



Building Professionalism
in Project Management™
Project Management Institute

Central Mass Chapter Newsletter

October 2007
Volume 7 Issue 4

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Next Chapter Meeting

A Case Study:
Project Change Management in
Three Different Organizations

November 13, 2007
5:30 - 8:30 PM
Doubletree Hotel Westborough
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Upcoming Events

A Note From Our President

Retrospectives

by Barbara Karten, PMP

The past year has gone by so quickly; and the Chapter and the Chapter Board of Directors have accomplished a great deal. In November, I will transition Chapter operations to the new Board, and new President; I expect that they are poised to continue the progress and success of the Chapter.

[full article](#)

The Know How Network

10 Ways Project Management Skills Can Help Your Career

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

In today's digital world, what employers are looking for may surprise you. They assume you're going to be technologically literate and that you have the skills that are specific to your industry. Once you have the basics, they want to know that you can perform, achieve results and play well with others. Here's how you can use Project Management to put your career in high gear.

[full article](#)

Why and Why Not Volunteer?

As we approach election time with the Chapter, here are some reasons why you may or may not want to consider volunteering for a position. Hopefully this will excite you about possibilities and challenges of being involved with the Chapter and you will decide to volunteer and join us.

[full article](#)

Meet the Board

President

Barbara Karten, PMP

Vice President

Ed Yee, PMP

Treasurer

Debra Wallace, PMP

Secretary

Jeanne Talatinian, PMP

Meetings & Events

Steve Tolf, PMP, Dir
Rowena Sy-Santos, PMP, Asst Dir
Bob Brown, Asst Dir

Programs

Joan Hurley, PMP, Dir

Sponsorship

Dick Kennedy, Dir

Communications

Alice Thayer, PMP, Dir
Steve Forde, PMP, Asst Dir

Membership & Volunteers

Debra Trainor, PMP, Dir
Dana Black, PMP, Asst Dir

Information Technology

Steve Forde, PMP, Dir
George Henriques, PMP, Asst Dir

Newsletter Editor

Dan Thompson, PMP

Past President

Sue Baust, PMP

Renew your Membership

- [Project Summit/Business Analyst World](#)
October 29–November 1
- [Seminar at Sea](#)
August 14 to 18, 2008
St. John, New Brunswick
Registration open: 9/1/07
- [The Southern New England Chapter](#)
- [Champlain Valley PMI Chapter](#)
- [Mass Bay Chapter](#)
- [Maine Chapter](#)
- [Rhode Island Chapter](#)
- [New Hampshire Chapter](#)
- [Keene, NH Greater Monadnock Chapter](#)

[Next Chapter Meeting - November 13](#)

A Case Study: Project Change Management in Three Different Organizations

presented by Mark Hall, PMP

Mark C. Hall, PMP is an executive with 20+ years experience applying Project Management Best Practices to business operations in the Aviation and Semiconductor industries. As President and co-founder of William George Associates, he leads the Semiconductor and Technology consulting practice and brings significant experience helping companies establish Project Management capabilities as a core competence leading to immediate and sustained improvement in business results.

[more info](#) | [registration](#)

Upcoming Event

David Crane is back with an MS Project course focused on Project Control

On Saturday, November 17, David Crane is presenting his seminar intended to take project progress management beyond the traditional "it's about 80% done." Attendee participation will be encouraged and in some instances solicited. The course will be held at the Best Western in Marlboro, MA. We are scheduled in Salon A which is quite large and will provide plenty of room for all participants. Each attendee will be provided with a complete copy of the training materials. This is a six PDU event. The class will start promptly at 9:00 AM. Registration and Breakfast will be available starting at 8:00 AM.

[more info](#) | [registration](#)

PMI Announcement

Program Management Professional (PgMP) Credential

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.

[full article](#)

Participate in Our Motto Competition!

by Deb Trainor, PMP, Director of Memberships and

A reminder to renew your PMI membership before it expires.

Also, please join your industry-specific special interest groups (SIG) like the IS-SIG for Information Technology professionals

Jobs at PMICMass

A free service of our chapter, our Jobs distribution list allows employers to access our repository of skilled project management professionals.

If you have project management openings at your organization, email the information to jobs@pmicmass.com for distribution to our list.

Volunteer with Us

Get involved! Volunteering with us is a great way to make contacts in the field, take on projects you care about, and further your career. Send us an [email](#) or attend one of our chapter meetings. Thanks!

Volunteering

We have a mission and goals, but the CMass Chapter of PMI is lacking a slogan!

Along with the Board nominations, this fall, there will be an election to select a slogan for the Central Mass chapter. Something catchy, but not cutesy; something memorable but not more than a mouthful. The Board will organize a small team to run this effort; we will take suggestions from all members and there will be a nominal prize for the person(s) who come up with the winning slogan.



[questions or to volunteer](#)

Event Update

The Dog Days of Summer

by Ed Yee, PMP, Vice-President

The Chapter held its 2007 Annual Summer Event on August 14. Over 118 project manager professionals attended the half day event learning about Risk Management, Team Building, Requirements Gathering, Effective Schedule Development, Utilization of PM Tools, and Improved Techniques while earning 4 PDU's. Three project management presentations were given by local experts followed by a panel discussion on PM Tools and Improving Techniques.

[full article](#)

Event Update

Space Program

by Ed Yee, PMP

In September, the Chapter held an event at the McAuliffe Space Center event on the Framingham State campus. This event was structured as a mission control simulation where two teams would work together to plan and coordinate an actual space mission. Multiple roles were assigned and a debrief was held after to discuss effective techniques and plans for improvement the next time. Participants clearly were able to get a feel for the real experience.



[full article](#)



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I was part of the leadership team that obtained the Chapter Charter from PMI in 2003 (we had about 40 members at that point - we now have a membership approaching 500 and another 500 on our non member distribution list); so I look at the Chapter progress and success not only from the perspective of my term as President, but from the longer perspective back to the initiation of the Chapter.

Over the past year, we've gone to Mars (special event at the Christa McAulliffe Center), offered our first PMP exam prep training, continued the tradition of an August special event, offered two Microsoft Project day-long training sessions, and offered the MetSig webinars to our membership.

Our monthly chapter meeting attendance has continued to grow, and we expanded the meeting topics to include the BioPharmaceutical industry and company specific PMO activity. Our chapter membership has continued to grow - from 388 members in October, 2006, to just under 500 in October, 2007. During parts of 2007, the PMICMass chapter was the fastest growing chapter in Region 3 (New England and Eastern Canada) at a 25% growth rate.

We continue to partner and participate with Project Management focused organizations including the PMI Region 3 events, the PMI leadership conferences (Vancouver and Atlanta), Project Summit, MyMPA (Microsoft Project Professional Organization) and the New England PMI Collaborative. And we are

looking to expand these associations with a joint event with the IIBA (International Association of Business Analysts).

We've enhanced our Board and Chapter infrastructure with BoD formal Orientation, annual strategy planning meetings, enhanced financial controls, and enhanced chapter communications (newsletter enhancements, new/improved chapter flyer, and enhanced communication of opportunity to become an active chapter participant).

The Chapter and Board of Directors are well positioned to continue and expand this wonderful progress. We invite the larger project management community to join us on this fun journey, and participate in Chapter events as a meeting participant, or more active participant as a member of the Board (we have both elected and appointed positions) . Project Management continues to be a critical success factor for 'Corporate America' - please join us in this journey.

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The Know How Network

10 Ways Project Management Skills Can Help Your Career

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

In today's digital world, what employers are looking for may surprise you. They assume you're going to be technologically literate and that you have the skills that are specific to your industry. Once you have the basics, they want to know that you can perform, achieve results and play well with others.

According to the National Association of Colleges and Employers Job Outlook 2007 survey, employers rated communication skills, and honesty and integrity equally at the top of their list of what they look for in potential employees. Following closely behind communication, and honesty and integrity were: interpersonal skills, motivation/initiative, strong work ethic and teamwork skills.

What struck me as I read those skills was that all of them are inherent in Project Management, and it emphasized what I've believed for years: Project Management is a career accelerator.

Here's how you can use Project Management to put your career in high gear:

1. **SHOW RESULTS.** Project Management is the art and science of getting things done. When you improve your Project Management skills, you know how to get things done quickly, and even more important, you learn how to document the results. In our careers, we are often as good as our last hit. You can't be a one-hit wonder. Instead, you want to keep charting, year after year, with success after success.

2. **BE EFFICIENT.** When you apply Project Management principles to your work or your home life, you stop reinventing the wheel. Project Management teaches you how to make the most efficient use of resources to generate the best results in the least amount of time. At the end of every project, you capture best practices and lessons learned, creating an invaluable documentation of hits and misses. Sound too good to be true? Good project managers do this on every project, and you can, too.

3. **CREATE AN ONGOING DIALOGUE.** One mistake I see a lot in Project Management and on teams is the assumption that there's one meeting and everyone goes away, and then the communication ends, and somehow everything is still going to magically get done. Your communication skills are not about your vocabulary. They are about how you manage your communication. Are you communicating frequently enough and with clarity? Are you communicating what is relevant? Are you communicating your successes?

4. **PLAY WELL WITH OTHERS.** People hear the word teamwork, and they groan or they say that they are, of course, a team player. That's why I like to bring it back to the kindergarten place in our mind: Back to the sandbox. Do you play well with others? Do other people want to be on your project team? Are you respected? Do you listen actively to what others have to say? Good project managers know when to lead and when to get out of the way. When someone is interviewing you, you know what that person is thinking: Can I work with him? Will my team work well with her?

5. **LET YOUR CONFIDENCE SHINE.** When someone shows confidence, everyone in the room feels it, too. One thing I consistently hear from our students is that the biggest payoff from their Project Management training or PMP® certification is the confidence that they gained. They went back to their job with a solid Project Management foundation that made them feel more competent and able to project more confidence to their team and their boss.

6. **KEEP YOUR COMMITMENTS.** Missed deadlines and projects that slip through the cracks are career killers. Project Management skills focus on timelines and results that build your reputation and give team members a reason to trust you. "I know that I can always count on her to get the job done." That quote can – and should – be about you.

7. **GET A GRIP.** Good project managers don't have to freak out. They can remain calm and in control because they have a Project Agreement which has all the critical information about the project in it. They know when all the deadlines are, who is responsible for what and when, and they've also documented changes. Everyone wants to have someone on the team who can stay calm when a project gets rocky and bring stability to chaos.

8. **ADAPT TO CHANGE.** Don't ignore change. Companies change. Deadlines change. People come and go. Good project managers know they often have to adapt their plans and document what has changed and how that impacts the entire project.

9. **KNOW WHAT YOU DON'T KNOW.** What are your strengths and weaknesses? What skills do you need to move from the status quo to the next level? Once you have a solid foundation of Project Management skills, keep building on that foundation. Don't stagnate. Continuous learning and a thirst for knowledge are always attractive to employers and team members.

10. **LEAD WITH PURPOSE AND PASSION.** People will follow those who know what they are doing and who can generate results. Project Management is a powerful leadership tool because it not only shows us how to keep our eye on the prize and the purpose, but it's also about the passion to achieve and succeed. Nothing feels better than accomplishment.

Take Flight with Cheetah:

Getting and staying certified is one way to get your career on the fast track and watch it soar. Get started today when you download our complimentary PMP toolkit at: www.cheetahsmartstart.com. Buckle up and enjoy the flight!

About the Author:

Michelle LaBrosse is the founder and Chief Cheetah of Cheetah Learning. An international expert on accelerated learning and Project Management, she has grown Cheetah Learning into the market leader for Project Management training and professional development. In 2006, The Project Management Institute, www.pmi.org, 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. Michelle is a graduate of the Harvard Business School 's Owner & President Management program for entrepreneurs, and is the author of Cheetah Project Management and Cheetah Negotiations.

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If you are looking to become PMP certified, it's your turn to get on the career fast track with the global leaders in Project Management exam prep training. Now you have a choice when it comes to Cheetah's Exam Prep for the PMP—you can take our popular four-day course or you can register for our new online exam prep class. Get your certification the Cheetah way—fast and future-focused.

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Get a jump-start on your exam preparation with Cheetah's PM SmartStart download—your free guide to becoming PMP certified *FAST*. It includes information you have to pay for in many other exam prep courses and tips you won't find anywhere else. Download yours today to start running with the big cats.

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Why and Why Not Volunteer?

Self-Interest - Volunteerism isn't selfless commitment. All volunteers have some self-interest behind their efforts, and that's mutually beneficial. The most common self-interest in community associations is probably the desire to protect property values or maintain the quality of life in the community.

Self-Interest - Oddly enough, the number one reasons many people get involved in their community association is that they're

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unhappy about something. A Resident may seek a Board nomination because he/she believes deteriorating common elements are the result of neglect by the current Board.

Social Benefits - Some people enjoy interacting with others or they just want to meet their neighbors.

Idealism and Altruism - Some people volunteer for idealistic reasons—reasons of social consistency or commitment. They're cause-oriented and committed to improving society. They have a strong sense of community duty.

Giving Back - At some point in our lives, all of us benefit from someone else's volunteer efforts. Some people volunteer to repay what has been done for them.

Career Advancement - For some people, volunteering is tied to their careers. The career conundrum "no one will hire a person who has no experience, and no one can get experience without a job" is often solved through volunteerism.

Education - Some people volunteer to do a job or be involved in an activity to learn how it's done.

Personal Expression - Volunteering can be a source of personal expression.

Recognition - Some people need a little attention or validation, and they'll volunteer

for the recognition of their neighbors. Some people seek election to the Board in the mistaken belief that Board members hold positions of status.

Fear of Responsibility - Some people understand that service on the Board of a community association is a serious responsibility, and that makes them uncomfortable.

Complacency - Some residents think the community is in fine shape - they're satisfied with the job the Board and committees are doing and they have no problems or issues.

A Negative Environment - Volunteers need to feel safe, free of criticism, and appreciated.

Time Commitments - Probably the most common response from residents who have been asked to volunteer is "I don't have the time." unfortunately, board members who micromanage projects or become too involved in the day-to-day operation of the association convey the impression that volunteering for the community is overly time-consuming.

Poor Role Models - People get their ideas about what it takes to be an association leader from the people they see on the Board and committees.

It Isn't Fun - All of us like to have fun, and for some people, volunteering is fun. It's a change of pace that lightens life's load. Even

reliable volunteers will become scarce if they aren't enjoying themselves. This doesn't mean that every association activity has to be a carnival, but do what you can to avoid events - including meetings - that are dull, laborious, or overly structured. Make volunteering fun.

Excerpts of the above were taken from a CAI booklet on "How to Recruit Volunteers"

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**Program Management
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PMI Certification Department

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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 Brian 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.

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Project Managers Gather to Energize the Dog Days of Summer

by Ed Yee, PMP, Vice-President

“Energize the Dog Days of Summer” was the theme of the Central Mass Chapter of PMI’s 2007 annual Summer Event held at the DoubleTree Hotel on August 14. Over 118 project manager professionals from the Central Massachusetts area attended the half day event honing their skills on Risk Management, Team Building, Requirements Gathering, Effective Schedule Development, Utilization of PM Tools, and Improved Techniques while earning 4 PDU’s (professional development units) to maintain their PMP professional certifications in project management. Three project management presentations were given by local experts followed by a panel discussion on PM Tools and Improving Techniques.

Project management interest and focus is on the increase with such a large gathering in the middle of summer. The Event exceeded planned registrations by 18%, according to co-hosts and project managers of the event, Rowena Sy-Santos and Richard Kennedy, both Central Mass Chapter board members. “The funds raised by the event will support future Chapter professional project management activities in the Central Mass area,” said, Steve Tolf, Director of Meetings and Events. The Event was sponsored by Microsoft Corporation, WSG Systems Corporation, Palisades Corporation and Diversified Marketing and a thanks to their generous donations to the drawing at the end of the evening.

Michael C Annon, PMP, from Proto-Power Corporation talked about Risk Management Techniques. Matthew Davis, PMP, from Pcubed, talked about Requirements Gathering in Developing Effective Schedules and Christopher Mauck, PMP, also from Pcubed, talked about Developing Schedules using MS Project and Applications of Quantitative Risk Analysis. A panel of professionals discussed topics of Project Risks and Project Management Tools. The panelists consisted of:

- Dennis D’Antona, PMP, President of EagleWing Consulting
- Susan Baust, PMP, Past President of PMI Central Mass Chapter
- Michael C. Nollet, PMP, Founder of Creating Excellence, Ltd.
- Charles Bosler, Chair of the PMI Risk Management SIG
- Moderator: Joan Hurley, PMP, Director of Programs PMI Central MA



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Feedback from the 30 attendees in the hour and a half simulation was extremely positive. Ross Soucy quoted, "This was well worth the price of admission, even without the 1.5 PDU's". The McAuliffe Center, a hidden jewel in Framingham, was professionally setup and operated. The three mission coordinators, Mary, Nancy, and Nancy, were in official blue NASA jumpsuits with official mission patches. The mission control room and space capsule facility replicated a real NASA environment in the future with large screen monitors and control stations. The sounds, video clips and communication equipment enhanced the experience. Ross Soucy and I got to talk to the Center's Director, Ray Griffin, and Assistant Director at length after the session, there is quite a bit of the history behind the center and 50 other centers around the country. Mary, the assistant director of the center, was a Framingham State classmate and close friend of astronaut Christa McAuliffe.



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