

# The

Newsletter of the  
NorthEast Indiana Chapter  
of the Project Management Institute



# MILESTONE

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

February 2003, Vol 3, No. 2

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## What's Your Thinking Style?

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

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Most people make the assumption that everyone else thinks just like they do. We lead our teams as if what's going on inside each person's head is the same thinking process – ours. If they don't understand something, there's something wrong with them. Not only is this an ineffective way to lead a team, but it's just plain wrong. According to Ned Herrmann, creator of the Whole Brain Thinking approach and the Herrmann Brain Dominance Instrument (HBDI), there are 64 different thinking styles. We each use a few of these styles as our primary thinking styles, and different people use different combinations of styles which means that a single set of information, everyone is processing that information differently. Add to that our differences in our internal maps of the world, experiences, assumptions and no two people are having the same experience or coming to the same conclusions when you're at the head of the group,

expounding on whatever makes perfect sense to you.

The 64 thinking styles can be divided into two broad categories: left brained and right brained. The left brained styles are linear and task oriented. They show a preference for dealing with facts and current reality. We can further divide the left brained category into data oriented (Analytical) and task oriented (Organized) thinking styles.

- People who are Analytical like facts and figures. They value logical thinking.
- People who use the Organized thinking style like structure and process. They learn best in a step by step approach.

The right brained styles are more conceptual or people oriented. They prefer ideas and group involvement. The right brained styles can also be broken down further into concept

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## Charles Whitcraft, PMP

### “Computerized System Life Cycle”

**Tuesday, February 25, 2003**

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

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



**Pictures from the January meeting. Eric van Gemeren spoke on "The Application of Project Management Within Product Development"**



## *Chapter Calendar*

Get out your Day Timer or PDA and add the following meeting dates in 2003:

February 25	October 28
March 24	September 23
April 29	December 2
May 27	

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!

### *Correction*

**The January issue incorrectly identified the date of the April meeting. The correct date is April 29.**

### *February Dinner Menu*

Thai Glazed Salmon Filet  
Tossed Garden Salad  
Garlic Smashed Potatoes  
Green Beans Almandine  
Vanilla Mousse w/Rasp Sauce

**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> .



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## unSOUNDbites

**“The telephone has too many shortcomings to be seriously considered as a means of communications. The device is inherently of no value to us.”**

**Western Union,  
Internal Memo, 1876**

### Chapter Financial Statement

**CLEARED TRANSACTIONS:**

Previous Balance:		\$ 9,559.85
Checks and Payments	-540.28	
Deposits and Other Credits	1,456.05	
Service Charge	-3.00	
Ending Balance of Bank Statement:		\$ 10,475.62

**UNCLEARED TRANSACTIONS:**

Cleared Balance:		\$ 10,475.62
Checks and Payments	-694.59	
Deposits and Other Credits	390.00	
Register Balance as of 2/11/03:		\$ 10,171.03

*From the PMI Web Page*

**MICROSOFT CHOOSES THE PROJECT MANAGEMENT INSTITUTE'S PMP CERTIFICATION AS CREDENTIAL OF CHOICE FOR WORLDWIDE SERVICES OPERATIONS**

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Release Number: 040-001-2003

For Release on: 30 January 2003

Newtown Square, PA, USA – Microsoft has chosen the Project Management Institute's (PMI) Project Management Professional (PMP®) Certification Program as the certification of choice for Microsoft Services. PMI is project management's leading global professional association with nearly 100,000 members in over 125 countries.

"We were in need of an internationally recognized project management certification that would support the professional development of our Services personnel," said Joe Austin, Chief Operating Officer, Microsoft Services. "PMI's credentials parallel our own ongoing commitment to quality aimed at customer, partner and employee satisfaction."

Worldwide there are over 50,000 PMPs who provide project management services in 120 countries. Many corporations require that for individual advancement within the corporation or for employment, the individual have the PMP credential.

"Microsoft's investment in the PMP Certification Program solidifies the global importance of the PMP designation and its growing recognition worldwide. By supporting the PMP certification program within their organization, Microsoft has proven that they are committed to advancing project management, both internally and across the globe," says Gregory Balestrero, Chief Executive Officer, PMI.

The PMP Certification is the project management profession's most recognized and respected global credential. To obtain PMP certification, an individual must satisfy education and experience requirements, agree to adhere to a Professional Code of Conduct and pass the

PMP Certification Examination. The PMP Certification Program supports the global community of project management practitioners and is designed to objectively assess and measure professional knowledge.

PMI's PMP Certification Program offers individuals a wide range of important benefits. The PMP designation following one's name demonstrates to employers and other stakeholders that an individual possesses a solid foundation of experience and education in project management.

The PMI Certification Department is the first professional certification program of its kind in the world to receive the ISO 9001 certification, a globally recognized mark of a quality management system.

The Project Management Institute (PMI), with nearly 100,000 members in 125 countries, is the world's foremost authority for the project management profession. PMI sets industry standards, conducts research, and provides education, certification, and professional exchange opportunities, designed to strengthen and further establish the profession. PMI advances the careers of practitioners, while enhancing overall business and government performance through documentation of return on investment.

For more information visit [www.pmi.org](http://www.pmi.org) or contact:

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### Courses held in Cleveland

February 3 - 7, 2003

March 3 - 7, 2003

March 31 - April 4, 2003

Register **TODAY** at....

[www.cheetahlearning.com](http://www.cheetahlearning.com) or 888-659-2013

(Continued from page 1)

oriented (Conceptual) and people oriented (Interactive).

- Conceptual thinkers like generating ideas and creating the big picture. They learn best for exploring possibilities
- Interactive thinkers like emotional involvement with others and experiential tasks. They learn best by interacting with other people on the team.

So, how do we harness this thinking diversity so it can add and not detract from our team? One simple way is to utilize the strengths of each person's thinking styles at the appropriate point in the process we're working through. Let's take the MTA decision making process, IOAC, as an example. The first stage in decision making is idea generation (I). Which thinking styles are going to contribute most at this stage? The Conceptual thinkers. The next stage is organizing the ideas (O). Obviously the Organized thinkers will help us out here. The third stage is analysis (A). We'll utilize our analytical thinkers in this stage and finally, we are at consensus (C) and our Interactive thinkers will help make sure the team is on board both mentally and emotionally.

Educating yourself and the people on your team about the differences in thinking styles, and which thinking styles are most beneficial at each stage in your processes,

will help you avoid the kind of conflict that arises when someone is trying to brainstorm when you're at the consensus stage.

We know that being effective as a project leader requires a focus on people and communications. Understanding and effectively utilizing the diversity of thinking styles that exist in any team is one of the steps on the journey to being a more effective project leader and team.

Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. For more information, visit the Martin Training website:

<http://www.martintraining.net> or our new Executive website: <http://www.mtaexec.com>. Phone: 866-922-3122 or 513-563-3512.

**MARTIN TRAINING**  
ASSOCIATES

**The PMI Online Bookstore is now holding its biggest year-end clearance ever and many titles are discounted up to 70**

## ***Automotive Extension to the PMBOK® Guide Team Now Forming!***

### **Who To Contact**

We are accepting applications for this blue ribbon team to develop PMI's APD extension. Please fill in and submit the online-volunteer application then print, sign and send via postal-mail the Automotive Extension to the PMBOK® Guide copyright assignment form (PDF, 16KB) for team members. Only original signatures can be accepted.

The project manager, Tim Sennett, will be leading this project team. To contact Tim, e-mail him [timsennett@aol.com](mailto:timsennett@aol.com), or call him at 248-701-7295 (day or night).

### **What we are doing**

The Project Management Institute has commissioned the development of an Automotive Product Development (APD) Extension to A Guide to the Project Management Body of Knowledge in accordance with the APD Charter as approved on 07-Feb-2002. The Automotive Product Development Extension Team will be made up of many sub-teams of industry experts from each discipline involved in the development of a vehicle. This new PMI standard is due to be posted on the PMI web site as an exposure draft in late 2003 or early 2004 and be published in late 2004.

### **Our Goal**

To provide information to supplement the PMBOK® Guide with knowledge and practices which are generally accepted in the Automotive Product Development industry. The project manager would like to produce the standard faster than the schedule in the charter.

### **The Steering Committee**

PMI's Standards MAG and Steve Fahrenkrog, PMI Standards Manager

The Project Management Office

Tim Sennett – Project Manager

TBD – Deputy Project Manager

Mike VanDyke – Reporting & Administration

Education/Publishing SME – TBD

### **We need you!**

We need three to six volunteers from each of the disciplines listed below in order to assemble the teams of experts that will develop the information we'll use to establish this body of unique automotive knowledge.

### **The Subject Matter Expert Teams**

Team 1: Trim Design / Release Engineering

Team 2: Chassis Design / Release Engineering

Team 3: Drivetrain Design / Release Engineering

Team 4: Body & Die Design / Release Engineering

Team 5: Electro-Mechanical Design / Release Engineering

Team 6: Electrical Systems Design / Release Engineering

Team 7: Interior Design / Release Engineering

Team 8: Concept/Styling Engineering

Team 9: Test / Validation / Reliability Engineering

Team 10: Prototype Build Coordination

Team 11: Manufacturing Engineering – Body, General Assembly, Paint

Team 12: Quality Engineering

Team 13: Sales Management - Supplier

Team 14: Marketing

Team 15: Procurement – Supplier

Team 16: Project Management – Supplier

Team 17: Project Management – Automaker

Team 18: Platform Management – Automaker

Team 19: Chief Platform Engineer – Automaker

Team 20: Product Planning – Automaker

Team 21: Launch Coordinator

Team 22: Service Parts Purchasing

Team 23: Service Parts Engineering

Team 24: Warranty Analysis

Team 25: Human Resources (plant staffing, etc...)

Team 26: Financial / Cost Accounting

Team 27: Import / Export Engineering, Homologation Engineering

Team 28: R & D Engineering

Team 29: Union Relations / Plant Supervisors

Team 30: Government Regulations

### **Expected commitment from these Subject Matter Experts team members**

The teams will generally work in a virtual environment, primarily using the Internet and teleconferences. Other PMI standards project team members usually devote 2 to 5 hours per week. Depending on where team members are located and budget availability, three to five meetings, each about 2 hours in duration (depends on the amount of content you come up with) may be possible. One person to lead/facilitate, and one person, designated as the scribe, will be responsible to document the group's information.


### **The Integration Team (To be created in the third quarter of 2002)**

Responsible for the digestion, organization and integration of each of the SME team reports into what will become the standard.



**Northeast Indiana Chapter  
Project Management Institute**

**Charles Whitcraft, PMP**

 **DePuy** a Johnson & Johnson company

**“Computerized System Life Cycle”**

**Tuesday, February 25**

**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 \$10

Nonmembers \$25

***Speaker Only***

Members *Free*

Nonmembers \$5

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***Please RSVP by February 20, 2003 to:***

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

Or by email to: [Dianne\\_Minneman@swissre.com](mailto:Dianne_Minneman@swissre.com)

To cancel a reservation, contact Dianne Minneman no later than 2/20/03 to avoid being charged for the dinner.