

PMI

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Speakers Tom Frey and Cindy Stilson of Progressive AE on Oct. 12th

Tom and Cindy talked about how they were sent to training on project management software for the construction industry and when they finished training they came up with concerns about whether or not the software could be easily used by people in the company. Based on these concerns and a report that Tom and Cindy generated, a committee was formed to investigate this software and any other contenders. Tom and Cindy were leaders of the committee and with only three months time given to thoroughly investigate, the committee made a few mistakes. At the end of the process, the committee selected a different software than what Tom and Cindy were originally trained on. Unfortunately, due to a political conflict, the committee's decision did not count and the company was forced to use the original software. After a few short weeks, it was apparent that the software selected was incapable of meeting the needs of the company. Upper management finally agreed to use the software the committee selected only after a major client began using it.

Some of the lessons learned included:

- Analyze company needs thoroughly including software experience of intended users
- Test software using company data not fake data
- Be sure the committee has decision making power
- Establish cutoff dates for things such as interviewing potential users and stick with them
- Be sure to learn terminology (maintenance fees vs. upgrade fees)
- Watch out for vendor promises made to upper management that are not made to the committee
- Send out a Request for Proposal (RFP)
- Have strict guidelines for vendor presentations
- Limit participants in a vendor presentation to no more than 10

Tom and Cindy gave plenty of interesting stories to share their lessons learned. They also passed out handouts which included recommended software selection procedures as presented by PMI national and sample questions to include in a vendor RFP. You may send an e-mail to cindy@progressiveae.com for copies of these handouts.



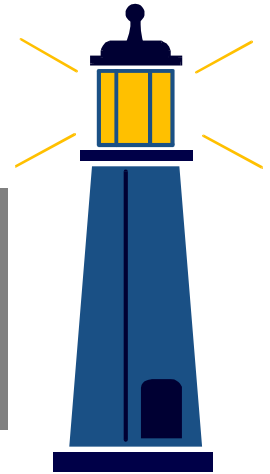
Remember...

Bring a friend and win a chance for a free dinner. To increase the membership, the board has decided to provide an incentive to the members willing to invite their coworkers to learn what we do at the Project Management meetings. The more colleagues you invite, the greater your chances to win become. For more details contact any board member.

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LIGHTHOUSE



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

Managing Projects across Multi-National Cultures, A Unique Experience

Dr. Alaa A. Zeitoun, Ph.D., PMP, International Institute for Learning, Inc.

What Is a Global Project?

A “Global Project” could be defined as a project that crosses the boundaries of more than one nation. This is the kind of project that deals with a variety of cultural differences, backgrounds, political systems, and languages or at least dialects. One very key aspect of Global Projects is continuous change. The “Tides of Change” are stirred by several human and regional characteristics that are so numerous to be able to uncover every one of them. An example of a Global Project is the design, manufacturing, shipping, installation, and operating of a material handling system plant for an Australian company done by a United States-based company.

What Is Global Project Management?

Based on the definition of a Global Project, “Global Project Management” is the management of those Global Projects considering the unique constraints faced by those projects. An example of Global Project Management is the managing of the above-stated project in Australia. The project complexity was doubled due to the difference in understanding of the Statement of Work, although both the Australian customer and the United States (U.S.) contractor spoke English!

The customer anticipated higher and different performance in several of the key devices. To make things worse as pertaining to the scope, after initial designs were made, the customer visited the U.S., and several major changes were made that could have affected the project even further. There were also the various logistic challenges from specific issues to consider in shipment such as packing methods and rollers greasing to handle the weeks on the boats. There is also the challenge of having two project managers, one on-site and the other in the U.S. This made the decision-making process and the smooth directing of the project a bit challenging.

Why Is Managing across the Globe Unique?

The managing of global projects is a unique experience that does not compare to managing any of the projects within one culture. There are typical elements of various grouping of countries. These countries differ in their sophistication in formal project management, their readiness for project work, and their methods for approaching the implementation of projects under the variables of these various cultures.

Challenges in Managing Global Projects

According to studying a group of forty project managers representing many industries such as Telecommunication, construction, Information Technology, software development, and product development, the following was noted as the key challenges facing this group.

- difference in laws
- geography/location/time
- language/localization
- work customs “siesta”
- gender stereotypes
- holidays/calendars
- customs (bribes)/exports/logistics
- infrastructure (no reliable phone service)/AC/DC
- ownership without presence
- meetings/teleconferences
- gaining trust of natives
- non-verbal/verbal differences between cultures
- currency exchange
- class/structure position
- confidentiality/trade laws
- interaction/integration of operations
- support infrastructure
- safety/terrorism
- software/hardware compatibility
- E-mail delays
- data security.

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Tools to Deal with These Global Challenges

The group addressed potential methods to allow us to deal with these global challenges in the managing of various projects.

- use lessons learned
- knowledge and acceptance of differences
- hire locally
- cultural awareness
- attitude adjustment
- communication protocol
- standardization
- insurance
- training
- partnerships/joint ventures
- cash fund
- cultural exchange
- overcommunicate
- selective skills
- advanced technology
- situational awareness
- translators/interpreters
- shared communication responsibility
- “set the stage”
- don’t make assumptions.

Looking at the key lessons learned from organizations that have excelled in project management across the globe will enable companies to draw some trends for the global organizations of the future. A company such as Bechtel or Hochtief could be used as a benchmark for what the proper culture to support global projects could look like.

What Is Affecting Global Projects Market?

Among some of the key parameters affecting the managing of global projects is the key question regarding how to identify major political and economic issues and events that influence global competitiveness and marketing. Foreign exchange, international credit, trade finance, and letters of credit are unique aspects of financing global projects. Those involved in international business must know how to recognize and capitalize on differences in people and cultures. Key elements are communication, motivation, and flexibility. To create a common culture, there needs to be a focus on raising cultural issues as discussion points, developing common language and procedures, handling body language and unspoken cues, and becoming more flexible without compromising strategic goals.

Joint ventures enable organizations to take advantage of opportunities beyond their individual capabilities and can rapidly push companies into untapped markets. Trust is the key foundation to a successful joint venture. Checklists could be used to insure that the needs of the venture parties have been explored and met. Working in the “global village” forces us to explore the economic, political, and cultural differences. Recent

events such as the collapse of communism and the creation of the European Union (EU) help shape the boundaries of change that we face.

The emergence of new markets presents enormous opportunities for global expansion. For any organization involved in international business, managing the mechanics of immigration procedures is essential if foreign nationals are to legally enter the country and be allowed to stay in any capacity. By the year 2000, Internet commerce revenues are projected to be close to \$60 billion.

Global efforts require a project leader who is sensitive to the values of other cultures and technologically savvy, with excellent negotiation skills. Project leaders need to understand the cultural bases of their team members, the areas of intersection with other cultures represented on

the team, and the areas in which values are widely divergent. The project leader needs to factor the varied work styles of the team into his equation for project success. The diverging perceptions are further complicated by a culture’s sense of time. Some Latin Americans tend to be more luxurious in how they meet appointments—a 1 P.M. meeting can really mean it will start at 1:30 or perhaps not at all, whereas it could be an insult to a Japanese host to be even a few minutes late to a meeting. In general, North Americans and Europeans tend to attack problems head-on. Asians and Indians tend to approach problems more indirectly. Accountability means so many different things across the multi-cultures. There is a need to develop a personal rapport with the individuals with whom one will be doing business.

Global Project Manager’s Skills

Cultural Sensitivity Skills are crucial for the Global Project Manager. There needs to be an understanding of the large and small issues that could cause offense to individuals on the team with different backgrounds.

Listening Skills are also fundamental. If the project managers listen, they have the advantage; if they speak, others have it. Two types of listening are affecting international projects. Reflective listening is the simple act of rephrasing or even parroting what one’s counterpart has said. Active listening involves a more proactive approach to assuring the speaker and the listener that one has not only heard what has been said but wants to know more about a subject in a way that is not invasive. This is especially valuable in global interactions. The need for Negotiation Skills is no surprise in the global context. Project management is ultimately expectation management. Negotiation ultimately involves the art of stepping into the shoes of another, of understanding the what’s-in-it-for-me factor of the other side, and then making decisions based on that alternate perspective. Relationship comes above all else.

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ON TARGET

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Technology

There is continuously a changing set of needs for the organizations working across different parts of the globe and some newly generated challenges with this process. Looking at the technologies available and the move toward the knowledge era could be a major driving factor for the success of the globalization of the future. Some of the key tools that stand out are:

- The Conference call—Conference calls transmit voice and emotion, so the individuals on the project team could develop the habit of communicating with their counterparts.
- Videoconferencing—It adds the picture piece, but it is still not a cost-effective medium presently.
- Electronic Bulletin Board—It is an excellent tool for documenting and using lessons learned.

Technology is only an enabler so we still need to have a project kick-off meeting that is face to face. Trust is developed and is crucial to providing the commitment to present one's best self to another.

Global project team members who are stationed in several countries and in several time zones come from different cultures and may have never met. Tools to improve the communication are intranet sites, Internet, E-mail, and teleconferencing. With an intranet site, team members could collectively review and exchange ideas. The intranet thus acts as a great brainstorming medium. The internet is one of the least expensive tools, costing less than a beverage monthly bill. A strong, yet flexible project management is required. Doing things right the first time is even more crucial on global projects.

Mexico and Latin America

Culture

Mexicans and Latin Americans are concerned about their families, friends, and hobbies. So in order to communicate on a project to Latinos, we need to relate to them in those terms. Because of the instability in many Latin American economies, business people are not as interested in stable industry growth as in the U.S. People could easily change from poor to rich and vice versa overnight. Most Latinos blame outside forces for the changes that happen to them. They seem to be okay with taking what comes their way regardless.

Mexicans and Latinos are formal and elaborate. Shaking hands is common in meeting and departing. The region societies are still stratified. Workers don't have the proper industrial skills, and there is also a shortage of managers and managing skills. Several of these issues are changing, and there is a growing middle class. People are generally warm, friendly, and hospitable. They are personable and like to know about their visitor's family, hobbies, and other interests.

The Mañana Concept means some time in the future. There is a different sense of urgency and a different pace to when things have to take place. This makes the discipline of scheduling,

tracking, and control possibly difficult. Also, authoritarianism does not allow for questioning. Decision-making is difficult. Decisions have to be made by the ones in authority positions. This has an impact on trying to reach consensus in various project situations.

Project Management Practice

The macroeconomic stability and greater foreign competition are promoting the intensification of the use of project management in Latin America. There is a big need for raising the bar in the skills and preparation of project managers in Latin countries. This makes it a great growing global market for various industries.

Among the industries using modern project management in the region today are the construction, infrastructure, oil refining, and chemical companies. Strong global partners are driving the use of project management practices and are emphasizing the importance of the discipline.

The Project Management Certification has little value at this time but should grow steadily in value in the near future. Several chapters of the Project Management Institute are starting in Latin America, which should facilitate the wheels of change in these countries.

United States and Canada

Culture

Generally the project managers and project teams are task oriented. There is a great sense of urgency. There is no room for schedule slippage and missed appointments. This could create some form of rigidity, especially when it comes to dealing with other cultures in other parts of the globe. Americans are so friendly and tend to like people to agree with them. Both countries are driven by achievements, with Canadians giving more emphasis to the personality aspects. Americans tend to respect individuals based on their professional accomplishments more than on their character. There is a good amount of emphasis on competition, especially in the U.S.

Canadians are an example of people trying to search for a common culture. They are trying to join the English and French majorities in a single political enterprise. Each of those majorities has its power, language, culture, customs, and perspectives.

Most people in this region are pragmatic and do not like interpersonal conflicts that make them feel uncomfortable. There is a belief that conflict and the views of others could hinder one's ability for achieving various life and career goals.

Project Management Practice

The discipline of managing by projects and the managing of entire organizations on the basis of projects is growing steadily in the region. The heavy users of project management discipline in the region are engineering and construction, defense and

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aerospace, capital projects, pharmaceuticals, and a growing trend in telecommunication, especially in Canada due to its geography that lends itself to satellite and telecommunications installations.

There is a clear value for certification that is continuously growing in the U.S. and Canada. United States and Canadian practitioners and several other global practitioners have led the efforts for the development and maintenance of the *PMBOK Guide*. The PMP Certification is now repositioned to be the doorway to many other certifications in order to meet industry and global needs.

The Middle East

Culture

Not all people in the Middle East are Arabs, which creates a challenge in dealing with a variety of cultures in that part of the world. Arabic is considered a divine language since it is the language of the Koran, and the Koran is the word of God as revealed by the last and the greatest of his prophets, Muhammad.

Some of the characteristics to consider when working with project people in the Middle East include their love to ramble and not getting to the point quickly. They love compliments and are great in flattery. It is probably unwise to accept “yes” or “no” without repeating to emphasize the answer. Arabs especially find bluntness disrespectful, which is why they usually respond in an agreeable manner. It is highly appreciated when there is an attempt to use the local language. The Middle Eastern people are very emotional.

As we work on projects in the Middle East, it is recommended to maintain strong eye contact. Crossing legs with the sole of feet pointing to your partner is considered impolite. Although Americans would keep about a thirty-inch distance in various conversations, the distance goes down to about fifteen inches in the Middle East.

Project Management Practice

The profession is growing in the Middle East in varied degrees. The accountability of the project managers and other key stakeholders has to be raised to meet the challenges forced on the projects by the environment of the practice. Several users of modern project management exist in the region. These include construction, high-tech, process petroleum, communication, and manufacturing. In some of the region countries, there is a difference in the practice between the private and public sectors with the public sector lagging behind in most cases.

Certification is becoming very important to the region. The growth of existing chapters and the starting of some new potential chapters could lead the efforts of getting the discipline widely exposed. The area should encounter a major growth in this field.



ON TARGET

Africa

Culture

The view of the concept of time has a serious impact on the managing of projects in Africa. Time is viewed as a flexible commodity. There is more emphasis on people first, and if project managers are trying to hurry, this could be viewed with suspicion. Africans want to sit and talk and get to know the person well before discussing project issues. This is changing in the major metropolitan areas due to the encounters with the Westerns on various projects. Being late to project meetings is a common thing and is commonly referred to as “African time.”

There is also corruption in some of the African governments on all levels. This makes it hard to know what to expect in terms of setting up the infrastructure for projects in those countries. In addition, the task orientation is different with less emphasis on task and more on relationships.

There is a strong belief in Africa that the older one gets, the wiser one becomes. This may make it difficult to work with the African counterpart and get the same respect if the project manager is not old enough. There is also a differentiation between the home and business life. This means that project work should be discussed either in the office or in a restaurant without reference to the home life. This also means that in an African home, there is no business discussions expected.

Project Management Practice

Some of the countries in the region are mono-product economies. This could be a dangerous economic situation that contributes to the overall stability of the region. This also indicates the need for diversifying to a wide range of industries to facilitate the growth required. Users of project management practice include oil/gas, construction, telecommunication, and mining.

Certification and global standards are becoming extremely important to the region. This is useful to assess people who are sent to the region on contracts and to protect the industry from unqualified, inexperienced people misrepresenting the project management profession.

Asia Pacific

Culture

They are remarkable and unique people. Their subtle, ample culture illustrates the differences and diversity of oriental cultures. This is one part of the world where the training and understanding of the culture is even more important than in other parts of the world. Communication could tend to be indirect with a formal politeness. Eating is ritualistic and time consuming, and there is a lot of alcohol drinking in the facilitation of relationship building prior to various project occasions. Similar to the Africans, there is a lot of respect for the senior people. There is typically a long time needed to make decisions. But once a decision is made, the team is ready to go about meeting the deliverables as agreed on. There is resistance

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Officers' Corner



Messages from your chapter board....

Chapter President

Four of your local chapter members return from the PMI National Conference in Long Beach this week, and I believe it's safe to say, "WE'RE PUMPED!"

Board members Mike Janisse, Kris Schulz, and I had the privilege of attending the Council of Chapter President's pre-meeting to the annual PMI membership meeting in Long Beach, CA.

I say privilege because we all came away with two convictions - first, that this was a watershed for your PMI national organization, and secondly, the spirit of caring and service was shown by the leadership of this organization.

The proposed changes to governance - the new organizational bylaws upon which you had the opportunity to vote - passed overwhelmingly. Few of us would argue that changes weren't needed. PMI has undergone an unprecedented growth as an organization, and is increasingly challenged as we move towards globalization. To meet this change, new, more structured forms of governance were indicated. In a later issue we'll explore some highlights.

As we attended these meetings, punctuated with much passion and often vastly differing opinions of the best way to proceed, we were all struck by the vibrancy, zeal, and passionate care shown for the profession by EVERY attendee. We are pleased to report that despite the differences, in the end, every representative agreed that the changes were good, and something they found worth supporting.

Each of us hopes to bring some of our enthusiasm back to the Western Michigan Chapter as we move through this program year.

Hope to see many of you soon!

Dan Schulz PMP

Membership Update

The first ever Specific Interest Group meeting was held on October 12, during the 5:15 bonus session of the PMI meeting. This first meeting was very well attended with approximately 25 people attending. Our members are currently interested in

forming Specific Interest Groups in the following areas: Automotive, Information Services, Project Management Methodology and Technology, and Creativity. The Automotive and Creativity SIG's would like a special call for members who might be interested in these two specific areas. Recruiting or meeting by some of the SIG's will take place at our PMI meeting in November. The Project Management M&T SIG currently has 10 members and will be meeting during the November dinner. If you are interested in starting or joining a SIG please email me with your name and interest area to lnelson10@aol.com. You may wish to take a look at the national SIG's for ideas which you may be interested in which include the following areas: *Automotive, Aerospace & Defense, Design-Procurement-Construction, Diversity, Education, Environmental Management, Financial Services, Government, Information Management & Movement, Information Services, New Product Development, Manufacturing, Oil-Gas-Petrochemical, Pharmaceutical, Quality in PM, Service and Outsourcing, Utility Industry or Women in Project Management.*

The websites of most of these SIGs can be found at the national website: www.pmi.org. Please take a look at them and then let us know your SIG interest area.

SIG News:

Special Call for members by *Automotive & Creativity SIGs*

Project Management M&T SIG will meet at November PMI meeting

Information Services SIG, two groups, one is getting started currently

Lisa Nelson, VP Membership

Program Committee Update

Our 1998-1999 program year got off to a great start! For those of you who attended the September dinner meeting, you got to hear some very interesting, and often entertaining, stories about the construction challenges when building the Van Andel Arena in Grand Rapids. The best part of it was that Jim Grey, the Construction Project Manager, related these stories to the project management areas of PMBOK including cost, time, risk and quality. This was an excellent start to our program year. Then the October program provided a team of speakers from Progressive Architectural Engineering, Cindy Stilson and Tom Frey. They presented their lessons learned from their experience in selecting an integrated project management software for their company and clients to use. Many in attendance at this program could relate to their experiences, and for those who will be tasked with selecting project management software for their company in the future, it provided valuable insight into some dos and don'ts. November's program looks to be an exciting one from Tess Kirby of Ann Arbor on Teams and Change Management. Hope to see you all there!

Mary Lonski, PMP, VP Programs

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Certification and Education Update

As this article goes to press, several of our Chapter PMP's are getting prepared to put on a one day exam preparation seminar on November 7th. The purpose of the seminar is to give the participants an overview on what to expect when you take the exam. This could serve as a last minute refresher or, if you prefer, as an introduction to the various areas of the PMBOK that you need to know, in order to consider going through the exam process.

The exam preparation offering from our chapter includes a self-study package, that includes several reference books as well as a floppy disk (or CD-Rom) that is set-up very similar to the actual exam format. If you're interested in buying a package or learning more about it, please see myself or one of the chapter officers at our regular monthly meetings, or contact me at (616) 394 8420.

Dick Spigarelli, V. P. Certification and Education

Administration

As many of you are aware, in August the chapter undertook a task to clean up our outdated database. Self return questionnaires were sent to everyone in the chapter database.

We received response from approximately 180 of nearly 600 questionnaires sent out. All who mailed back a response have been included in a new database.

The good news is that the database is now clean and we are better able to manage the data we have. The bad news is that some of you may have failed to return the form and are not included in the new database that drives mailing of monthly meeting notices, e-mail meeting notices and the quarterly newsletter, The Lighthouse.

I have heard from many of you who have been added to the new database since its creation in September. If you have not received either an e-mail or USPS meeting notice for September or October meetings and wish to remain in the database, please send me an e-mail with the following information:

- Name
- Preferred method of receiving monthly meeting notices (e-mail or USPS)
- E-mail address (if applicable)
- Address for receiving monthly meeting notices (if applicable)
- Address for receiving quarterly newsletters (USPS only)

If you do not have access to e-mail you may reach me by phone at work at 616-224-4741 with the information.

Kris Schulz, V. P. Administration

Newsletter Update

I spent an enlightening, fast-paced 8 days in sunny Long Beach

PMI Western Michigan Financial Report	1998 Budget	Year to Date Oct 5, 1998
<u>INCOME</u>		
Dinner Meetings	\$8,785	\$7,240
Chapter Membership Dues	\$3,400	\$4,154
PMP Cert. Workshops	\$14,600	\$12,064
Newsletter Advertising	\$300	\$100
Other Income	\$17,500	\$17,631
⇒ Total Income	\$44,585	\$41,189
<u>EXPENSES</u>		
Dinner Meetings	\$7,630	\$5,747
PMP Cert. Workshops	\$12,700	\$14,129
Newsletter charges <i>ON TARGET</i>	\$400	\$304
Chapter Admin & Development	\$2,460	\$1,409
Special Projects	\$13,940	\$13,936
Chapter reserves & misc.	\$500	\$0
Advertising	\$1,900	\$0
⇒ Total Expenses	\$39,630	\$36,054
⇒ Excess (deficit)	\$4,955	\$5,135
<u>CURRENT ASSETS</u>		
Total Assets @ Period End		\$18,946

surrounded by some of the best project managers on the planet. I spent the first three days attending the Council of Chapter Presidents meeting. I learned that the PMI organization grew by 30% in the past twelve months, extraordinary for any organization! I learned that we have over 20 Specific Interest Groups and boast over 40,000 members in over 200 chapters. I was pleased to learn that 13% of the PMI members are outside of North America and are the fastest growing segment. Other than a one-day break, the remainder of my trip was spent at the 29th annual PMI Symposium. Each day began with a stimulating key note speaker followed by six one-hour presentations broken by lunch. There were 300 presentations rich with ideas, tools, techniques and best practices to choose from. The selection process was the most difficult part of the trip.

Next year, the 30th Annual Convention will be held in Philadelphia.

Mike Janisse, Newsletter Director

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to insisting on deadline pressures. Although agreement on deadlines has been made, this is driven more by the desire to achieve harmony.

Project Management Practice

In most parts of the region, engineering and construction seem to be on the mature scale in the implementation of modern project management. Other industries are getting accustomed to using the discipline, such as information systems, manufacturing, and slowly in the public sector.

Global standards could be very beneficial to the region if they are used as a broad guideline and as a referral vehicle. Japan has taken some steps recently in the certification area, such as the category of project engineering as part of the state qualification of professional engineers.

Western Europe

Culture

Social classes are seen in some parts of Western Europe. These classes typically categorize people according to their professional background. This may create some stereotypes that would have an impact on the functioning of various project teams. On the other hand, several of the European nations are friendly. They are likely to be interested in a person who disagrees with them. There is an emphasis on the person and personality and being more inner-oriented. This also is reflected in the respect, based on character, for team members. Boasting project accomplishments is considered a weakness and a sign of immaturity. Humor is also used to give flavor to project situations. Europeans typically add a touch of cynicism to their humor and will not hesitate to make fun of organizations and people.

There is a lower level of accountability in the project sponsor's level than is typically found in the U.S. There is an autocratic managerial style evident in senior executives' styles. Also, executives tend to use their personal life examples in their business life.

As when it comes to team motivation, there is a big emphasis on the quality of life. Europeans have a great value for free time and vacations. There is a very small chance that they will be willing to sacrifice the enjoyment of life for dedication to work. Teams are also accustomed to conflict and are not much concerned about the negative reactions from those with whom they are in conflict.

Project Management Practice

The profession is maturing across most parts of Western Europe. Most industries are using modern project management principles.

Agreeing on Global Standards for the practice of man-aging projects could be useful, especially if there is a focus on separating the "must have" from the "nice to have" aspects. This allows for accommodating the various needs of the different

cultures existing in this region. The International Project Management Association (IPMA) is working closely now with the global village to move ahead toward common guidelines for the practice of global projects.

Eastern and Central Europe

Culture

Several changes are taking place in the way things used to be after the changing situation with the former Soviet Union. There are, however, some things that will be slow to change. The selection of project managers and other managers still has a primary focus on engineering

degrees. There is a limited amount of flexibility in organization structures. In cases of career path promotions, there is much more emphasis on the previous experience than on the future potential.

There is a great focus on bonuses, a percentage of their total salary, since there are not many other options to motivate project team members. There are some issues that make it difficult for project managers to work with their counterparts in Eastern and Central Europe. Among these issues is the need for involving more people in making project decisions; negotiation for project deliverables is formal, project risk is avoided, and government regulations have a potential big impact on the project.

Project Management Practice

The need for project management discipline is generally growing. All industries are using some part of the project management discipline. Several newly privatized companies are in big need of the concepts and the approach. The educational opportunities are scarce, and the market is in need of several steps in that growth direction.

Global standards could act as a catalyst to speed up the process of spreading the knowledge and the value of the practice. Certification will not solve the immediate need for proper implementation but could be a step toward the professionalism that is required in the field.

Australia

Culture

The culture surrounding the implementation of project management in this region has several of the features of Western Europe, Canada, and the U.S. combined. Australia has a vast amount of resources that is being tapped to make the culture shift required to strengthen the support for project management.

Project Management Practice

There is major growth and a move toward maturity in project management in Australia. Among the industries that are using project management heavily are civil and building construction and information technology.

Global standards to the profession are likely to gain wide acceptance in Australia. Certification is very important but

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should be competency based, related to knowledge, skill, and attribute. AIPM has managed to achieve the endorsement of the National Competency Standards for assessing project management operations to various levels of competency.

The Global Project Manager's Checklist for Working across Cultures

In conclusion, the following checklist is thought of as a useful tool in aiding the Project Manager to approach global projects. The project manager could use it to systematically prepare for the unique challenges faced with these projects.

- Make no assumptions.
- Clearly identify the purpose of your trip.
- Know the background and responsibilities of the people you'll be meeting.
- Understand the politics of the country you are visiting and if politics is a proper topic for discussion.
- Know the basic history and the main cities.
- Verify what is the proper speaking distance between people.
- Understand the greeting habits.

- Know what days of the week people work and the times of the day.
- Get a feel for how people spend their free time.
- Find out if alcohol is permitted.
- Understand the religious key practices.
- Understand if there is more emphasis on groups rather than on the individual.
- Understand the social classes that may be existing.
- Understand if men and women are treated equally.
- Find out what kind of humor is accepted.
- Investigate the preventive measures necessary to maintain good health.
- Anticipate possible miscommunication problems.
- Get a pulse of your attitude toward the people.

The Project Manager skills and knowledge required to handle multinational projects are unique. A great deal of cultural sensitivity, flexibility in approach, strong project management knowledge, and the making of no fatal assumptions is crucial for maintaining the critical success factors for global projects.

References

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Proceedings of the 29th Annual Project Management Institute 1998 Seminars & Symposium
Long Beach, California, USA: Papers Presented October 9 to 15, 1998

What is DEP?

by Kris Schulz - Administration

I had the privilege of attending the PMI Council of Chapter Presidents meeting in Long Beach CA the week of October 5, 1998. While there I had an opportunity to learn about several ways that PMI National is trying to move our organization into the 21st century. One such initiative is the Data Exchange Program (DEP).

The purpose of DEP is to facilitate the exchange of information between PMI Headquarters, Chapters & SIGs; allow editing of member data that can be transmitted back to PMI Headquarters; and to allow customer reporting by the Chapters and SIGs.

Many volunteer and staff hours have been spent to determine the needs of both the membership and PMI Headquarters. The

program is now in the Beta testing phase and will be available to all PMI Chapters and SIGs by year-end.

What does this mean for individual PMI members? Soon each of you will have the ability to update member information and renew yearly membership electronically (via credit card payment). Your records and renewals will be updated immediately and you will receive confirmation directly from PMI Headquarters.

I urge each of you to watch for an announcement from PMI Headquarters regarding the implementation of DEP. If you have any questions regarding this program, please contact me via e-mail at kris.schulz@qwest.net.

Chapter Board Positions and Responsibilities

All positions will be available for reelection

Chapter President

Nominees: Mary Lonski, PMP

Vice President of Finance

Duties: Prepare and maintain the budget for the Chapter; Receive all incoming funds and deposit them appropriately;

Disburse all funds; Maintain all required banking relationships; In conjunction with the President and VP of Administration; maintain all required filings with the State of Michigan; Prepare and present regular reports to inform the board and the chapter of the status of chapter finances versus plan; In conjunction with the rest of the board, explore alternatives for increasing revenues and reducing costs.

Nominees: Ruben Balague, PMP

(Continued on page 10)

PMI - Western Michigan Chapter Fall 1998 Programs

by Mary Lonski, PMP, VP - Programs

November 9, 1998 "Teamwork Tactics During Constant Change"

Tess Kirby, Kirby & Lord Associates (Ann Arbor)

Change is unrelenting and teams are on the increase which creates a potentially lethal combination. Teams are put together then ripped apart. They are expected to perform at top speed and top quality without missing a beat while taking advantage of the opportunities for innovation that change can offer. Daily, we watch them fizzle and burn. We see lost opportunities scattered everywhere.

Standard team building approaches don't fix the problem. We see some teams that at one time set breakthrough standards for

teamwork and performance fall apart for no apparent reason. We see talented individuals unable to produce. We see teams that were once the creative vanguard unable to come anywhere close to innovation. Distressing? Yes. Mysterious? Up until now. Tough to fix? Easier than you think.

Teamwork Tactics During Constant Change will provide down to earth explanation of how team dynamics, productivity and innovation are impacted by change. It will address how to transform groups into effective, productive teams quickly during change.

November 9, 1998 Bonus Program Demonstration of budgeting software for cost / schedule integration.

(Continued from page 9)

Vice President of Programs

Duties: Arrange location/logistics for chapter program meetings; Form committee to research, find, contact, confirm program speakers on varied PM related topics; Develop chapter program year schedule; Provide program committee updates to board and newsletter director; Identify and submit program budget requirements for board approval; Arrange for speaker honorarium gifts.

Nominees:

Vice President of Membership

Duties: Advocate by phone, email and in person for WMPMI membership; Set goal for membership growth and identify budget requirements yearly; Implement programs facilitating growth and interest in WMPMI; Send out information packet s with introductory letter to potential new members; Receive membership reports from PMI National, status updates; Use chapter membership database to follow-up on potential members; Meet and greet potential new members at PMI dinner meeting; Owner of drawing for dinner for new members at monthly meeting; Owner Welcome Card, Dinner Certificate, introductory letter; Local SIG co-ordinator, Membership column of OnTarget newsletter.

Nominees:

Vice President of Administration

Duties: Prepare monthly meeting notices (compose and

modify); Send monthly notices via US mail and via e-mail; Maintain database (make changes, print reports, etc.); Integrate database updates from PMI National; Securely store documents as needed; Correspond with PMI National as needed; Assist other board members when needed; Knowledge of Microsoft Access 97 and knowledge of an e-mail system are desired abilities.

Nominees:

Vice President of Certification and Education

Duties: Assist members with PMP certification efforts.

Nominees:

Vice President of Publicity

Duties: Send out press releases to local media on a monthly basis; Oversee changes to the web site; Coordinate the work of the Webmaster Volunteers (2-4 people); Prepare stories for publication (occasional); Prepare advertising (occasional); Speak about PMI (occasional and optional); Knowledge of FrontPage 98 would be helpful but is not necessary.

Nominees:

Director – Newsletter

Duties: Keep members informed; Gather articles, ads, event information and mailing list to be input to newsletters; Coordinate committee and volunteers (2-3 people); Compile, print and mail newsletter; Bill advertisers for newsletter ads.

Nominees: Mike Janisse

IWANNA B. APMP

This month, try testing your knowledge of Communication Management from the PMI's PMBOK by selecting the best appropriate answer. Sample questions are created from the information found in PMI's PMBOK and other associated project management materials.

Communication management includes processes requiring

timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project information. It provides critical links among people, ideas, and information that are necessary for project success. The major processes consist of Communications Planning, Information Distribution, Performance Reporting, and Administrative Closure.

(Continued on page 11)

Program Events Calendar

As of September 1, 1998

<u>MEETING DATE</u>	<u>PROGRAM</u>	<u>PROGRAM SPEAKER</u>
NOVEMBER 9, 1998	Teamwork Tactics During Constant Change Bonus Program - Budgeting Software for cost/schedule integration	Tess Kirby, Kirby & Lord Associates Erik T. Mikisch, Ramdor, Ltd.
DECEMBER 1998	NO MEETING	
JANUARY 11, 1999	Management for Results during Project Change	John Bennett, Lawton Associates
FEBRUARY 8, 1999	Project Management in the Automotive Industry Bonus Program - PMP Certification	Craig Keifer & Bruce Lombard Dick Spigirelli
MARCH 8, 1999	Score R Us (team performance measurements)	Tim Batdorff, Trendway
APRIL 12, 1999	Enterprise Project Management Bonus Program – Project Management Concepts	Don Monteleone, Critical Business Analysis, Inc.
May 10, 1999	Project Support Office	Dennis Bolles, The PCI Group

(Continued from page 10)

1. The basic elements of communication are:
 - a. Reading, writing, and listening
 - b. Clarity of speech and good listening habits
 - c. Communication, encoding, message, medium, decoding, receiver, and feedback
 - d. Listening, talking, and sign language
 - a. All of the above
2. For communication to occur, there must be:
 - a. A communication medium
 - b. Two or more people involved
 - c. The transmitting of information
 - d. All of the above
 - a. A and C above
3. Most project (and non-project) managers prefer _____ communications.
 - a. Non-verbal
 - b. Written
 - c. Lateral
 - d. Oral
 - a. Cross-functional
4. How do the project managers and the project team select which technology to use?
 - a. They analyze the anticipated project environment
 - b. They determine the critical path for the project
 - c. They analyze the team member's background
 - d. All of the above
 - e. A and C
5. Selective perception is _____ of new conflicting information that may result in breakdown in communication.
 - a. Transmission
 - b. Encoding
 - c. Acceptance
 - d. Decoding
 - e. Blocking out
6. Which of the following communication channels is the least accepted by an organization as a source of information?
 - a. Auditory
 - b. Extrasensory
 - c. Visual
 - d. Olfactory
 - e. Tactile
7. To determine whether or not an employee correctly understands a message, the project manager needs to:
 - a. Use more than one medium
 - b. Reduce the filtering
 - c. Eliminate barriers
 - d. Obtain feedback
 - e. All of the above
8. Communication in both project and non-project driven organizations should occur in _____ direction(s).
 - a. One
 - b. Two
 - c. Three
 - d. Four
 - e. Five
9. Surveys indicate that on average 40% to 50% of meeting times are unproductive. Why?
 - a. Overly detailed agendas
 - b. Poor planning for meetings
 - c. Undisciplined use of times
 - d. Weak meeting leadership
 - e. All of the above except A
10. To ensure for effective project team communication, the message should be oriented to the _____.
 - a. Receiver
 - b. Medium
 - c. Sponsor
 - d. Initiator
 - a. All of the above

Answers

1) c 2) d 3) d 4) c 5) e 6) d 7) b 8) c 9) e 10) a

ON TARGET

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ON TARGET

N E W S L E T T E R

Join us at Duba's on November 9th

Teamwork Tactics During Constant Change
Tess Kirby, Kirby & Lord Associates (Ann Arbor)

5:15 PM Bonus Program
Demonstration of budgeting software for cost/schedule integration.
Erik T. Mikisch, Ramdor, Ltd.

