

The

Newsletter of the
NorthEast Indiana Chapter
of the Project Management Institute



MILESTONE

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

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Chapter Officers

Chapter President

Janice Eplett, PMP
JHEplett@LNC.COM

Vice President of Membership

Dianne Minneman, PMP
Dianne_Minneman@SwissRe.COM

Vice President of Professional
Development

Dave Maynard, PMP
dave@maynard.com

Vice President of Programs

Paula Felver, PMP
Paula@Felver.COM

Vice President of Administration
Linda Nobel

Linda.Nobel@nav-international.com

Vice President of Finance

Bob Nichter, PMP
Robert_Nichter@SwissRe.COM

Vice President of
Communications

Ken Helms
kenhelms@comcast.net

Past Chapter President

June Ball
LandJGolfBuds@AOL.com

From the President

Last month's program by Anna Ross, Director of Education and Operations, began by discussing the benefits and challenges faced by non-profit arts organizations. She continued by talking about the Fort Wayne Philharmonic's Unplugged Concert Series, and the challenge of marketing to new audiences while retaining their current audience base. In the challenge to market the same product (classical music) to multiple generations with markedly different musical likes and dislikes, some remarkable strategies have been employed in the delivery of the product, resulting in the Unplugged Series. Anna also addressed some of the personnel issues in dealing with both office staff and professional musicians.



the top-level WBS for launching a PMO will be shared. Many of you will remember Linda's presentation from October 2000 regarding Project Communications Management. We hope to see YOU on March 25th!

Janice Eplett, PMP

This month Linda Hite, PMP, will present a program entitled *Establishing a Project Office*. During the course of the evening she will explore the purpose, advantages and disadvantages of employing a Project Management Office. A project plan with



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Linda Hite, PMP and Lynn Tidwell

"Establishing a Project Office"

Monday, March 25, 2002

6:00 PM Dinner, 7:00 PM Program

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



Anna Ross, Director of Education and Operations for the Fort Wayne Philharmonic, discussed the benefits and challenges faced by non-profit arts organizations.



NEIC is on the web at:
<http://www.pmi-neic.org/>

Chapter Calendar

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

- March 25 September 23
- April 22 October 28
- May 20 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!

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:

US Mail: Ken Helms - mail stop 578
ITT Aerospace/Communications, PO Box 731, Fort Wayne, IN 46801-0731
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> .

But We've Always Done It That Way . . .

Jim Macino, PMP

Stick with this . . . to the end.

Start with a cage containing five monkeys. Inside the cage, hang a banana on a string and place a set of stairs under it. Before long, a monkey will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the other monkeys with cold water.

After a while, another monkey makes an attempt with the same result, all the other monkeys are sprayed with cold water. Pretty soon, when another monkey tries to climb the stairs, the other monkeys will try to prevent it.

Now, put away the cold water. Remove one monkey from the cage and replace it with a new one. The new monkey sees the banana and wants to climb the stairs. To his surprise and horror, all of the other monkeys attack him.

After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted. Next, remove another of the original five monkeys and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm!

Likewise, replace a third original monkey with a new one, then a fourth, and then the fifth. Every time the newest monkey takes to the stairs, he is attacked. Most of the monkeys that are beating him have no idea why they were not permitted to climb the stairs or why they are participating in the beating of the newest monkey.

After replacing all the original monkeys, none of the remaining monkeys have ever been sprayed with cold water.

Nevertheless, no monkey ever again approaches the stairs to try for the banana. Why not? Because as far as they know that's the way it's always been done around here. And that my dear friends, is how company policy began.

I found this on the web, and it really touches the balance that all of us as project managers have to manage. Every project manager gets to be a player in this game. Use your creativity to plan those excursions to the stairs.

unSOUNDbites

"There is no reason for any individual to have a computer in his home."

Ken Olson, President, Digital Equipment Corp., 1977

MARCH SPEAKER:

Linda Hite, PMP and Lynn Tidwell

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

“Establishing a Project Office”

How do I know if my company needs a PMO? What models are companies using today? What's the best way to establish one? These and many more questions will be answered as we explore the purpose, advantages and disadvantages of employing a Project Management Office. A project plan with the top-level WBS for launching a PMO will be shared.

Linda Hite Linda has been an IT practitioner for over twenty years. She has managed small and large-scale projects for a wide variety of companies, including Do It Best (formerly HWI), Dana Corporation, Verizon (formerly GTE), International Wire (formerly Group Dekko) and Lincoln Financial Group. Linda received her PMP certification in 2001 and established the PMO at Waterfield Mortgage the same year.

PMI® Leadership Institute Class of 2003

Thank you for your interest in the PMI® Leadership Institute Class of 2003!

This year-long learning journey is designed to identify, develop, utilize and mentor a growing corps of well-trained organizational leaders by:

- Discussing, applying and practicing a variety of leadership skills, techniques and tools that participants can use in their volunteer, work and personal lives.
- Creating opportunities for participants to utilize their training and to further develop themselves through active volunteering coupled with ongoing mentoring.
- Orienting and educating participants regarding the PMI organization, culture and practices (i.e., PMI's expectations of leaders; the issues, challenges and opportunities facing the organization; distinctions between strategy and operations; etc.).
- Providing multiple, flexible and ongoing learning and development activities for participants.

The PMI Leadership Institute mirrors leadership development programs offered by Fortune 500 companies, providing:

- a personal leadership assessment;



PMI
LEADERSHIP
INSTITUTE

- skills building and active learning sessions;
 - one-on-one coaching and personal development planning; and
 - peer networking, discussion and mentoring.
- In addition, PMI's Leadership Institute adds unique offerings that further strengthen the value of the Institute for participants. These offerings include:
- active application of leadership skills through PMI volunteer participation;
 - exposure to global business, legal and cultural issues relating to positions of organizational leadership; and
 - tools to make participants more effective at building successful teams, live or virtually.

STRUCTURE OF THE PMI LEADERSHIP INSTITUTE

The PMI Leadership Institute is divided into six segments, each segment building upon the others:

Pre-Learning Assessment. The PMI Leadership Institute incorporates state-of-the-art psychometric assessment instruments designed to measure how each

(Continued on page 5)

NEIC Welcomes New Members

William Bosler

James Brown

Dawn Heilpap

David Libbing

March Dinner Menu

**Parmesan Chicken Breast
Tossed Green Salad
Twice Baked Potato
Green Bean Almondine
Lemon Meringue Pie**

On-Line NEIC PMP Classes

Our Internet-based class is intended for both those intending to pass the PMP exam and those that have already passed the PMP® exam, but need re-certification credits. We'll cover the entire PMBOK® Guide and hundreds of original practice questions in six weeks. You will need a copy of the PMBOK® guide, Internet access and Microsoft Office.

Each student will be required to "attend" a few hours a week, (but not on weekends). There will be typed lectures; PMBOK® guide reading assignments, a group discussion of selected topics and weekly exam-type questions. For more info:

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

Interested in Speaking at One of Our Chapter Meeting?

If you have a topic that would be of interest to the members of our chapter, please contact our VP - Programs. You can earn PDU credits and get a free meal! The length of the presentation needs to be one hour.

participant displays key leadership characteristics. Completed for scoring in advance of the Institute Seminar, the assessment results play a key role in the next two segments of the journey.

Institute Seminar. This intensive learning stage runs for three days and includes a variety of learning structures: lectures; individual and small group exercises; discussion; support and networking; evaluation; and reading. The key goals of this segment include: teaching strategic leadership skills; demonstrating that strategic leadership is an ongoing journey of self-discovery and development; and creating a better understanding of the global environment in which leadership is exhibited.

Coaching. This segment builds upon the pre-learning and Seminar training through one-on-one coaching and development. At the same time, participants support and mentor each other. On a quarterly basis, participants will gather “virtually” to share, dialogue and support each other's continued progress. Throughout the program, participants will maintain a “learning journal” for capturing key learnings, personal observations and actual applications of leadership skills.

Training Intensive Workshops. Attached to the front-end of the bi-annual PMI Leadership Meetings in March and October 2003 (locations to be determined), these training courses allow Institute participants who are able to attend to receive highly-focused training in nonprofit leadership issues and in organizational leadership tools and tactics. At the same time, the Institute participants have an opportunity to integrate with other PMI leaders from such groups as— PMI Board of Directors, Strategic Advisory Groups, Component leaders, Member Advisory Groups, etc. — who are meeting in the same venue.

Graduation. This segment acknowledges the Leadership Institute participants for successful completion of the program and their employers for supporting the participants' growth as leaders. It occurs in conjunction with the 2003 PMI Seminars & Symposium (date and location to be determined) so participants can not only celebrate their successes but also continue enhancing their skills.

Class Reunions. This segment will include a variety of networking and support activities to help Leadership Institute participants retain the friendships and support network that they have developed.

APPLICATIONS ACCEPTED UNTIL 30 MARCH 2002

PMI Headquarters is accepting applications for the PMI Leadership Institute Class of 2003 until 30 March 2002.

The Right Stuff (Continued from page 6)

skills doesn't mean that project management is the perfect high tech job for those with few, if any, tech credentials. Many project managers have at least a few years of IT experience.

“You need to be familiar with the technology you're using,” SAIC's Lancan explains. “The folks reporting to you will rely on getting good feedback from you.”

It represents just one of the many skills project managers draw upon daily. For Scott Webster, a program manager at SAIC (where “project manager” and “program manager” are often used interchangeably), that variety is one of the best parts about his job. “I can touch every part of a project I like: the numbers, the mixing of people, the interaction with the customer,” he says. “It's a different challenge every day.”

Sometimes, those challenges mix the emotional and professional, as team members clash or a client gets upset. “By the nature of project management, there's a lot of conflict,” GWU's Popick says. “If a person doesn't like conflict, it's the wrong field to get into.”

Other times, the job's challenges are more internal, as project managers struggle to keep themselves from getting directly involved in tasks that are no longer their responsibility. “Very new project managers rely too much on their own ability to do the work,” Popick says. If a software bug needs fixing, they just “revert back and write the software, not realizing they just left the project manager job ‘open’.”

That's changing, though, as the field becomes more systematic and professional. “Initially, people were made project managers in an ad hoc way, and they learned through succeeding or failing,” Popick says. “Now, there's lots more emphasis on knowing how to do project management.”

Universities offer classes and certificate programs. Companies such as SAIC provide courses to their workers. There's even a credential: project management professional (PMP), earned through the Project Management Institute in Newtown Square, Pa.

But the classroom can only teach so much about such a hands-on job.

“I had my MBA, a technical degree in engineering, an executive management class at Penn State and the SAIC training,” Webster says. “The rest has been hard knocks.”

Rice (arice@itrecruitermag.com) is senior editor at ITrecruitermag.com. How do you like your project management job? Let us know at editor@itrecruitermag.com.

From IP Recruiter Magazine, Sept-Oct 2001, <http://www.itrecruitermag.com>

Do You Have The Right Stuff to be a Project Manager?

by Alison Rice

If an IT recruiter could write an ad for the perfect project manager, here's what it might say ...

Wanted: Highly organized techie who likes people and calendars as much as his computer. Must be obsessed with sticking to a schedule and following a budget, but not so rigid that he drives his team members crazy. No antisocial coders looking for a pay raise need apply. Generous salary and responsibility.

With such parameters, it's no wonder that good project managers are some of the toughest IT workers to hire; few people have such a balanced combination of technical, personal and business skills.

Of course, when companies do discover these highly sought-after workers, they pay them handsomely – a worldwide average of \$75,000 annually, according to the Project Management Institute's [pmi.org] 2000 salary survey.

But project management isn't for everyone. Despite the appealing pay and boost up the corporate ladder, some techies find they chafe at the administrative duties involved, feeling like they're stuck nagging their fellow employees about deadlines when they could be cranking out the code themselves.

"I once had a project manager, who'd been a very good engineer, tell me that, if it weren't for all the interruptions and talking to people, he could just go back to his office and solve the problem himself," says Paul Popick, a project management professor at George Washington University [gwu.edu] in Washington, D.C.

If you can relate to that engineer's frustration, hard-core IT probably is where you should stay – but if you love working as a team with your coworkers, developing plans and sticking to a schedule, perhaps project management is a career track to pursue.

"It's an excellent job," says George Thomas, a former IT project manager who now teaches at George Mason University [gmu.edu] in Fairfax, Va. "You get to see the big picture."

Evolution PM

As anyone who's looked at tech "help wanted" ads lately knows, there is no shortage of companies seeking project managers. From software developers to defense contractors, everyone needs someone to oversee a Web site's e-commerce redesign or manage the creation of client software, and they're not easy to find.

"It's a challenge for any company to identify good project managers," says Devette Lancan, director of employment at systems integrator and research and development company SAIC [saic] in McLean, Va.

As a result, there's great opportunity for those with the necessary technical, organizational, and, increasingly, personal skills.

This emphasis on people skills represents a switch from the requirements for the project manager jobs of the past, says GMU's Thomas. Prior to the 1990s, project managers tended to be serious techies with equally serious responsibilities, overseeing a tech project's entire life cycle, from concept to execution. "They were the ones who ran the projects," he says. "That's changed a lot."

Now, Thomas says, their responsibilities tend to be more administrative and people-oriented. While a technical lead provides the necessary techspertise, the project manager spends his day checking in with anywhere from a handful to hundreds of team members about the project's progress. He communicates the client's needs to the programmers and software developers. He enforces their deadlines. He may monitor costs, to ensure the work is done within budget. But a project manager works with more than the techies. He also serves as a liaison to the people who ordered the project, whether that's an internal "customer" such as the accounts payable department or an external client like an advertising firm. It makes for a heck of a lot of phone calls and e-mails. "Eighty percent of the job is communication," Thomas says.

Why the switch from hard tech skills to "soft" people skills? The Internet revolution, of course. Webmania made everyone want to get themselves – and their businesses – online. From Web sites to e-commerce, wireless e-mail to instant messaging, someone had to manage all these projects, and there simply weren't enough techies to go around. "These tech people who could have become project managers couldn't be freed up," Thomas says. "They were too valuable technically to be doing administrative work."

There wasn't anyone else to do it, either. The corporate "reengineering" of the 1980s and early 1990s "stripped all the middle managers out of companies," Thomas explains, as employers saved money by eliminating these supervisors' salaries, offices, secretaries and other perks.

Of course, someone still had to manage the workflow. The solution? Project managers. Not only were they easier to move around the company than the former middle managers, project managers were also – despite their more-than-respectable salaries – less expensive than their old counterparts.

Project Management 101

But that emphasis on communication and other soft

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Northeast Indiana Chapter Project Management Institute

Linda Hite, PMP and Lynn Tidwell

MIS Svg Software & Project Office Manager
Waterfield Mortgage

Establishing a Project Office

Monday, March 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

Dinner

Members \$20

Nonmembers \$25

Speaker Only

Members *Free*

Nonmembers \$5

Please RSVP by March 20, 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