management Professional certification examination? The answer is simple – know the PMI codes!

The Project Management Institute Project Management Professional Code of Professional Conduct (whew, what a mouthful) and the PMI Code of Ethics can be accessed free of charge from the Project Management Institute website. The easiest way to find these resources is to search for “code of conduct” or “code of ethics” using the search box on the [www.pmi.org](http://www.pmi.org) home page.

Understanding the rules of conduct described in these two documents will allow you to confidently answer all of the professional responsibility questions on the certification exam.

The codes describe the professional and ethical standards of certified project managers, their responsibility to the profession, responsibility to customers and the public, and the administration of the codes. A brief summary of the two codes would include the following:

- Do the right thing.
- Follow the right process
- Act ethically, fairly, and professionally
- Watch for conflicts of interest or the appearance of conflicts of interest
- Report violations of the code
- Respect cultural diversity
- Deal with problems

### Professional Responsibility Test Questions

1. You are a project manager for a healthcare services firm. You are working on a project to upgrade technical hardware and equipment. You have just started developing the RFP document. A vendor invites you to lunch and a demonstration at their place of business. What is the most appropriate response?
  - A. Thank them, but let them know it is your policy to select demo candidates based on the RFP responses. Assure them that an RFP document will be sent to them as soon as it is prepared.
  - B. Attend the lunch and the demo – you are not all that familiar with the technology and the information you gather will be helpful in developing your RFP.
  - C. Refuse the lunch as a potential conflict of interest, but accept the demo.
  - D. Refuse the demo, but accept the lunch to do a little relationship building before the RFP goes out.
2. A stakeholder lashes out at you with negative unprofessional remarks in a status meeting and there is no factual basis for their outburst. You can easily prove that this individual is wrong. Your best course of action is to:
  - A. Firmly explain why the stakeholder is wrong using supporting facts. If the stakeholder doesn't agree ask them to discuss it outside the meeting.
  - B. Don't take the verbal abuse from the stakeholder. You need to maintain a leadership position, and set the record straight. Argue your point aggressively.
  - C. Do not succumb to arguments or ego competitions with others during project meetings. Maintain a professional demeanor and sidebar the discussion for another time.
  - D. Suggest that your attacker restrict their caffeine intake.
3. Your upcoming project includes team members from Singapore and Germany. In order to make certain that cultural differences don't impact the success of the project, or interfere with team performance, your first course of action is to:
  - A. Collocate the project team
  - B. Perform team building exercises
  - C. Inform the team members of the organization's rules and responsibilities.
  - D. Provide diversity training to all the team members.
4. You are three weeks into a one-year project assignment in Japan to install a waste treatment plant in a rural area near a local farming community. You are feeling despondent, and out of sorts. You are likely experiencing:
  - A. Home Sickness
  - B. Culture Shock
  - C. A hangover
  - D. Diversity Shock
5. Suzanne is the most unproductive member of your project team. Behind her back, the team has nicknamed her, “Last Minute Lucy”. Suzanne frequently arrives late and leaves early. She has missed at least five non-critical deliverables, and you are concerned about a major testing deliverable she is clearly behind on. Suzanne has a fun-loving and bubbly personality; she is a favorite of her direct supervisor Edward. In this case you should -
  - A. You cannot report Suzanne's poor performance now when you have ignored it for the entire project. Write Suzanne up at the end of the project noting all failures.

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## 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> |

### Financial 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.

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a good refresher for many of the participants. The afternoon was devoted to the Kolbe Index and learning about what activities we gravitate towards and how to work better with others on our boards. Overall the day was a success and a great perk for the board members. Our next meeting is planned for February 2005.

As we begin a new year, it is a great time to take time to review your goals for the year. PMI and the Western Michigan Chapter provide great opportunities to enhance and grow your project management skills and knowledge. Take time to capitalize on the opportunities we offer. Check out the web site for more information on the Kerzner opportunity on March 16<sup>th</sup>.

I wish you all health, happiness and success in 2005.

# Officers' Corner



*Messages  
from your  
chapter  
board....*

## **Chapter President Update—Mark Moore, PMP**

As I look forward to a new year, I'm reminded of the prospects for change and challenge that often accompany the turning of the calendar. You may find these changes and challenges at a personal level or perhaps as part of a group. Maybe 2005 will find you changing jobs or even careers. Perhaps the new year will bring some challenge that gives you the opportunity to grow as never before. No matter what, I know you will face the challenges and changes that come your way as one of the best professional groups in all of Western Michigan.



Our chapter has some challenges to face as well, and with those challenges may come changes. As we do each year, we will hold elections for several offices. For the first time, we will vote in a President-Elect who will serve in that capacity for a year and then become our next chapter President. Please consider wisely who we need to lead our chapter on into the future in this position and all the others that will be open. As a volunteer organization, the makeup of our Board is extremely important.

Our Board is also drafting a member survey to determine what changes you would like to see in terms of programming and educational offerings. The last thing we want to be is "stuck in a rut" and your input is necessary to ensure we can maintain the highest quality programs that serve your needs. As part of this effort, we will see a number of programs in early 2005 that center on specific projects and not just general topics. We want you to be the best by bringing you the best.

As we all look forward to whatever lies ahead, I hope we can trust each other as professionals in project management to help, plan, and execute for success – at the individual and chapter level. Can I count on you to

play your part in keeping WMPMI on the right path to success in 2005?

## **2004-2005 Board Member Updates**

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

Thank you again to those of you who have volunteered to assist with the registration/sign in process at the monthly professional development meetings. Your time and willingness to help is appreciated. A note on the topic of credit cards since several questions have been asked recently on why the chapter does not offer credit cards as a form of payment to its members and guests at the monthly meetings. The Chapter with the assistance of volunteer members did research in 2003. The conclusion was that the credit card payment option was not a cost effective option for the Chapter and its membership at the time. Refer to an article that appears on page 9 of the Nov/Dec 2003 newsletter for more details. Have a great holiday season and Happy New Year!



### **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 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."



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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**

#### **Study Group News**

The Fall PMP Certification study group at Spartan Stores is in the last four weeks of their preparation program, which is scheduled for completion on January 25, 2005. I look forward to congratulating these candidates as they finish their program and finalize their preparation to sit for the PMP certification exam.



We have two new study groups forming in January 2005. A new Grand Rapids study group will begin their program on Wednesday, January 12, 2005, at the Priority Health Corporate Offices on 1249 East Beltline SE. A new Kalamazoo Study Group will also be starting their program in January. The location of the Kalamazoo orientation meeting is still pending. Please see our website [www.westmichpmi.org](http://www.westmichpmi.org) for more details.

#### **Calling all Volunteers**

If you are interested in working on a project to revise the Western Michigan Chapter's self-directed study program for PMP Certification, please contact the VP of Education at [Vpeducation@wmpmi.org](mailto:Vpeducation@wmpmi.org). The duration of this project will be February 1, 2005 through April 30, 2005.

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

In my efforts to discover what the Western Michigan PMI Chapter has to offer its members concerning its goal to build professionalism in Project Management, I have outlined three areas that I want to focus our marketing efforts. Here is an update to this progress.



Messaging by audience segmentation. In the next couple of months, the board will be exploring the breath of our membership goals, in other words, how big do we want to be? Once this is determined, the Marketing team will embark on creating a plan for promoting our chapter in fulfillment of this goal. Looking beyond our current membership base and deeper into the West Michigan business community will surely provide a wealth of opportunities. There are many untapped audience segments within our reach that have yet to be tapped. As new marketing segments are determined, messaging relative to these segments can be explored.

Building professionalism in Project Management. You may not know that our chapter's Newsletter and Web site are part of the overall Marketing umbrella. In the last month, the director's for these vehicles and myself outlined a plan for streamlining our communication efforts. This plan will support our mission to communicate to you accurately and consistently. In addition, your Board of Directors will host two very important Professional Development Days (PDDs) this year. "Change Project Management, The Next Step" presented by Jim Canterucci was hosted in Grand Rapids on September 28, 2004. The second PDD will be presented on March 16, 2005 in Grand Rapids; "Best Practices in Project Management" by Dr. Harold Kerzner. As I meet other PMI chapter Marketing Director's, I will be exploring how we compare with them in promoting the professionalism in Project Management through our PDDs. In addition, I want to explore the history of the Western Michigan Chapter to see where we began and where we are today. This will provide a benchmark. Finally, once the membership goals are determined, the Marketing team can charter the promotional direction for the future.

Continuous learning about what other chapters are doing and gathering "best practices" for promoting Project Management. Saturday, December 4, 2004 the Western Michigan Board of Director's will be meeting other local chapters in Lansing, MI. We will explore leadership ideas and learn how to increase our effectiveness as your board of directors. I hope to learn what other chapters are doing to successfully market their chapter goals.

For suggestions, ideas or requests, please feel free to contact me at [gilann\\_vail-boisvenue@quixtar.com](mailto:gilann_vail-boisvenue@quixtar.com).

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**Presenter**



Dr. Harold Kerzner (Ph.D., M.S., Engineering and MBA) is Senior Executive Director with International Institute for Learning, Inc. and Professor of Systems Management at Baldwin-Wallace College. Dr. Kerzner is the author of the best-selling textbooks: *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, and *In Search of Excellence in Project Management*.



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Follow my article in the Officer's Corner and see where we go from here.

### **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 three 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 will be documenting a step by step procedure for the registration process, in case anyone has problems when they are using it.



I am always looking for input, so feel free to pass any ideas/comments you have to [WebDirector@westmichpmi.org](mailto: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**

The WMPMI chapter special events calendar has an exciting and important Professional Development Day scheduled for March 16, 2005. Make sure you mark your calendars, and get your participant registration submitted soon. This is an event you do not want to miss!



We will be hosting IIL's highly-respected Dr. Harold Kerzner for this PDD at the Pinnacle Center in Hudsonville. This 7 PDU course will be on "Best

Practices in Project Management" and is an all-day presentation of which you will want to be a part. Registration is being held on-line. It is a simple and quick process you can access easily through a link on our chapter website. Make sure to register early to ensure your spot! Additional details on this course can be found in this newsletter.

If you would like to be part of our chapter's volunteer "call list" for special event planning activities, please forward your name and contact information to me. Also, if you have special interests or capacities you feel would be the best use of your talents and time, make sure to note that when you send your information. I continually maintain this list and use it as a primary source for contacts when volunteers are needed to assist with future events.

### **Newsletter Director: Keith Lewandowski, MPM**

Happy New Year from Florida where your chapter's Newsletter Director has been on a project with FEMA helping the county government of Santa Rosa County in the panhandle recover from the damage done by Hurricane Ivan. Through the magic of technology and a lot of help from others, WMPMI is able to continue to bring you this newsletter in both print and on the website. We hope that you find it educational and entertaining.



Wouldn't you like to be a part of the WMPMI Board? 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 two seasons. 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.

### **Past-President: Nadene Delana, PMP**

The Michigan PMI Leaders held a "Leadership Development" day on December 4, 2004 in Lansing. We had awesome participation from all five of the PMI chapters in Michigan along with the following SIG's: the Automotive, the Marketing, Women in PMI, and the Consulting SIG. We started off with presentations defining what makes a great leader. While the information was not totally new, it was



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- B. Talk to Suzanne about her performance. Site the other late deliverables and share with her how important it is for the testing to be done right and on time. Offer to help if needed.
  - C. Report Suzanne's late deliverables to Edward and express your concern that she is not going to be able to achieve the major deliverable based on how far behind she appears to be in testing. Request intervention.
  - D. Tell Suzanne she cannot be trusted to deliver on time. Re-assign the testing or do it your self.
6. Your company has been sold to a big conglomerate. The new desktop policy is Spartan with one only personal picture allowed per office. The previous company provided framed artwork and plants in each office. These will be removed and discarded. Your manager has removed plants and pictures from his office and so have several of your colleagues. It has been suggested that you take yours also. In this case you should:
- A. Take the pictures and plants home and enjoy them for years to come. The new company will throw them out anyway.
  - B. The pictures belong to the new company. You should

report the disappearing artwork and plant life to new management.

- C. Ask your boss whether he has been granted approval to give away the pictures and by whom. If approval has been granted, you can take home your plants and pictures. If not, you are obligated to report the theft to new management.
- D. Taking the pictures and plants is theft of company property – don't take them. To keep your job you should say nothing about your boss and co-worker's sticky fingers.

**Test Taking Tip**

The professional responsibility questions on the examination can be fun and challenging. When preparing to answer professional responsibility questions, keep the PMI code of professional conduct (and the ethics code) in mind and answer based on the facts as they relate to these principles. If your personal opinion is in conflict with what is specified in one of the codes of conduct, follow the guidelines in the code for best results.

Answers: 1A, 2C, 3D, 4B, 5C, and 6B

## 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!



### "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:** 5:15 PM - "Leadership Skills — How Do You Measure Up?" by Bob Skyllis of Dale Carnegie



Thanks to our Sponsor

### "Tulip City Airport Project"

by *Greg Robinson*

**February 14, 2005 @ 6:30 PM**

**Bonus Meeting:** 5:15 PM - "5S and Visual Process Management" by Eric Gaitman of SM Consulting



Thanks to our Sponsor

### "Children's Garden Project at Meijer Gardens"

by *Brent Dennis*

**March 14, 2005 @ 6:30 PM**

### **Western Michigan PMI Professional Development Day**

#### "Best Practices in Project Management"

by *Dr. Harold Kerzner, PH.D.*

**March 16, 2005, 8:00-4:00**



### 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  
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***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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