



Pittsburgh Chapter of the PMI

www.PittsburghPMI.org

February 2007

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Monthly Chapter Meeting Schedule

Date: Thursday, February 8, 2007

Agenda:

- 5:00 Financial Services 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 meal selection and reservations, please call 412-261-4300 before noon on Wednesday, February 7, 2007. Without reservations, your meal will be the Chef's choice. Dinner cost is \$25.

February Financial Services LIG

Title: COBIT: Importance and Relevance to Project Management

Speaker: Kelly Trombetta, PNC Financial

February Chapter Meeting

Title: Westinghouse Electric's Project Excellence Program

Speaker: Bob Rinsma

In June 2004, Westinghouse Electric Nuclear Services rolled out Project Excellence, its project management improvement initiative. The presentation will discuss the four components of the program: Project Management Processes and Tools, Project Manager Development and Qualification, People Processes, and Metrics. There are currently 916 Westinghouse Project Managers actively participating in the program in the U.S. and Europe.

Speaker Bio

Bob Rinsma has worked for Westinghouse Electric for 26 years as an Engineer, Engineering Group Manager and Project Manager. For the past two years, he has been Program Manager for Westinghouse Electric's project management improvement initiative, Project Excellence.

SPECIAL ANNOUNCEMENTS

SPRING 2007 – PMP REVIEW CLASS – REGISTER NOW

If you are interested in attending the PMP Review Class, time is running out to register. Registrations and full payment must be received by February 20. The class dates are March 3, 10, 17, 24, and 31.

The classes will be held at DeVry University on Sixth Avenue in Downtown Pittsburgh.

The registration fee for PMI members is \$800 and for non-members, \$975. Registration must be received by February 20, 2007. In addition to the course materials, additional materials will be provided to help the students study for the exam.

For registration information and to register, visit our website at www.pittsburghpmi.org or see the registration form in the newsletter. Please contact vp_education@pittsburghpmi.org with questions.

Need PDUs? Volunteer to be a Host!

Have you thought about getting more involved in the chapter's activities? Would you like to substantially increase your network? Do you need PDUs? Do you like to help others? Would you like to eventually become a chapter officer? Is it time for you to do your share?

The Host Committee is looking for Host and other volunteers. Consider that without volunteers, a chapter cannot function. Your help is needed.

In particular, the Host Committee is a strategic and very smart way to get involved. Here is an overview of the duties:

- When you register at a meeting, tell the desk you are a Host and ask that they refer first-timers to you.
 - Wear a Host badge at the meetings so others can find you.
 - Make attendees feel that they are as much a part of the proceedings as they want to be.
 - Become generally knowledgeable of PMI and the Pittsburgh chapter, e.g., the chapter's officers' names.
 - Introduce yourself to others, especially to first-timers as they are identified at the registration desk.
 - Explain your function and welcome them (first-timers) to the meeting and the chapter.
 - Without prying, get a handle on their reasons for attending and their background and interests.
 - Give them a brief overview of PMI and the Pittsburgh chapter, e.g., it meets the 2nd Thursday of every month, except July and August.
 - Answer any initial questions they may have.
 - Introduce them to other attendees, particularly the officers.
 - Explain different ways for them to get involved in the chapter.
 - Encourage them to participate in one of the chapter's various committees and activities.
 - Point out that the HOST committee is a good place to start because it gives them an increased opportunity to network.
 - Encourage them to return to the meetings. Offer to follow-up with them after the meeting or vice versa.
 - Look for anyone who may not be engaged in conversation with anyone else and introduce yourself to them.
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- When you are engaged in a conversation with someone, look for opportunities to draw others in as well.
- Get to know the other members, starting with the officers. They deserve the recognition. Introduce yourself.

As you have undoubtedly realized, whether you are an official Host or not, making others feel welcome and part of the group is something everyone needs to CONSTANTLY practice. Make it a personal goal at each meeting to introduce yourself to at least one person you do not already know.

Contact Allen McCreedy at awmccreedy@msn.com to volunteer, ask questions, or to make suggestions or comments.

Volunteer Needed for Student Chapter at Duquesne University

A professor at Duquesne University's School of Business has expressed an interest in starting a student chapter of PMI. She has an initial 16 students that are seriously interested in participating in the student chapter.

To ensure a successful student chapter is created, PMI recommends the appointment of a chapter member volunteer as the "Student Liaison" to work directly with the students and the chapter's Board of Directors.

If you are interested in learning more about this new volunteer position, please contact Melanie Connell at vp_communications@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:

Mar. Newsletter Feb. 16

Apr. Newsletter Mar. 16

May Newsletter Apr. 16

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

ADVANCED PROJECT MANAGEMENT TRAINING SERIES

The Pittsburgh Chapter is offering a series of bi-monthly project management classes. This series of five workshops is designed to be interactive, focus on specific issues faced by attendees, and provide advanced, exceptional knowledge for project managers.

Future workshops are:

Leadership – February 2, 2007: True leadership on the part of the project manager is one of the most important characteristics in successfully executing projects. We will discuss how to build on your project management expertise to enhance your success as a leader. This 3-hour work shop explores the unique skills necessary for leading people in a project environment. (3 PDUs)

The instructors for these workshops are Vicky Haney of VBH Consulting, Inc. and Donna Brighton of the Brighton Leadership Group.

Team Building – March 21, 2007: What is the difference between a group and a team and why does that matter? In this 3-hour workshop you will challenge your assumptions about the formation and operation of teams so that you can be more effective in your role as a project leader. Topics will include the characteristics of effective teams and what to do with teams that have become dysfunctional. (3PDUs)

Strategic Alignment – May 16, 2007

Today's business climate is changing continuously. Projects need to adapt to the changing business climate and project needs. It is essential for project managers to think and act strategically. In this 3-hour work shop we'll discuss how projects can help a business achieve their strategic goals and the project manager's role in managing a strategic project. Topics will include corporate strategy and gap analysis and the project manager's role in executing strategic projects. (3PDUs)

Vicky Haney has managed projects in Information Technology (IT) in the areas of manufacturing, banking, insurance, communications and law enforcement. She has been a developer, analyst, business architect, and project manager for over 20 years. Her experience, combined with extensive knowledge of PMI's project management standards, gives Vicky the unique ability to combine the reality of the business world with practical application of the theory. Vicky uses this approach in her project management training to help participants apply their new-found knowledge to their own projects.

Donna Brighton is senior program manager, change management leader and certified project manager with proven results leading projects in the, manufacturing, financial, insurance, biotech, publishing, healthcare and pharmaceutical industries. As a practitioner she has demonstrated capabilities in facilitating strategic planning sessions, conducting business process reengineering initiatives and enterprise change management to drive overall corporate profitability and growth.

These five workshops are an easy and inexpensive way to maintain certification. Discounts are available for those registering early or for more than one workshop. Preference will be given to those who register for multiple classes. Please contact VP_Education@PittsburghPMI.org with any questions.

Mattus/Tate Seminar on April 12, 2007

DESIGN A LIFE THAT WORKS, ATTAINING PROJECT SUCCESS, and THE FUTURE OF MANAGEMENT

Register by March 3, 2007, and save \$40 on Seminar Fee

The Pittsburgh Chapter is pleased to announce that Tom Mattus and Mike Tate are coming to the PMI Pittsburgh Chapter. They will be presenting a seminar on Thursday, April 12, 2007. The topics are "Design a Life that Works", "Attaining Project Success", and "Future of Management - How Projects are Evolving into Programs". In this 6 hour session, managers and leaders from all walks of life will learn where the future of project management is going and what role effective leadership will play. You will walk away with strategies on how to deal with ineffective managers and how you can increase your leadership skills in your organization. See the flyer in this newsletter for additional information.

Tom is a trainer, lecturer, and co-founder of "Successful Strategies International, Inc.", which is a training, leadership, and mentoring organization specializing in project management and leadership development. In addition, Tom has been the keynote speaker at several Project Management Institute conferences worldwide and has been published in several project management publications.

Mike is managing partner of Vantage Associates, Inc., a management consulting firm. He is a professional facilitator and executive coach with expertise in strategic planning, succession design, and leadership development. Mike is also the author of "Design a Life that Works". Mike's book will be provided to all attendees.

The seminar will be held at the Regional Learning Alliance in Cranberry Township. The cost for registrations received by March 3, 2007, with payment in full is \$260 for PMI members and \$310 for non-members. For registrations received after March 3, 2007, cost is \$300 for PMI members and \$350 for non-members.

For those who are PMP-certified, this seminar will provide 6 PDUs toward re-certification.

To register for the seminar see the attachment to this newsletter or go to the Pittsburgh Chapter website at www.pittsburghpmi.org. All registrations, with payment in full, must be received by April 7, 2007. Contact VP_Education@PittsburghPMI.org with any questions.

News Release: Engineers' Society of Western Pennsylvania Technical Society Mixer

The Engineers' Society of Western Pennsylvania (ESWP) will host a Technical Society Mixer on **Wednesday, March 7, from 5:30 – 8:30 PM** at the Pittsburgh Engineers Building.

This event is aimed at assembling members of Western Pennsylvania's technical community to celebrate the engineering, construction, design and architecture professions.

An insightful program is planned to be of general interest to all attendees. We have sought leaders in the technical community to be a part of this program to discuss important issues that we can all benefit from hearing. Speakers include Harold Hicks, representing the Society of Fire Protection Engineers, who will talk about the unique fire protection at the David L. Lawrence Convention Center. Also, Dr. Eric Beckman, co-director of the Mascaró Sustainability Initiative, will present. In addition, the mixer will feature displays of many of our Affiliated Technical Societies which will describe their respective purpose. Networking through these displays will allow attendees to learn more about each of these organizations.

The "speakers portion" of the program will be held from 6:30 – 7:30, allowing for at least 2 full hours to visit the displays of the participating Societies, and a literature table of many other groups who could not be represented at the event.

Cost to attend is free if you are an ESWP member, or a member of an ESWP-affiliated Technical Society. Enjoy complimentary hor d'Oeuvres and soft drinks available throughout the event. We will also feature a cash bar.

To make your reservation, please contact David Teorsky of the ESWP by telephone at 412-216-0710, extension 10. You can also e-mail by eswp@eswp.com. You can learn more about the event at the ESWP website, www.eswp.com.

The Engineers' Society of Western Pennsylvania (ESWP) is a member-based, non-profit organization whose primary purpose is to provide educational opportunities for, and to promote the profession of engineering. The ESWP has affiliated memberships with over 35 of Pittsburgh's Technical Society chapters.

Project Manager Spotlight – Vicky Haney, PMP

Current Employer: VBH Consulting, Inc.

Current Role: President (jack of all trades!)

Project Management Experience: Over 20 years of experience on IT projects, 10 years managing projects and coaching other project managers.

PMI Experience: Member since 1997

Most Challenging Project: Starting my own business. Starting your own business is like one big project, but it's easy to get stuck in "doing the activities" and lose sight of the big project and the goal.

Best Advice for New PMs: Focus on managing the project and see its success as your own success. There will be obstacles (that's why we make the big bucks!?) you need to find a way around them to make the project a success. OK, I'm on a roll now... communication, make sure to communicate to everyone, without good communications nothing you do goes anywhere. I'm really on a roll now... Microsoft project is just a tool for your schedule, it's not the plan and it can't manage your project for you.

Hobbies: Hobbies? I'm president of my own company, I teach project management and business analysis, I'm president of the local chapter of International Institute of Business Analysis (IIBA) and now VP of Membership for PMI... hobbies?

If you could have dinner with anyone, living or dead, who would it be and why? My (extended) family. They're some of the most interesting people I know. We have an annual Thanksgiving dinner at my house where they all come. I enjoy them more every year.

A Book Recommendation: Two recommendations... The World is Flat by Thomas Friedman – it will really make you think about how you fit into the bigger picture. The second is Making Change Happen by Brian Palmer – it's a good book on change management and since most projects are a result of some change, I think it's a must for project managers.

Favorite Office Decoration: Post-its... I must like them, they're EVERYWHERE!

We need volunteers to be in the Spotlight...

If you would like to nominate yourself or another Project Manager, please contact the Newsletter's Editor at newsletter@pittsburghpmi.org.

Practical PM Tips to Give You a Competitive Edge Fast

Five Project Management Myths

By Michelle LaBrosse, PMP, Chief Cheetah, Cheetah Learning, Inc.

For more information, visit www.cheetahpm.com.

No matter what business you're in, we're all plagued by myths. They can be a system of beliefs in our organization, on our team or in our family. Project Management is no different. We also can get tangled up in myths about efficiency and saving time that can actually end up thwarting our success. Here are five common myths that I often see in Project Management and some tips on how to avoid them.

Myth #1 We don't have time to back track

Let's face it, things happen. Customers change their minds about what they thought they wanted, market forces change, new threats and opportunities arise and new priorities surface. All of these changes can make the original goal of our project obsolete. Don't fall into the trap of forging ahead without developing a new project agreement and project plan.

In my experience, it's better to spend half a day re-launching the project based on the new project agreement than to create a final deliverable that no one wants, or to attempt to complete a project with inadequate resources and lack of support from the project sponsor.

Make your project agreement a vibrant, living document that is written knowing there will be changes. Make it a document that everyone understands and feels a part of. When you write a project agreement and simply file it, it doesn't breathe and set the stage for further communication and discussion through out the project.

When you're developing a new project plan from the new project agreement, you may also be able to use the interim deliverables you've already created for the new project, ultimately shortening the project cycle time for the new project.

Myth #2 Working well together is fluff stuff

I'm not suggesting a group hug at every milestone. I'm talking about the impact on the project when people aren't working well together. The bad news is that an inability to work together towards a common goal can mean failure. The good news is that you can find the root of the cause and change behavior. Look for these gnarly roots: lack of commitment, lack of interaction, and lack of interest in constructively resolving conflict. Many projects also lose and gain people during the execution of the project. When this happens, it is important that the team spend a half hour together developing their new team guidelines and meeting protocols. With any new people joining the team, it becomes a new team. Re-developing your guidelines and protocols is done for the same reason it is done initially – to facilitate working relationships, to create a way to positively interact, and to prevent destructive conflict. Don't let "new" deter you, instead let new people bring new ideas and energy to the project.

Myth #3 Document only what the boss wants to see

Selling up is always important, but don't stop document only what you want someone to see. It's important to include the good, bad and the ugly. Industry standard Project Management practices require a critical project closeout phase that collects lessons learned and gives your organization powerful historical knowledge from across the enterprise. Think of it as giving every project a chance to take center stage and be a stand-up for the day. A company that can learn and grow, rather than continually repeat mistakes will move faster. As an employee, it's frustrating to recreate the wheel. It's empowering when you see your work building upon others and vice versa.

Myth #4 Don't beat a dead horse

When you have success, it's hard to overdue it with communication. People need to see, hear, smell and taste success, even small victories have a big impact. It's important to communicate and show success with early adopters, so people will understand what you're doing and how they can be a part of the ongoing success.

Myth #5 That'll Never Fly Here

Maybe you've been around the block, but don't disregard the ideas of your team. For people to communicate, they have to be in an environment that is safe and that allows for some blue sky and off beat thinking. If you foster an environment that shoots down ideas, then people will stop sharing ideas, and instead just take the easiest path with the least resistance. This is what we call mediocrity.

The next time you conjure up one of these myths, stop and rethink your approach. You can make changes – big and small – by beginning with your own awareness of them. Think of Project Management as a tool that clarifies, illuminates and unifies, and ultimately brings you closer to the goal that is just ahead.

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.

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
2/2/2007	Advanced Project Management Series	Donna Brighton, PMP and Vicky Haney, PMP	Leadership	Urban Mountain Gathering Place
2/8/2007	Financial Services LIG	Kelly Trombetta, PNC Financial	COBIT: Importance and Relevance to Project Management	ESWP
2/8/2007	Chapter Meeting & Keynote Presentation	Bob Rinsma	Westinghouse Electric's Project Excellence Program	ESWP
3/8/2007	Healthcare LIG	Roundtable Discussion	Real World Development of the Work Breakdown Structure	ESWP
3/8/2007	Chapter Meeting & Keynote Presentation	Locust PM	Project Portfolio Management – Lessons Learned and Best Practices	ESWP
3/21/2007	Advanced Project Management Series	Donna Brighton, PMP and Vicky Haney, PMP	Team Building	Urban Mountain Gathering Place
3/26/2007	IT LIG	Audrey Murrell, PhD Associate Professor Business Administration & Psychology, Katz School of Business	TBD	Pittsburgh Technology Council
4/12/2007	Financial Services LIG	Laura M. Goetsch	TBD	ESWP
4/12/2007	Chapter Meeting & Keynote Presentation	Tom Mattus	Why Leaders Fail	ESWP

New Chapter Members	Chapter Contacts
<p>As of January 29, 2007, the Chapter has 1075 members.</p> <p>Please join us in welcoming the following new members to the chapter:</p> <p style="text-align: center;"> Allan R. Bakerink, PMP Robert A. Barrick, Jr. Arthur John Bittman, Jr. John K. Dubnansky William B. Ellis III, PMP David L. Folmar George M. Galbraith, Jr. Peter J. Grygiel Kenneth E. Hawkins Richard F. Hoff Jessie Jackson Kevin Johnson Christine S. Mayernik, PMP Scott R. McFall Matthew T. McGrath Nancy L. Milko Larry E. Moore Lara C. Moritz Ajay K. Nayyar Duncan M. Nickles Scott Reynolds Dennis J. Ryan Dale H. Schwab Denise R. Senich James A. Thompson-Coln, Ph.D. Jon W. Wovchko Joseph G. Zewe </p>	<p>President Larry Mack, PMPPresident@PittsburghPMI.org</p> <p>Ex-Officio President Ed Rosenstein, PMP..... ExOfficio@PittsburghPMI.org</p> <p>VP Treasurer Ray Luncher, PMP VP_Treasurer@PittsburghPMI.org</p> <p>VP Membership Vicky Haney, PMPVP_Membership@PittsburghPMI.org</p> <p>VP Communications and Publicity Melanie Connell, PMP VP_Communications@PittsburghPMI.org</p> <p>VP Education & Certification Shirley Waselko, PMP VP_Education@PittsburghPMI.org</p> <p>VP Programs Mike Rapach, PMPVP_Programs@PittsburghPMI.org</p> <p>Executive Director Dick Kimball.....ExecDirector@PittsburghPMI.org</p> <p>IT LIG Maureen James and Sandra Williams.....ITSIG@PittsburghPMI.org</p> <p>Financial Services LIG Kim Mangan..... financialsig@pmpittsburgh.org</p> <p>Healthcare LIG Matt Craig..... HealthcareLIG@pittsburghPMI.org</p> <p>Webmaster John Rose, PMP Webmaster@PittsburghPMI.org</p> <p>Email Coordinator Nancy Cole, PMP Email@PittsburghPMI.org</p> <p>Newsletter Coordinator Christine Morgan Korber, PMP.....Newsletter@PittsburghPMI.org</p>
New Chapter PMPs	E-Mail Address
<p>As of January 29, 2007, the Chapter has 591 PMPs.</p> <p>Please join us in congratulating the newest chapter PMPs!</p> <p style="text-align: center;"> Chris Chambers, PMP Thomas G. Forsyth, PMP Barbara J. Lascek, PMP Robert P. Martin, PMP Luke A. Timpe, PMP </p>	<p>Just a reminder to keep your contact information up-to-date in the Members section of the national website, www.pmi.org.</p> <p>Your monthly newsletter and all other Chapter communications will be sent to your primary e-mail address listed under your Contact Information.</p>