

The

Newsletter of the
NorthEast Indiana Chapter
of the Project Management Institute



MILESTONE

<http://www.pmi-neic.org/>

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From the President

Hello, and Happy New Year to everyone!

We're looking forward to an exciting 2002. I am privileged to serve as President this year, with the superb board of directors currently in place. This will be the second year in a row that we have someone serving in every position.

Paula Felver, VP of Programs, has been hard at work since the fall of last year. As a result we have a diverse set of programs guaranteed to offer something for everyone. If anyone has thoughts on a particular speaker or subject, please see Paula.

Our distribution list has been newly re-created from the information you provide to PMI headquarters. **Dianne Minneman**, VP of Membership, created and tested this distribution list early this month. You can help keep our distribution list current by making any necessary updates to the Members Only feature on the www.pmi.org website.



How do you like the new look of our Newsletter? VP of Communications **Ken Helms** has been hard at work creating this. Each month we will be including articles of interest from PMI Headquarters as well as communications from other PMI chapters.

We encourage you to use the RSVP feature on our website www.pmi-neic.org. This allows you the convenience of registering any time of the day or night. Please also try out the PayPal feature that was first mentioned in the November 2001 newsletter. VP of Finance **Bob Nichter** stands by ready to receive your credit card payment.

Once again this month, **Dave Maynard**, VP of Professional Development, and Webmaster, will be starting another PMP class. We plan to offer one seven-week class each quarter. Everyone that has taken the PMP test after completing this class has passed the exam the first time!

Behind the scenes, VP of Administration **Linda Nobel** continues

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Jim Bradley Ph.D., PE

The TRIZ Approach to Problem Solving

Monday, January 28, 2002

6:00 PM Dinner, 7:00 PM Program

Don Hall's Guest House
1313 W. Washington Center Road

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her diligent efforts at organizing our monthly Board of Directors meetings. This year we will be posting our Board meeting minutes on the web site. If you see a topic on interest in the minutes that you'd like to be a part of, please let anyone of us know. We're always glad to involve more people.

Also behind the scenes, **June Ball**, past president, is there to provide assistance and share knowledge gained from the last two years as president.

As you can see, the board has been hard at work to make this year the best year ever. Please take a minute to say "thanks" to the board members when you see them.

See y'all on Monday January 28th.

Janice Eplett, PMP



Jim Macino, PMP, discussed "Project Management in the Real World" at the December NEIC meeting.

Jim discussed the types of problems that commonly plague all projects. The problems can be caused variety sources and can affect the ability of the program to meet technical, cost, and schedule goals. Jim presented techniques that can be effectively used to identify the problems early in the program and minimize the effects that they have on it.

Chapter Calendar

Get out your Day Timer or PDA and add the following meeting dates in 2002:

January 28	May 20
February 25	September 23
March 25	October 28
April 22	December 2

Most meetings will be on the fourth Monday of the month but May and December are exceptions. All meetings will be at Don Hall's Guest House. Our social time starts at 5:30, dinner is at 6:00 and the program begins at 7:00. Don't forget to RSVP!



Chapter President June Ball presents a Certificate of Excellence to Jim Macino, PMP, in appreciation for his presentation at the December meeting.

The Milestone is published by the NorthEast Indiana Chapter (NEIC) of the Project Management Institute (PMI).

Articles for **The Milestone** can be submitted to the newsletter editor at:

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The Milestone is published one week prior to each meeting. It can be downloaded from the chapter web page at: <http://www.pmi-neic.org/chapter/news.htm> .

2001 State of the Chapter Report

by June Ball

If there is a theme for the 2001 year, the Northeast Indiana chapter worked on becoming more professional. Many of our accomplishments reflect the efforts of everyone to individually and collectively improve/increase professionalism. Highlights for 2001 include the following changes/improvements:

1. Percentage of PMPs in our Chapter – The percentage of PMPs in the chapter rose from 17% to 26.8%!! Clearly, the membership of NEIC recognized and worked hard to achieve the designation of PMP. Congratulations are in order for our new PMPs!!

2. RSVP Procedures Tightened – In looking at ways to improve our fiscal shape, the BOD discovered a net loss at each meeting of \$100 due to ordering more dinners than ordered and excused no-shows. In an effort to reduce loss, RSVPs policy was tightened and members have been encouraged to use the on-line RSVP function on the NEIC web page. We have reduced our losses due to leftover dinners, and our membership has embraced the new RSVP facility.

3. New and Improved Web Site – The new NEIC web site, <http://www.pmi-neic.org> was created the membership's needs in mind. The new web site has an area for members, a classroom area for our PMP/PMBOK class, and an area for BOD business. New features include past Newsletter issues, PDU information

for our PMPs, PayPal for members who would like to use their credit card to pay for an upcoming meeting, and the improved RSVP function.

4. PMP/PMBOK Class – Dave Maynard continues to offer a very in depth study of the PMBOK and other topics covered by the PMP exam. This year, we had eight students, four of whom took the PMP exam and passed. While the class nor the chapter claims taking this class will guarantee you will pass the PMP exam, students have said it helped them prepare for it.

5. University of Toledo Classes – NEIC offered two courses from the University of Toledo, led by Greg Githens, PMP. While we did not have enough students to fill the classes, we were able to provide a local training opportunity to the chapter, as requested in our 2000 member survey.

6. Improved Meeting Attendance – This year, we had higher attendance in our meetings, with 28 being the largest meeting this year. With more PMPs in the chapter, plus the ability to award PDUs for attendance, we are encouraged the chapter can maintain attendance at or above 20 members per meeting.

As you can see, professionalism was definitely the theme for 2001!

JANUARY SPEAKER:

JIM BRADLEY Ph.D., PE, MASTER BLACK BELT & TRIZ SPECIALIST
SITE LEADER OF BLACK BELTS
INTERNATIONAL TRUCK AND ENGINE CORPORATION

- Certified as both a Six Sigma Master Black Belt and as a TRIZ Specialist.
- Certified as a Professional Engineer in several states
- Was past Chairman and Board Member of the Professional Engineers and Land Surveyors Board of the State of Indiana
- Currently the Site Leader of Black Belts International Truck and engine Corporation at the Engineering facility in Fort Wayne Engineering Center
- Over 37 Years of Engineering experience.
- Alumni of Dartmouth College

TRIZ, the acronym for the Russian Theory of Inventive Problem Solving was developed by Genrikh Altshuller starting in 1946. Using patent data, Altshuller determined that Technical Systems evolve in a predictable fashion much the same as Biological Systems. Using this information he was able to develop several tools that enabled people to solve inventive, innovative problems. Altshuller firmly believed that Innovation and Creativity could be taught and learned by everyone. Under the Stalin era he Altshuller expressed this opinion to Stalin in a letter; he was rewarded with several years in the Gulags; it was here that he refined his knowledge and continued to work on the foundations of TRIZ. After Stalin's death, Altshuller was released and he then begin to set up several schools to teach this theory. TRIZ was introduced in the United States in the mid 1990's. Although based upon technical systems, recently several applications have been solved using TRIZ in non- technical domains.

PMI Announces PMP Changes

From Laurie Cooke, Director of Professional Programs

We set a target date for implementation of the new PMP exam for early March 2002. We are pleased to announce that we have completed the activities as outlined in the schedule of events below and are confident that the new exam will be ready for release 4 March 2002. The new exam will utilize PMBOK® Guide - 2000 Edition as one of the resources, will include Professional Responsibility questions, will offer eight supporting translations along with the official English exam, will take place at PTC locations around the world (high security testing sites operated by Prometric), and will operate on the same platform thus allowing consistent registration and scheduling processes globally. The current exam (based on the PMBOK® Guide - 1996 Edition) will no longer be offered with the introduction of the new exam 4 March.

During the 60 day notice period, please adhere to the following guidelines to schedule exam appointments:

If you plan to schedule an exam inside North America (US and Canada)- schedule as per instructions in the eligibility letter as there is no change in the scheduling process.

If you plan to schedule an exam outside North America:

- before 4 March - please follow the instructions in your eligibility letter.

- after 4 March - the voucher system will expire. Please refer to the Certification web page for detailed scheduling information available mid-January.

If you have already scheduled an exam after 4 March but wish to sit for the current exam (based on the PMBOK® Guide - 1996 Edition), please phone immediately to reschedule for a date prior to 4 March:

- inside North America (US and Canada) - phone 1-800-268-2802.
- outside North America - phone the country-specific number found in your eligibility letter.

Again, many thanks for your continuing support as we progress the PMP certification exam and process to an improved level of security and content matter. We sincerely regret any inconvenience this may have caused as we have moved through the technical challenges. Please e-mail newpmpexam@pmi.org if you have questions or comments. Please visit the Certification web page www.pmi.org/certification/ for ongoing updates to this information.

PMP Class Forming

Dave Maynard has gotten two requests to "attend" the online PMP class. The class will include the changes to the PMP exam. Contact Dave if you are interested.

NEIC Welcomes New Members

Michael Bayes
Carl Johnson
Irene Lee
Deborah Silor
Wataru Shima

January Dinner Menu

Peppercorn Steak
 Tossed Green Salad
 Baked Idaho Potato
 Peas with Mushrooms
 Chocolate Mint Ice Cream Pie

Chapter Financial Statement

CLEARED TRANSACTIONS:

Previous Balance:		\$ 5,562.45
Checks and Payments	-584.05	
Deposits and Other Credits	865.00	
Service Charge	-2.00	
Ending Balance of Bank Statement:		\$ 5,843.40

UNCLEARED TRANSACTIONS:

Cleared Balance:		\$ 5,843.40
Checks and Payments	-833.08	
Deposits and Other Credits	0.00	
Register Balance as of 11/27/01:		\$ 5,010.32

Chapter Board of Directors Meetings

The next chapter BOD meetings will be held at the downtown library on 2/13 and 3/13. Members of the chapter may attend the BOD meetings. Additional meetings are planned that are typically the second Wednesday of the month. The location may change as a result of construction at the downtown library.

Preview of the February Meeting

Anna Ross - Director of Education and Operations, Fort Wayne Philharmonic **Before the Downbeat: Program Management in the Creative Arts**

Teamwork, creativity, connecting to the consumer, and developing products with limited money are the foundations for program management in creative arts organizations. Business leaders strive to understand how orchestras function in order to learn about this unique style of creating a product. Non-profit arts organizations must connect to their audiences in order to survive and flourish. Mrs. Ross will discuss the use of these elements by arts organizations, the creation of the Fort Wayne Philharmonic Unplugged casual concert series, and how the Unplugged managing team continues to generate a successful product.

**Regional Conference Presented by
PMI - Central Illinois Chapter
May 9 and 10, 2002
Radisson Conference Center
Bloomington, Illinois**



Project Management Soft Skills

Going beyond tools and processes, this track will focus on soft skills that you need to succeed as a Project Manager. Presentations in this track will span the following topics: management styles, leadership, team motivation, management of geographically and/or culturally diverse teams, team building, communication techniques and styles, interpersonal relationships and coaching.

Leading Edge Project Management

This track will give you a look into some of the hottest trends in the Project Management field: Project Office, Portfolio Management, Program management, Business Strategy planning, Managing in a Matrix Environment, Web project management, Rapid Deployment, Organizational Change, and Selecting and Nurturing Project Managers.

Best Practices in Core Competencies

Focusing on the PMBOK knowledge areas (scope, time, cost, quality, human resources, communications, risk, procurement, and integration), this track will give you the core information you need to succeed.

Project Management Tools, Tips and Techniques

To augment core project management competencies, this track will focus on topics like earned value cost analysis, prioritization techniques, Microsoft Project tips, negotiation and contract administration, integration of PM tools, and give you practical advice on WBS development.

For more information go to: <http://www.pmi-cic.org/conference.html>



Regina / South Saskatchewan Chapter

Project Management – From Planning to Results

The PMI Regina/South Saskatchewan Chapter is sponsoring a three-day project management professional development conference April 22-24, 2002. The first two days will be one and two day seminars followed by a one day symposium dedicated to one-hour paper presentations. A PMI Chapter dinner presenting the conference keynote speaker Peter Legge, will follow the symposium. Mr. Legge is President and CEO of Canada Wide Magazines & Communications, the largest independently owned publishing company in Western Canada, controlling a network of 17 magazines. For more information, contact Dawn Kobayashi: 306-780-6743 or email: dawn.kobayashi@fcc-sca.ca or Rob Nelson: 306-777-2607 or email: lindy.nelson@sk.sympatico.ca

**Delta Trade & Convention Centre
Regina, Saskatchewan Canada
April 22-24, 2002**

Working Cross-Functionally

by: Paula K. Martin, CEO, Martin Training Associates

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Working cross-functionally poses a challenge for any project manager. Team members have functional commitments and loyalties. Resource managers have functional goals and priorities. It usually falls on the shoulders of the project manager to bridge the gap between managing a project that is cross functional, within an organization that is aligned functionally. (There are management systems that can minimize these matrix problems, but very few organizations have them in place.)

The key to managing your cross-functional projects is gaining commitment from the members of your team and project alignment from the functions. Here are seven tips for making your cross-functional projects more successful.

1. Start your project with clear direction and strong support from your sponsor. Make sure you obtain a charter from the sponsor before you begin project planning. The charter should outline the expectations, limits and priorities for the project. If your sponsor doesn't write the charter, write it with the sponsor or write it yourself and then review it in depth with her. Make sure she signs off on it when you're done. Also, review the charter with each resource manager before you ask him for the resources (people and/or money) you need for the project.

2. Obtain team member commitment to the project by involving them in project planning. Use a project management method that encourages team participation. Participation builds understanding, commitment and accountability to the project.

3. Make sure key resource areas have representation on the team. For key stakeholders that do not have representation, assign a team member liaison to communicate with that stakeholder. Also, create a communications plan for regular communications with all stakeholders. Copy resource managers on all status

reports and have team member representatives review project status with their resource managers.

4. When the project plan is complete, review it with each resource manager and have him sign off on it. Approval of the plan signals their commitment to providing the resources as prescribed in the plan. If they refuse to sign, ask them what changes would be required to the plan in order to gain their commitment and approval. Don't begin execution without commitment from the resource managers.

5. Keep project ownership on the shoulders of the project team during execution. This is done by maintaining team participation during status reviews, when identifying and analyzing problems and creating action plans, and when evaluating change requests. When a problem arises lead the team through a process of deciding on the best course of action. By letting them own the problem and develop a solution, they remain committed to seeing the project through to a successful conclusion.

6. Solicit help from your sponsor when you can't resolve problems on your own. She should be in a better position to lobby resource managers to provide support that you probably are. She can also escalate issues for you. Ensure sponsor involvement in the project by working with her to create the charter, inviting her to the kick-off meeting to review the charter with the team, reviewing the project plan with her and having her sign off on it, issuing regular project status reports during execution, holding regular project review meetings with her and soliciting her feedback on the performance of the project and on your own performance throughout the project process.

7. Solicit feedback from resource managers throughout the project. Feedback can be obtained through face-to-face meetings and/or through simple survey feedback forms. When using a survey form, make sure you close the loop by reporting back to the resource managers on the results of the survey and on your action plan for dealing with the issues raised.

Working in a cross-functional environment is certainly a challenge but not one that is unmanageable. Try the seven tips listed above and see if they don't help you minimize the problems that emerge from working in a matrix.

Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the *Project Management Memory Jogger™* and *Executive Guide: The 7 Keys to Success*. For more information, visit their website: <http://www.martintraining.net>. Phone: 866-922-3122 or 513-563-3512.



**NEIC is on the
web at:**

<http://www.pmi-neic.org/>

Project Management : Best Practices for IT Professionals

by Richard Murch

Project management leadership has become a highly sought-after skill. An increasingly competitive global marketplace demands that businesses get new products, services, and business development completed quickly, on time, and within budget.

From small companies to web-based businesses to giant global financial institutions, project managers are fueling much of the successful development of exciting new business enterprises. They do this by delivering projects that have consistent value and help increase profits.

Talented and knowledgeable project managers will command the best assignments, salaries, other compensation and bonuses. They are the future business leaders, entrepreneurs, and global citizens, proving their value to any organization competing in today's fast-paced marketplace.

Regardless of how much in demand they are, good project managers are not born, but rather created through a combination of experience, time, talent, and training. Although excellent organizational skills are a prerequisite for the project manager, other key attributes may not be naturally occurring and need to be developed. Unfortunately, most of this development time occurs on the job, so few individuals who are promoted to the role of project manager ever feel fully ready to take on the challenge offered to them.

When faced with a first project, many project managers are worried that they don't yet know what they should know. Historically, project management, particularly in the Information Technology (IT) arena, has had a reputation for always being late and over budget. Even under the best of circumstances, project management is not easy; the project manager is continually faced with changing conditions, technology, resources, requirements, and schedules. Technology only serves to complicate matters further because today's computing environments tend to become obsolete with ever-increasing speed. Thus, a good project manager must not only be proficient at managing, but he or she must retain that proficiency as the technology changes. This light-speed adaptability is not an option, but rather an absolute requirement of the job. Clearly, the job of project manager is not for the faint-of-heart. Good preparation and knowledge about what the job entails is hugely valuable and key to surviving a first project.

The purpose of this book is to provide the new project manager with an accessible resource that presents the key topics and subject areas that he or she is likely to encounter. The book's broad coverage should



be especially useful to a busy project manager who will not have time initially to research all of these topics in-depth but requires an immediate working knowledge of the overall functions and behaviors of an IT project. As the project manager becomes more comfortable with the basics, the book continues to be a valuable tool because it includes a wealth of additional resources such as books, papers, and web sites for additional learning as needed.

The hardest part of any project is knowing where to begin. It is hoped that this book will be a great jumping-off point to a successful career of well-managed endeavors for many a project manager.

Who Should Read this Book

This book is intended for the novice project manager responsible for IT projects, regardless of size or complexity. Because of the broad nature of its coverage, it can be used as an introduction to key topics on the entire project lifecycle for someone previously unfamiliar with the nature of IT projects. For moderately experienced individuals, it can become a convenient reference manual to help reinforce the basic understanding of IT project management. Additionally, the sections on specialized topics will be useful to project managers seeking to increase their learning and to grow their experience base into niche areas such as Knowledge Management or Risk and Crisis Management.

Organization of this Book

This book is organized into five parts that broadly categorize the information contained in it. These parts and their subjects are:

Part One: Introduction to Project Management provides a brief overview of this book and some historical background on Project Management and its overall evolution.

Part Two: Principles of Project Management covers ground-floor information such as basic skills, elements of project planning and reporting, and the makeup and issues surrounding good project teams.

Part Three: The Project Management Lifecycle categorizes the project by phase, explains each phase's purpose and describes in finer detail the activities, deliverables, and resources for and intentions of each phase.

Part Four: Project Management Techniques

(Continued on page 8)

(Continued from page 7)

provides information on a number of techniques and topics facing Project Managers today, such as the types and use of methodologies, managing risks and problems, and specializations such as Software Quality Assurance, Configuration Management, and Crisis Management.

Part Five: Special Topics in Project Management concludes the main portion of this book with some discussion of hot topics such as Knowledge Management and the impact of the Internet on Project Management.

Finally, there are numerous additional sources of information available to the Project Manager included in several Appendices.

From the Back Cover

Master project management, today's most critical business skill!

Project management leadership is today's #1 business skill. Talented, knowledgeable project managers command the best assignments and compensation: they are the future leaders of business. But expert project managers aren't born that way: they've learned specific, proven techniques and strategies for achieving outstanding results. In Project Management, Richard Murch shares those techniques and strategies. Whether you're managing your first project, or you're an experienced project manager facing tough, new challenges, Project Management offers expert solutions. You'll find coverage of all this, and more:

- The fundamentals of project management, planning, reporting, team building, and team leadership
- The project lifecycle: planning, analysis, design, construction, testing, rollout, and beyond
- Responding to constant changes in market conditions, resources, requirements, and schedules
- Mastering today's latest rapid development management techniques
- Managing risks and problems more effectively
- Handling the unique challenges of IT and knowledge management
- Leveraging Internet and intranet-based project management tools and resources

At last, there's a single source for all the expertise project managers need to be successful! Next time you're called upon to do the impossible—and do it yesterday—reach for the one book that can help you make it happen:

Hardcover - 280 pages 1 edition (October 4, 2000)

Prentice Hall PTR; ISBN: 0130219142

List Price: \$39.99

The Last Word

The editor always has the last word but everyone can contribute to the newsletter. If you are involved in an interesting project, either at work or elsewhere, write an article about it and email it to me. If you have any other information that would be of general interest to the chapter members then please send it to me also. A newsletter is like many things in life, you get out of it what you put into it. I'd like to fill the newsletter with as much local news as I can.

One of the primary purposes of a professional society is to share ideas and experiences. Our newsletter is an excellent media to share ideas. It is emailed to all of our chapter members and is posted on our web site for others to download and read. If you know of others who might be interested in getting our newsletter then email this one to them or tell them about our web page.

You have probably noticed that the newsletter has a new look - and a name. I hope you like it. With your help, I hope to keep *The Milestone* interesting, relevant, and entertaining. Along with the serious business of the chapter you will usually find a little bit of humor in each issue so feel free to contribute something lighthearted also. One of the benefits of being an electronic newsletter is that it can expand to include whatever contributions are provided each month.

Putting together a newsletter is a real project. The tools have changed considerably since I did my first one over 15 years ago as a member of a local computer users group. It was done with an early word processing program and a dot matrix printer. To get anything other than straight text required putting in printer codes manually. It certainly wasn't WYSIWYG and rarely did the first printed copy come out as planned. Printer output was measured in characters per second which took several minutes per page even on a fast printer. The spell checker was a separate program.

Thank you for electing me to be the VP of Communications. *Ken*

unSOUNDbites

"I have traveled the length and breadth of this country and talked with the best people, and I can assure you that data processing is a fad that won't last out the year."

The editor in charge of business books for Prentice Hall, 1957



**Northeast Indiana Chapter
Project Management Institute**

JIM BRADLEY Ph.D.

Professional Engineer, Six Sigma Master Black Belt
International Truck and Engine Corp.

***The TRIZ Approach to
Problem Solving***

Monday, January 28, 2002

Social Time at 5:30 PM, Dinner at 6:00 PM, Program at 7:00 PM

Don Hall's Guest House

1313 West Washington Center Rd, Fort Wayne, IN

Dinner

Members \$20

Nonmembers \$25

Speaker Only

Members *Free*

Nonmembers \$5

Please RSVP by January 23, 2002 to:

http://www.pmi-neic.org/chapter/rsvp_page.htm

Or by email to: JHEplett@LNC.COM

Or call: Janice Eplett, PMP at 260-455-1318