

# The

Newsletter of the  
NorthEast Indiana Chapter  
of the Project Management Institute



# MILESTONE

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

February 2002, Vol 2, No. 2

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## From the President

Depending upon your specific background, experience, training and education, you may have followed every statement Jim Bradley made on January 28<sup>th</sup> with no problem at all. Or, if you're like me, you may have been puzzling over certain terminology, for example, "ideality". Or you could still be wondering how best to apply these new ideas you heard to a specific problem in your workplace. Regardless, we probably all would agree that last month's program was both enjoyable and thought provoking. Thank you Jim!

Think back in time, many years ago. How many of you played in the elementary school band, sung in the middle school chorus, took piano or clarinet lessons from the teacher down the next street? Still have that dusty trombone in your closet? Do you wish you had kept it up?

This month's program will center on program management in the performing arts, specifically the Fort Wayne Philharmonic. "Oh, this doesn't

relate to me and what I do!" you may exclaim. Don't be too hasty. The performing arts struggles with many the same problems as for-profit businesses do: developing new products (e.g. new concert series, or bringing in new performing artists), developing or gaining market share (targeting new audiences, such as the gen-Xers), attracting and retaining the best and brightest employees (who are those people on stage, anyway?), and so on.

Anna Graham Ross, Director of Education and Operations, will discuss how program/project management is an integral part of the day-to-day operations of the Philharmonic, and share facts and insights on the new Unplugged series targeted specifically to the "younger" generation. Please plan to attend and gain an in-depth understanding of how program management works in the performing arts. Consider bringing a friend who may have an interest in the performing arts.

**Janice Eplett, PMP**



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## Anna Ross

***"Before the Downbeat: Project Management in the Creative Arts"***

**Monday, January 28, 2002**

**6:00 PM Dinner, 7:00 PM Program**

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

# Chapter Calendar

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

February 25

March 25

April 22

May 20

September 23

October 28

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!



**Jim Bradley Ph.D., spoke at the January meeting on the TRIZ approach to problem solving.**



*Preview of the March Meeting*

**Linda Hite, PMP**

**MIS Svg Software & Project Office Manager  
Waterfield Mortgage**

**“Establishing a Project Office”**



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

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Email: kenhelms@comcast.net  
Fax: 219-451-5529

**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> .

## Free Hi-Quality Learning Opportunities from PMI



March Webinar offered at no cost **Steve McConnell**, is an author and CEO and Chief Software Engineer at Construx Software. Mr. McConnell will be presenting: **March 14, 2002 at 2:00 PM EST** speaking on "10 Myths of Rapid Development."

The software industry commonly confuses high-energy motion with rapid, meaningful progress. Many projects are developed under intense schedule pressure and are still delivered late. This talk explores 10 myths of rapid development, digs into core issues of achieving short schedules, and explains how to lay the groundwork for truly effective software improvement. This talk is based on Steve McConnell's best selling book, "Rapid Development." <http://www.construx.com/stevemcc/>

Presenting on April 25<sup>th</sup> 2002 - **Edward Yourdon** is one of the ten most influential men and women in the software field, according to the December 1999 issue of Crosstalk: The Journal of Defense Software Engineering in June 1997, he was inducted into the Computer Hall of Fame, along with such notables as Charles Babbage, Seymour Cray, James Martin, Grace Hopper, Gerald

Weinberg, and Bill Gates.

For our April installment of the ISSIG PM Webinar Series, Mr. Yourdon will be presenting: **April 25, 2002 at 2:00pm EST** speaking on: "Extreme Project Management,"

Historically, all software projects have involved a certain degree of risk and pressure -- but many of the projects in today's chaotic business environment involve such intense pressure that they require non-standard, *extreme* management techniques. This webinar discuss a survival guide for managers and project team members who are about to embark upon an "extreme" project -- i.e., a project whose schedule is so compressed, and/or whose budget, or team size is so constrained, that the only "obvious" way to succeed is to work 16 hours a day, 7 days a week, with no vacations until the project is finished. This presentation focuses entirely on the management issues, rather than the technical activities of design (e.g., refactoring), coding, and testing. <http://www.yourdon.com/>

More information is available at:

<http://info.nesm.net/pmi/isig/>



### FEBRUARY SPEAKER:

## Anna Ross

Director of Education and Operations

Fort Wayne Philharmonic

### Before the Downbeat: Program Management in the Creative Arts

Anna Ross has worked with the Fort Wayne Philharmonic since 1989 as the Director of Education and Operations. Originally from Pennsylvania, Mrs. Ross earned a degree in viola performance cum laude from West Virginia University and a Master of Music from the University of South Carolina. She is also a musician with the Fort Wayne Philharmonic.

Mrs. Ross received the Margaret Ann Keegan Award for Program Development in Arts Education from Arts United of Greater Fort Wayne in 1991 and 2001. She has designed and facilitated arts integration and collaboration seminars in the United States and Singapore, professional development seminars for orchestra musicians throughout the country, and orchestra administration and program evaluation workshops.

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.

## *The Top 500 Project Management Benchmarking Forum*

*Two-day Symposium on the Practice of Project Management in a Functional Environment*

Dear Project Management Benchmarking Colleague,

The next benchmarking forum will be held on March 21-22, 2002 at AT&T in Basking Ridge, NJ. The forum will address issues unique to project management. Its overall objective is to identify project management best practices, good practice examples, and competencies that can be immediately applied by participants in their work places. Attendees will take home ideas that improve project efficiency, reduce time to project completion, and enhance project goal achievement.

The forum agenda will focus on project manager competencies, project office and portfolio management best practices, issues related to global project organizations and methods used to promote project management to senior management and other functional areas. In addition, attendees submit questions and topics they wish to discuss. All are covered in the one and a half day discussion. Results from the forum are compiled and combined with data from prior forums. The report is submitted to attendees.

The program will be hosted by the AT&T Center of Excellence Program Manager Pete Magistro. In addition to sharing with the leading project management corporate practitioners in the world, several experts will present brief reports on state-of-the-art practices, including Dr. Frank Toney, author of the Superior Project Manager and

The Superior Project Organization, Jim Pennypacker, publisher of project management research, and editor of Project Portfolio Management, Paul Dinsmore, author of Winning in Business with Enterprise Project Management, Kent Crawford, author of The Strategic Project Office and Project Management Maturity Model, and Jeannette Cabanis-Brewin, editor of Project Management Best Practices Report and People on Projects and author of an uncountable number of project management articles.

The forum is administered on a non-profit basis by the Executive Initiative Institute. Generalized results from prior forums have been published. If you need more information contact Dr. Frank Toney at (480) 221-9313 or [ftoney@email.uophx.edu](mailto:ftoney@email.uophx.edu).

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The Top 500 Project Management Benchmarking Forum,  
 7034 E. Soaring Eagle Way, Scottsdale, Arizona 85262;  
 Phone: 480.221.9313

### ***NEIC Welcomes New Members***

**Steven Hall**  
**Claire Kuhl**  
**Peter Prime**

### ***February Dinner Menu***

**Sautéed Chicken with Mixed Berry Sauce**  
**Waldorf Salad**  
**Butter Whipped Potatoes**  
**Mixed Vegetables**  
**Turtle Cheesecake**

### **Chapter Financial Statement**

**CLEARED TRANSACTIONS:**

Previous Balance:	\$ 5,195.32
Checks and Payments	-603.23
Deposits and Other Credits	420.00
Service Charge	-2.00
<b>Ending Balance of Bank Statement:</b>	<b>\$ 5,012.09</b>

**UNCLEARED TRANSACTIONS:**

Cleared Balance:	\$ 5,012.09
Checks and Payments	-499.26
Deposits and Other Credits	405.00
<b>Register Balance as of 2/12/02:</b>	<b>\$ 4,914.83</b>

## Total Quality and Project Management

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

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How does the total quality movement, currently popularized by Six Sigma, fit together with project management? What did we learn from total quality that we should be applying to project management?

Six Sigma is simply a methodology for working through the life cycle stages of improving a business process and, as project managers know, improving a process is a project. In order to make any process improvement endeavor successful, it needs to be managed as a project, using a project management methodology. GE Capital found that using project management helped them to better execute their Six Sigma projects.

But how does total quality apply to project management? Total quality principles have proven to be effective in managing business process and some of those principles can be applied to project management:

1. Prevention pays. Total quality taught us that prevention usually costs less than rework and therefore investing in planning will save time during execution, the phase that takes the most time and costs the most money. Therefore, project teams need to take the time to invest the time to define requirements properly before beginning the design phase and to do a thorough job of planning before beginning execution.

2. Focus on outputs or deliverables. Total quality taught us to look at processes as a series of inputs and outputs, with each output or deliverable going to either an internal or an external customer. The technical processes we use to create deliverables for a project can also be seen as a series of inputs and outputs. Each output or deliverable is the result of a series of tasks or activities and each deliverable has customer, either inside or outside the project team. There are a number of benefits of working with deliverables instead of tasks or activities:

a. You can add requirements/quality criteria to deliverables, thus defining what the next customer needs

from the deliverable. Once the hand-offs between deliverables are identified (during the scheduling exercise), then team members can identify where quality criteria need to be more clearly defined for interim deliverables.

b. By adding quality criteria to deliverables and checking that these quality criteria are met, you can help to ensure that the final deliverable meets its customer acceptance criteria. Total quality taught us that relying on end-of-the-line inspection was both dangerous and costly. In-line inspections ensure that quality is on track throughout the process. When quality criteria are added to interim deliverables, then quality can be checked as each interim deliverable is handed off to the next customer in the series. Quality criteria for deliverables should be monitored and reported on your status report form.

c. A focus on deliverables allows you and the main project team to see the forest from the trees. Subproject teams can drill down into activities, if needed, but the main project focuses on deliverables. Deliverables are what is transferred from one subproject to another, so deliverables help you to better manage the interdependencies between subprojects – which after all is one of the main functions of the main project team.

3. Create ownership through team participation. Total quality taught us the power of having the people who have to do the work participate in planning how the work will be done. This creates buy-in and ownership as well as creating a more realistic plan. Involve the entire team in planning the project. Get them to map out the interdependencies between deliverables so everyone on the team understands the customer/supplier relationships within the project.

Total quality may have been seemed like a fad at the time it was introduced, but it has endured in one form or another for over fifteen years and it has some important lessons to teach us in how we approach the management of our projects. On the other hand, people working on Six Sigma or total quality projects can benefit greatly by better understanding how project management applies to their process improvement endeavors.

**NEIC is on the  
web at:**

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

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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.

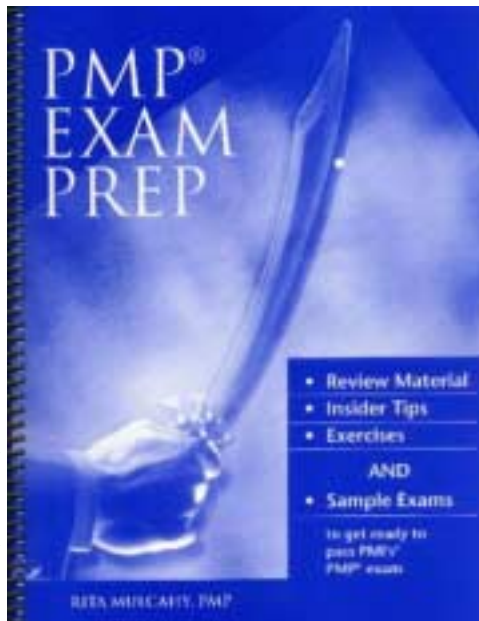
# PMP Exam Prep

by Rita Mulcahy

Wildly received during pre-release, this book contains the definitive review material for the PMP exam. It:

- is complete including review material, insider tips, exercises, and sample exam
- Can decrease your study time by 80%
- Tells you what to study and how to study
- Tells you the hot topics on the exam as well as providing complete review material
- Helps you test your knowledge before you take the exam
- Critical concepts are organized in a way to make them clear and concise
- Is time tested with hundreds of people
- Will increase your confidence in passing the exam.
- Make studying for the PMP exam fun, fast, and effective

Don't waste your time with only a sample exam, get this set of complete review materials!



Project World and PMI's International Project Management Symposium to standing room only crowds in 1998 and 1999. Rita's work is sought after around the world.

Rita is the President of RMC - Project Management, a project management training, consulting and speaking firm helping companies use project management tools and techniques to complete projects faster, cheaper, better, and with fewer resources. RMC - Project Management is a Registered Education Provider (R.E.P.) with the Project Management Institute.

**PMP Exam Prep, 3rd Edition**  
**Regular Price: \$89.00**

**PMI Member Price: \$84.55**

**ISBN: 0971164783**

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**Pages: 228**

**Format: paperback**

**Subject: Project Management**

**Author: Rita Mulcahy**

**Publisher: The Twigg Company**

RITA MULCAHY, PMP, is an international expert in project management "Tricks of the Trade," and best practices with over 15 years and \$2.5 billion of hands-on experience. She has taught over 4,500 project managers from around the world and has helped over 1,500 people get ready to pass the PMP exam.

Rita has helped write the PMP exam and is one of only about 15 trainers PMI uses for worldwide project management training. She has spent 7 years as a PMI chapter officer and has spoken at Project World and PMI's International Project Management Symposium to standing room only crowds in 1998 and 1999. Rita's work is sought after around the world.

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### About the Author

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## unSOUNDbites

**"If I have seen farther than others, it is because I was standing on the shoulders of giants." - Isaac Newton**

**"If I have not seen as far as others, it is because giants were standing on my shoulders." - Hal Abelson**

**"In computer science, we stand on each other's feet." - Brian K. Reed**



**Northeast Indiana Chapter  
Project Management Institute**

**ANNA ROSS**

Director of Education and Operations  
Fort Wayne Philharmonic

***Before the Downbeat: Program  
Management in the Performing Arts***

**Monday, February 25, 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

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***Dinner***

Members \$20

Nonmembers \$25

***Speaker Only***

Members *Free*

Nonmembers \$5

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***Please RSVP by February 20, 2002 to:***

[http://www.pmi-neic.org/chapter/rsvp\\_page.htm](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