



Pittsburgh Chapter of the PMI

www.PittsburghPMI.org

September 2007

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Monthly Chapter Meeting Schedule

Date: September 13, 2007

Agenda:

- 5:00 Healthcare LIG
- 6:00 Dinner
- 7:00 Chapter Meeting and Presentation

Location:

Engineering Society of Western Pennsylvania (ESWP)
 337 4th Avenue
 Pittsburgh, PA 15222

To make reservations, please call 412-261-4300 before noon on Wednesday, September 12, 2007.

Back By Popular Demand – Free Chapter Meetings!

Beginning with the September meeting and continuing throughout the program year, the Chapter meeting will be free to all Chapter members. Dinner will be provided.

RESERVATIONS ARE REQUIRED!

Call ESWP at 412-261-4300 by the day before the meeting to make a dinner reservation.

September Chapter Meeting

Presenter to Facilitator: Reframing Your Approach to Training

Speaker: Michelle Donovan

2007 Election Announcements

Elections for the following Chapter Board of Directors positions will occur at the annual Chapter Business Meeting held on Thursday, November 8, 2007:

- President
- Vice-President of Education & Certification
- Vice-President of Treasury & Finance

The Nominations Committee, chaired by the Past-President of the Chapter, is responsible for preparing a slate with nominees for each Board position and determining the eligibility and willingness of each nominee to stand for election.

Any members of the PMI Pittsburgh Chapter interested in being nominated for one of the Chapter Board of Directors positions listed above should contact Ed Rosenstein, PMP – Past President – PMI Pittsburgh Chapter by e-mail at: ExOfficio@PittsburghPMI.org

Further details of the responsibilities of the above positions can be found in the Chapter Bylaws and the Chapter Officers' Handbook, and links to both documents can be found near the bottom of the Board of Directors page of the chapter website, www.PittsburghPMI.org.

Want to add articles or important information to the Newsletter?

The Chapter encourages its members to submit articles, tips, humor, or other important information.

Submission Deadlines:

October Newsletter	September 16
November Newsletter	October 16
December Newsletter	November 16

Submit by e-mail to: newsletter@pittsburghpmi.org

Special Announcements

Program Management Professional Credential Now Available

PMI is proud to announce that the Program Management Professional (PgMPSM) Credential will be made available to the public as of 1 October 2007! With project management's growing implementation around the world and across industries, PMI continues its leadership in credentialing by launching PgMP for the community of program managers.

Two years in the making, the credential is now fully tested and has met PMI's strenuous acceptance criteria to take its rightful place in PMI's family of credentials. The PgMP will become a market-recognized professional credential from the world's largest project management organization through which candidates can demonstrate their experience, knowledge and performance as a program manager.

PMI's first-ever invitation-only pilot was a huge success. Candidates from 16 countries participated in the PgMP pilot, which completed in early August. They had this to share:

"The PgMP is sure to become the international standard for program management professionals, much like the PMP has become the standard for project managers," says Brain Grafsgaard, PMP, PgMP, director of professional services for Quality Business Solutions (QBS) in Minnetonka, Minnesota, USA.

According to Ajaibir Singh, PMP, PgMP, New Delhi, India, "Though the PgMP is not as well known in the organization and industry today, it is the need of the hour and will become essential to succeed in projects and programs."

PMI's vast network of Registered Education Providers (R.E.P.s) and Components will have the opportunity to offer candidates of this new credential comprehensive program management or PgMP preparation courses around the globe.

To maintain an active certification status, credential holders will be asked to show their commitment to project and program management as well as to their organization by expanding their professional knowledge through a Continuing Certification Requirements (CCR) program identical to the PMP CCR program. Classes for those with this new credential in which a credential holder can earn PDUs may also be offered by many of the same R.E.P.s who offer examination preparation.

PMI is excited about the possibilities of credentialed project team members, project managers and program managers working together using knowledge and techniques from the Project Management Body of Knowledge to achieve organizational success. Please contact customercare@pmi.org with questions or inquiries.

Special Announcements - From the Desk of the Vice President of Education

CARL PRITCHARD RETURNS TO THE PITTSBURGH CHAPTER

The Pittsburgh Chapter is pleased to announce that Carl Pritchard, renowned lecturer, researcher, and author is making a return visit to the PMI Pittsburgh Chapter. He will be presenting an all-day seminar on Thursday, November 8, 2007, entitled "Advanced Risk Management". Please see the abstract and outline on the next page for the course information.

The seminar will be held at the Regional Learning Alliance in Cranberry Township. The cost for the session is \$250 for PMI members and \$350 for non-members. For those who are PMP-certified, this seminar will provide 7 PDUs toward re-certification.

In addition to course materials provided at the session, Carl's published white paper "Alternative Perspectives on Risk Management" will be provided to all participants. Also available at the session at an additional cost of \$30 will be Carl's book "Risk Management: Concepts and Guidance".

After the seminar, join us at the Engineers' Society for the chapter meeting where Carl will also be the speaker. His topic will be "The End of Project Management as We Know It."

To register for the seminar or for more information, see the insert in this newsletter or go to the PMI Pittsburgh Chapter website at www.pittsburghpmi.org. All registrations, with payment in full, must be received by November 2, 2007. Contact VP_Education@PittsburghPMI.org with any questions.

Special Announcements - From the Desk of the Vice President of Education

Advanced Risk Management

Abstract and Outline

Risk Management is an evolutionary topic with new developments on a regular basis. In the Advanced Risk Management seminar, Carl Pritchard, PMP® takes participants through the advanced concepts of setting organizational thresholds and triggers, building risk models and working with the newest concepts in risk management, including David Hillson's Risk Breakdown Structure. Through hands-on case practice, the course examines alternative means to ensure consistent risk management practice and protocols, and to apply metrics to project risk as project go from feasibility to implementation and change. As a component of the program, participants will build a sample risk model.

Advanced Risk Management Outline

- What constitutes "advanced?"
- Risk Metrics
- PMO Applications
- Monte Carlo for schedule and cost
- New Approaches
- Organizational Risk Parameters
- Setting risk thresholds
 - Probability/Impact
- Building risk triggers
- Identification
- Construction
- Communication
 - Risk Modeling
 - PMO roles in Risk Modeling
 - Setting Critical Areas
 - Weighting a Model
 - Model Construction
 - Modeling and Contingency Budgeting
- Metrics in Risk Identification/Prioritization
 - Risk Breakdown Structure
 - Risk by Volume
- Metrics in Quantification
 - Monte Carlo
 - Schedule Applications
 - Cost Applications
- Strategies, History, Templates

Project Nuggets - Communication

How Did You Get *That* Out Of What I Just Said?

5 Rules to Communicating

Have you found yourself wondering those exact words just moments after a conversation with a co-worker? Or...found yourself in a heated discussion because of something you've said to your spouse or loved one? Better still...your teenager gives you the "deer caught in the headlights" look when you ask where have they been so late at night? You may find yourself in these situations time and time again although you know that you were perfectly clear in what you communicated. So...something must be wrong with these folks and their hearing!

Communication, no matter how much we try can just go off the deep end when we talk to some people. Is it us? That's not possible because so many others understand us, why not these particular people? Here are some basic rules to help you be clear no matter whom you are speaking with.

Rule #1 – People Do Not Do Things To You Or Against You, They Do Things For Themselves

If you can understand this first and foremost, you should be able to side step feeling misunderstood; undermined and even avoid the most heated conversations. How? By understanding that most people don't spend their time and energy trying to confuse, misuse and abuse you. They have goals they are trying to accomplish and sometime you are in the middle of the path that they are heading down.

Rule #2 – You are 100% Responsible For The Conversation...As The Sender

When sending a message it is your responsibility to make sure that you are being heard and understood. How do you do that? Ask for assurance that your message has been received? Use simple questions: *Do you understand what I mean? Can I answer any questions about what I just said? Would you like for me to restate that in a different way?* As the Sender of a message it is your job to make sure that the message that you have sent was received as you intended.

Rule #3 – You are 100% Responsible For The Conversation...As The Receiver

One complicated fact about communicating effectively is that we are able to think/process faster than a speaker can talk. This gives us ample time to "get ready" to respond, to "mentally argue" to actually be "some place else" during the conversation. Staying tuned in takes a concentrated effort and listening effectively takes practice. How do you know if you received the message as it was intended? *Suspend judgment, don't look for hidden meanings. Ask for clarification. Summarize the message to be sure you understood what you thought you heard.*

Rule #4 – Be Aware Of How You Nonverbally Communicate

Of the three elements of communication: Tone of voice, Body Language and Words, Body Language accounts for 55% of how we communicate. When sending a message is it congruent, meaning that your words match your body language? When receiving a message, do you stop multi-tasking, face the person and give them your full attention? Your nonverbal communication says more about you and how effectively you communicate than your carefully chosen words.

Rule #5 – Apologize

Apologize? Yes. Why? Because there is a misunderstanding and when you sent the message, you weren't clear. Learn to say the same thing another way. Apologize because when you received the message you misinterpreted the meaning, intent, and purpose and now you must take a step back and get clarification. Apologize because it's no skin off of your nose to attempt to make the communication effective so that the relationship can work. You have the information on how to be a better communicator so that makes you the flexible one.

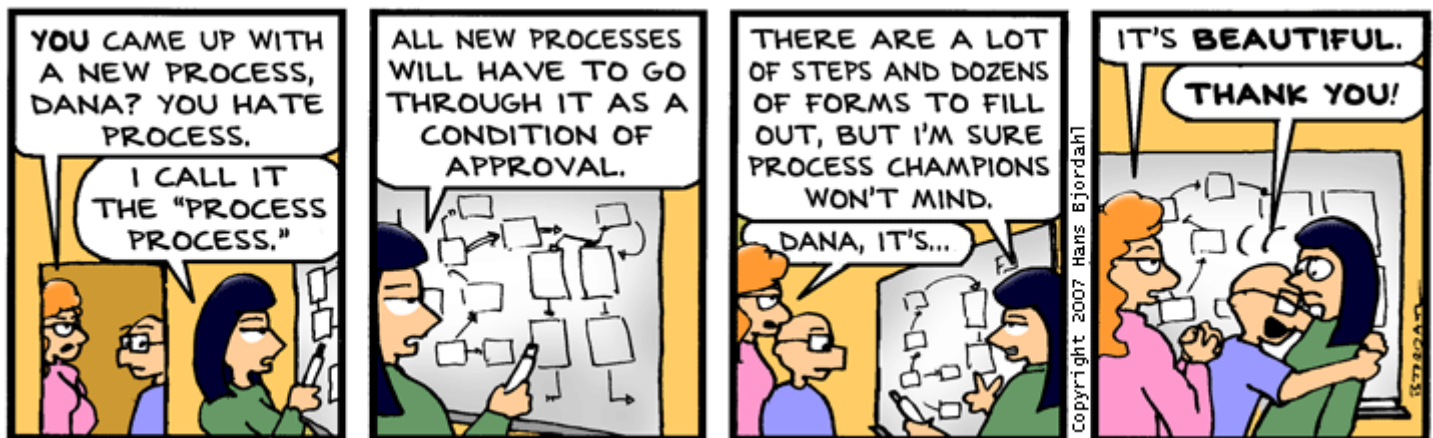
An understanding of communication and effective listening can help lessen the amount of times you ask that nagging question? "*How did you get that out of what I just said?*"

About the author

Taylor Sparks, Principal Encourager of Sparks & Associates, has taught for Global Knowledge for several years. She is certified in Human Behavior Studies and continues a life-long passion for encouraging people to improve in all areas of their lives. With more than 20 years experience in business administration, management, sales and marketing, many people have laughed and learned from Sparks as she speaks with understanding to business people, educators, parents and teens.

This article was originally published in Global Knowledge's *Management in Motion* e-newsletter. Global Knowledge (www.globalknowledge.com/PMILocal) delivers comprehensive hands-on project management, business process, and professional skills training. Visit our Knowledge Center at for free white papers, webinars, and more.

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Bug Bash by Hans Bjordahl

<http://www.bugbash.net/>

Practical PM Tips to Give You a Competitive Edge Fast

Managing Team Fireworks

by Michelle LaBrosse, PMP, Chief Cheetah, [Cheetah Learning](#)

Watching fireworks light up a summer sky awakens the wonder in us all. When fireworks light up a conference room and team members are ready to explode, it can be the true test of your Project Management and leadership skills.

Healthy vs. Destructive Conflict

The first thing to identify is whether the conflict is healthy or destructive. When team conflict is enthusiastic, challenging and results in a better outcome, it's healthy and a sign of a team that trusts each other enough to engage in debate and discourse. When the conflict is mean-spirited, personal and results in communication shutting down or barriers to success, it's destructive, and the team needs to get to the true root of the conflict and solve it.

Getting to the Root of the Conflict

If conflict is destructive and slowing your team down, here are some areas to focus on:

Expectations. Is the conflict or disagreement because team members had different expectations? This is where a Project Agreement is like the Holy Grail. When a Project Agreement is developed and when the entire team buys into it, everyone has a document that outlines expectations, roles and responsibilities, and deadlines.

Communication. How is the team communicating? Is there a regular time when they meet, have a conference call or go over the project status? Many times, conflict is caused by a lack of communication or silo communication where communication isn't making its way to all members of the team. If there's a silo, break it down and create a communication chain that connects all team members.

Understanding personality types. If your team has never worked with the Myers-Briggs Type Indicator®, it can be an illuminating exercise and can give team members insight and understanding about each other. As a team leader, it can give you ideas about managing your team and communicating with them.

Here is a simplified personality assessment based on the four key personality dimensions.

E or I – Are You an Extrovert (E) or an Introvert (I)

How are you energized? Do you get excited or animated around others (E) or do you prefer to be on your own? (I)

N or S – Are You Intuitive (N) or Sensory (S)?

What do you focus on in your environment? Do you look at what could be (N)? Or do you see "what is" (S)? People who fit the N classification are "Idea" people, and the

people who fit the "S" classification are driven by "real" facts and data.

T or F – Are You a Thinker (T) or a Feeler (F)?

How do you make decisions? Do you make them impersonally with comments such as "I think..." (T)? Or do you make decisions based on your own values, prefacing comments with "I feel..." (F)?

J or P – Are You Judging (J) or Perceiving (P)?

How do you choose to live? Do you keep your desk neat and tidy (J)? Or do you prefer to keep it more spontaneously organized and flexible (P)? People who fit the J classification prefer an orderly life and are happiest when matters are settled. People who fit the P classification prefer to be spontaneous and are happiest when their lives are more flexible.

Tips for Reading People's Personality Types

- 1. Notice their behavior around others.** Do they get excited and draw energy from others (E), or do they prefer to be on their own (I)?
- 2. Where do they place their focus?** Do they look at what could be (N) or at what is (S)?
- 3. How do they make decisions?** Do they preface their opinions with "I think" (T) or "I feel"? (F)
- 4. Do the desk test.** Is their desk neat, tidy and structured (J)? Or is it more spontaneously organized and flexible (P)?

Communication Approaches

After you identify a personality type, then you need to know how to communicate with that person. Here are a few examples:

INTJ: Be brief and to the point. Acknowledge their work and thank them – especially in front of others.

ISTJ: They like details, so make sure you give them enough information to be comfortable. Be logical and clear, letting them know you understand their current challenges, and can help them find solutions.

ENTP: Let them share ideas and participate in the process. Be clear about the deliverable and what you need.

ESTJ: Engage them in discussion. Let them talk about personal matters. Ask them how they can help you with your problem.

Ground rules. If you see a pattern that keeps rearing its ugly head, such as a team member who is always negative about an idea versus building on it, break the pattern by establishing ground rules that make it unacceptable.

Both sides now. When you walk a mile in another person's shoes, you often get a different perspective. When team members who are opposed argue the opposite side, they are forced to see the other person's perspective, and it also may generate ideas that no one had thought of before.

Humor. When was the last time your team had a good laugh together? A real belly buster? Humor is one of the world's best tension breakers; if your team is too serious, it may be time to prescribe some laughter. A quick team-building exercise that can bring some laughs into the room is the "nickname" roundtable. Everyone goes around the room or takes a turn on a conference call and discloses their funniest nickname. It's a good way to bring some laughter into the room before you tackle a tough subject.

Serving up Success

Here's to a great Fourth of July for our readers in the United States, and to everyone around the world, may your projects explode only with success!

Learn More: To learn more about personality types and negotiation techniques, read [Cheetah Negotiations](#).



About the Know How Network

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere.

About the Author



Michelle LaBrosse, PMP, is the founder of [Cheetah Learning](#), and [author](#) of *Cheetah Negotiation* and *Cheetah Project Management*. The Project Management Institute, www.pmi.org, recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected from the training and education industry. She was featured in the October 2006 issue of PM Network Magazine, and also graduated from the Harvard Business School's Owner President Managers (OPM) program in March 2006.

She created the origins of the Cheetah Project Management methodology as an Air Force Officer in the mid 80's. In 1995, she prototyped the concept of accelerating learning using "virtual classrooms," to accelerate the way people learned and applied core business skills. As a corporate research scientist in systems engineering and adult learning for a large multinational corporation, she later created and tested a one-day approach to teaching Project Management. This approach would later evolve to become Cheetah Project Management, a fast and effective way of launching projects.

Today, she is the leader of the course development team at Cheetah and sets the strategic direction for the company. Using the Cheetah Project Management techniques, LaBrosse has grown the company from three employees in 2000 to more than 100 in 2006. Cheetah is now the global leader in Project Manager Professional Development.

Her articles have appeared in publications such as: *European CEO Magazine, Plant Engineering Magazine, Industrial Engineer Magazine, Control Engineering Magazine, Journal of the American Association for Medical Transcription JAAMT, NSSEA Essentials Magazine, ASTN Network Magazine, Radio Sales Today, Sprinkler Quarterly & Technology Magazine, The Federal Credit Union Magazine Online, Business Quarterly Online American Society of Landscape Architects, ACRP Wire Association of Clinical Research Professionals, American Council of Engineering Companies Association* and more.

With a B.S. in Aerospace Engineering, and an M.S. in Mechanical Engineering, LaBrosse has done extensive postgraduate work with the Massachusetts Institute of Technology Center for Advanced Educational Studies and with the University of Washington Industrial Engineering Program in accelerating adult learning with respect to meeting core business objectives.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.

Event Schedule

Please contact Mike Rapach, VP of Programs, at Programs@PittsburghPMI.org if you have a topic you would like to see addressed in a future meeting, if you or someone you know would be interested in presenting, or if you have an advance question for any of our presenters.

Date	Program Type	Presenter	Title	Location
9/13/2007	Healthcare LIG Presentation	TBD	TBD	ESWP
9/13/2007	Chapter Meeting	Michelle Donovan	Presenter to Facilitator: Reframing Your Approach to Training	ESWP
9/17/2007	IT LIG	Paulette Harvey	Customer Side of IT	Pittsburgh Tech Council
10/11/2007	Financial Services LIG	TBD	TBD	ESWP
10/11/2007	Chapter Meeting	TBD	TBD	ESWP
11/8/2007	Healthcare LIG	Mike Rapach	Personal Health Record	ESWP
11/8/2007	Chapter Meeting	TBD	TBD	ESWP
11/19/2007	IT LIG	TBD	TBD	Pittsburgh Tech Council

New Chapter Members

As of August 31, 2007, the Chapter has 1050 members.

Please join us in welcoming the following new chapter members.

Sreekar Achanta	Bilal A. Hawili	Matthew M. Newingham
Eric E. Adamczyk	Adam Hayduk	Onofrio Palazzolo
Kathryn M. Ambrose	Michael Helbling	Angelo Panar
Andrew M. August	Joe C. Hickey II	William S. Pangas
Ronald J. Barr	Kimberley Himes	Heidi M. Pastirik
Joseph K. Barretto	Robert J. Holtgraver, Jr.	Janis M. Paul
Saudamini Baru	Debra P. Homich	Wesley Payne
Rebecca S. Beck	Melinda M. Janosko	Gary Polinsky
John J. Betkowski	Clifford K. Jones, Jr.	Greschen Powell
Michael Bitner	Brian Jones	Kevin Charles Reilly
Paul E. Blake, Jr.	Arnold J. Julian	Shauna M. Reinhart
Lisa Boyle	Walter Kay	Charlene Rhone
James R. Brown	Kathleen M. King	Dr. James Allen Rodger Ph.D.
Pamela L. Brown	Leonard F. Kowalski	Scott Allan Rogerson
Richard A. Burkitt	Gerald R. Kresta	James A. Rolfe, Jr.
Marsha D. Bushnell	Kevin T. Larkin	David Rosenbaum
Robert Campbell	Susan L. Lefler	Ramji Sarangarajan
Valerie D. Carpenter	David E. Littell	William R Schlich, Jr.
Tammy R. Cerami	Mary Joelle Loesch	Richard R. Schweitzer
Edward S. Chapman	Kashyap Malkan	William S. Shiderly
George Chianese	Timothy M. Maloney, Jr.	Anne F. Sizer
Lori A. Chokel	April A. Maloney	Virender P. Soi
Randal E. Cox	Bernard A. Mann	Annette M. Speerhas
Nathaniel L. Crawley, Jr.	Mary Marven	Janet L. Spofford
Mary Ann Curley	Thomas P. Mathison	Julia A. Stampo
Jason Daschbach	Gertrude G. Maxon	Dennis C. Taylor
Tamara J. Datri	James T. McBride	Heidi Tomich
Francis X. David	Joel McCamley	Francisco Torres
Joseph A. Deley	Dottie McClain	Melissa L. Townsend
James Dobos	Shane McGraw	Pomona Valero
Dennis P. Donovan	Matthew Robert Milko	Victor V. Vaselenak
Thomas M. Dragisic	Paul J. Miller	Sridevi Vemulapalli
Ryan E. Dudzinski	Larkey J. Miller	Rebecca L. Vinton
Joyce A. Flinn	William Miller	Anton Vishnyak
John J. Florek	Cindy Ann Mirigliano	Charles S. Voeltzel
Scott Focer	Keith J. Mitchell	Paul Votour
Richard Franco	Margaret A. Mulkerrin	Dr. Thomas P. Vrana
Cynthia W. Garvin	Kevin J. Murphy	Stephen Wagel
James M. Gimbel	Cathy M. Myers, P.E.	Michael J. Warchol
Achuth T. Gopinathan	Eddie Dennis Nagel	Robert Werksman
Scott E. Greenholt	Uttam H. Naidu	Lloyd J. Williams
David A. Greer	Chester J. Neve	John L. Winkler
Chuck Half		Grant Winters
Christopher G. Harlan		Mary L. Zeh
Richard Warren Harris		

New Chapter PMPs

As of **August 31st, 2007** the Chapter has **590** PMPs.
Please join us in congratulating
the newest chapter PMPs!

Sara A. Alacce, PMP
 Jamie L. Bails, PMP
 Gabriel L. Barki, PMP
 Ronald J. Barr, PMP
 Linda R. Bucci, PMP
 Kevin Cameron, PMP
 Bradley D. Collier, PMP
 Jay Cuba, PMP
 Karen B. Forsythe, PMP
 Paula S. Gesselberty, PMP
 Mark E. Hoyle, PMP
 Christine M. Kerwood, PMP
 Leonard F. Kowalski, PMP
 Divya T. Madan, PMP
 Michael E. Malkin, PMP
 David Marlett, PMP
 Todd R. Marquardt, PMP
 Gregory R. Matoka, PMP
 Lisa Moniodes, PMP
 Matthew M. Newingham, PMP
 Gail L. Newton, PMP
 Jean-Pierre Nsanzabera, PMP
 Angelo Panar, PMP
 John H. Park, PMP
 Charlene M. Peacock, PMP
 Timothy L. Poe, PMP
 Mary L. Pretz-Lawson, PMP
 Scott Allan Rogerson, PMP
 Brad A. Sizer, PMP
 Philip M. Stearns, PMP
 John W. Stevenson, Jr., PMP
 Julie M. Strobel-Kaldorf, PMP
 Damian A. Testa, PMP
 Melissa L. Townsend, PMP
 Rajini Vinayagamoorthy, PMP
 John A. Zuemie, P.E., PMP

Chapter Contacts

President

Larry Mack, PMPPresident@PittsburghPMI.org

Ex-Officio President

Ed Rosenstein, PMP..... ExOfficio@PittsburghPMI.org

VP Treasurer

Ray Luncher, PMP VP_Treasurer@PittsburghPMI.org

VP Membership

Linda Schumacher, PMPVP_Membership@PittsburghPMI.org

VP Communications and Publicity

Melanie Connell, PMP VP_Communications@PittsburghPMI.org

VP Education & Certification

Shirley Waselko, PMP VP_Education@PittsburghPMI.org

VP Programs

Mike Rapach, PMP.....VP_Programs@PittsburghPMI.org

Executive Director

Dick Kimball.....ExecDirector@PittsburghPMI.org

IT LIG

Maureen James and Sandra Williams.....ITSIG@PittsburghPMI.org

Financial Services LIG

Kim Mangan..... financialsig@pmipittsburgh.org

Healthcare LIG

Matt Craig..... HealthcareLIG@pittsburghPMI.org

Webmaster

John Rose, PMP Webmaster@PittsburghPMI.org

Email Coordinator

Nancy Cole, PMP Email@PittsburghPMI.org

Newsletter Coordinator

Christine Morgan Korber, PMP.....Newsletter@PittsburghPMI.org

E-Mail Address

Just a reminder to keep your contact information up-to-date in the Members section of the national website, www.pmi.org.

Your monthly newsletter and all other Chapter communications will be sent to your primary e-mail address listed under your Contact Information.