



Building professionalism in project management.™

**Project Management Institute**  
Central Mass Chapter

# NEWSLETTER

**October 2004**  
**Vol 4 Issue 3**

## Next Chapter Meeting

**Join us Tuesday, Nov 9, 2004,  
at Holiday Inn, Route 495 and  
20, Marlboro.**

Time: 5:30 - 8:30PM



<http://www.acteva.com/go/centralmass>

**Cost:** Presentation Free. Early meeting signup \$25; regular fee \$30 (includes dinner). If you prefer not to use our online sign up service, please make your check out to:

**Central Mass Chapter of PMI**  
and mail to:

Central Mass Chapter of PMI  
c/o Gene Valois  
4 Mount View Ave.  
Auburn, MA 01501

## Jobs@PMICMass

One of the free services our chapter provides is the jobs@PMICMass distribution list, which allows employers to gain access to our membership of skilled project management professionals.

If you have project management opening, email position information to [jobs@pmicmass.com](mailto:jobs@pmicmass.com), and it will be forwarded promptly to the chapter job information distribution list.

If you are a member interested in new opportunities, email [jobs@pmicmass.com](mailto:jobs@pmicmass.com) and ask to be added to our job information distribution list.

## A Note to Chapter Members

By Jim McGill, PMP – President

Greetings Chapter Members,

I hope each of you had a fantastic summer and have made the successful transition to the fall season and the changes in New England weather. Like our changes in weather, our PMI Central MA Chapter is on the cusp of some changes too. We are having our Chapter elections this month and by the end of month we will have announced our Vice-President, Treasurer and Recording Secretary for the new chapter calendar year. Over the past year we have built a strong Board of Directors who have worked very hard and achieved some impressive milestones. We want to extend a special thanks to those volunteers who will be moving on for their past contributions and commitments to our chapter. At the same time we look forward to welcome some new faces into our Board of Directors and the new ideas and energy I am sure they will bring.

Before these changes take place, I would like to take a moment to inform you of what we have been up to over the last quarter and give you a sense of where we heading.

## Recent Accomplishments and Events:

PMI Central MA Chapter Website Redesign

- Our Site was in need of a facelift and Eric Esteves, our Director of IT helped us get there. We hope to bring you more PMI news and PM-related information through our new website.
- Chapter Appreciation Night (Con't page 6)

## PMI Fall 2004 Elections

By Eric Harting

As you can tell by the commercials and newscasts, it is once again time for elections. Of course, the elections that I am referring to are the elections for the 2005 Board of Directors for the Central Massachusetts PMI chapter. These elections will take place during our November meeting. These volunteer positions are important in the fact that the Board really does chart the course for our Central Mass chapter.

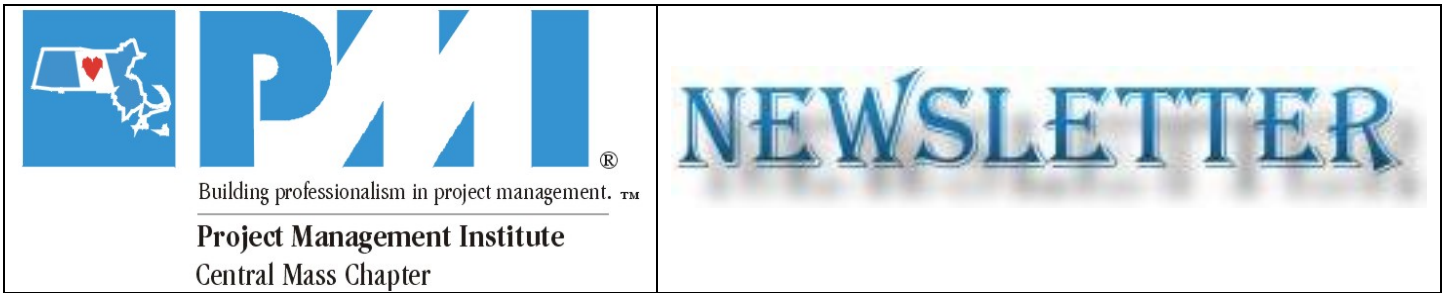
The positions up for election are the Vice President, Recording Secretary, and Treasurer. Each position is be filled by a volunteer. In fact, volunteers fill all board positions. Our chapter needs volunteers for these positions! Here is a brief description of each position:

The **Vice President** is a 2 year position. The first year is as vice president (and president elect). The second year is President of Central Mass PMI. Some of the duties and responsibilities include:

- Prepare for service during second year of term as chapter president, i.e. president elect in training
- Provide backup and support to chapter president and board members as needed
- Oversee and drive strategic chapter projects obtaining needed approvals from the board

This takes approximately 8 - 10 hours per month plus meetings. For more details, you can go to: <http://www.pmicmass.com/docs/vp-jd.htm>

(Con't page 3)



## Finding Each Other – The Team Directory *by Vern Valero, PMP*

Having recently accepted project management responsibility for a software development project, I heard that the project had thirty-six software developers in Massachusetts, California, Ontario, and India. Many were newly hired. But I couldn't find most of them! The MS Project schedule that I inherited showed first names only on the Resource Sheet with no hint of work location. My thoughts were: "We need a Team Directory!"

The PMBOK shows the Project Team Directory as an output of the Staff Acquisition process. It lists names of team members and stakeholders. This is simple, right? Then why do many projects either lack a Team Directory or fail to keep it current?

A Team Directory benefits the project in different ways. Writing a team member or stakeholder name, role, and commitment to a project and making it public reinforces obligations declared in the Project Plan. But the real benefit comes to team members and stakeholders themselves. People will *find* each other and communicate. They will collaborate. They will become a team.

Let's revisit my three-nation project. I discovered that Arun's State Machine software component was a dependency to the product design and on the critical path. Was Arun's deliverable on-schedule? Could I contact him via e-mail? Would Arun be asleep when I phoned India? Without a surname, the relevant question was "Who *is* Arun?"

Eventually I did publish a Team Directory available to all project team members, stakeholders, and to the entire company on a corporate web server. I settled on an MS-Word format with a table for each work location.

For each site I listed:

- City name.
- Central telephone number, including country, city, or area code.
- Number of time zone hours' difference relative to the site considered "central" to the project.

For each team member or stakeholder I listed:

- Full name and preferred nickname.
- E-mail
- Telephone number or extension
- Time commitment
- Role
- Area of expertise

Arun has now been found! East Coast developers know that they can phone him at 011-91-402-354-2929 before 10 AM Eastern Time and that Arun will often respond to e-mail before Noon Eastern Time. Some are becoming very comfortable working with Arun in India.

Next month Arun leaves the project, doubtless to become anonymous to a new project manager. I will update the Team Directory on the web server and people will continue to find each other.

The project Team Directory implementation is a matter of project scale, corporate culture, or contractual obligation. The project manager should create the right Team Directory for the project and update it continuously. It's a small effort to help team members and stakeholders to *find* each other!



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## **UMASS Memorial Medical Center in Worcester, MA. seeks a Director of Project Management**

The Director of Project Management will build and manage the Office of Project Management for UMass Memorial Medical Center. S/he will be responsible for implementing a common project management methodology for the hospital system, defining overall PM standards and tools, and establishing a project management curriculum. S/he will also provide coaching and support to senior executives and sponsors regarding their role in ensuring project success. The Director will track project and portfolio performance, report progress, recommend actions and priorities to the Operations Committee and Senior Executives.

Demonstrated success in leading \$1M+ projects. Minimum of 8 years of progressive Project/Program experience, including setting up and promoting a Project Office, preferably in a healthcare environment.

Experience in developing effective teams and fostering collaboration across organizational boundaries, as well as excellent communications and interpersonal skills, and a high level of integrity and personal ethics are essential. Must possess extensive knowledge of project management tools, techniques and processes; and have experience negotiating and managing vendors.

Qualified candidates will possess a Bachelor's Degree in business management, public administration, health management or other relevant area, along with a PMP certification or equivalent.

Send resume to: [jobs@actionforresults.com](mailto:jobs@actionforresults.com)

## **Meet The Board**

President: *Jim McGill, PMP*  
Vice President: *Sue Baust, PMP,*  
Interim  
Treasurer: *Gene Valois, PMP*  
Recording Secretary: *Rebecca Hagopian*  
Director of Meetings and Events: *Ray Leung, PMP*  
Director of Training & Sponsorship: *Thomas Belanger*  
Director of Communications: *Barbara Karten, PMP*  
Newsletter Editor: *Steve Angus*  
Director of Membership: *Eric Harding*  
Director of Information Technology: *Eric Esteves*

## **PMI Fall 2004 Elections (Con't from page 1)**

The **Recording Secretary** position is also a 2 year position. Some of the duties and responsibilities include:

- Keep records of all proceedings, actions, and chapter board meetings
- Take notes during board meetings. Send minutes to board members
- Track action items and list in meeting minutes.

This takes approximately 8 - 10 hours per month plus meetings. For more details, you can go to:

<http://www.pmicmass.com/docs/secretary-jd.htm>

The **Treasurer** position is a 1 year position. Some of the duties and responsibilities include:

- Create and maintain accurate chapter financial records of all transactions
- Collect meeting payments from members at check-in table
- Generate and issue receipts for any payments made to the chapter
- Reconcile costs incurred at chapter meetings and special events. Issue payment for chapter meetings services to the providing facility/service vendor
- Track all financial payments collected by PMI HQ

This takes approximately 10 - 12 hours per month plus meetings.

For more details, you can go to:

<http://www.pmicmass.com/docs/treasurer-jd.htm>

**Why volunteer?** There are many reasons to volunteer. First, each position earns 10 all important PDU's per year. It is an "easy" way to help keep your PMP designation.

## **The New England Summit for Project Management and Business Analysis**

Nov 3-5, 2004 - Hynes Convention Center, Boston, MA, USA

Supporting the growing New England communities of project managers and business analysts.

- \*3 project management tracks over 2 days
- \*2 business analyst tracks over 2 days
- \*3 days of workshops
- \*1 keynote address
- \*a dinner event for the project managers and a dinner event for the business analysts
- \*plus a 1/2 day vendor showcase.

[www.newenglandsummit.com](http://www.newenglandsummit.com)

905-948-0470

**Member Appreciation Night by Ray Leung**

Thank you, thank you, thank you...

"Great Panel Discussion", "Just Right", "Great Atmosphere", "Great Opportunity to Network with other PMs", "When's the next one?" were just a few of the positive comments describing the PMI Central Massachusetts Chapter's 1<sup>st</sup> Annual Member Appreciation Night on August 10, 2004. Our chapter has grown by leaps and bounds. Since May, 2003, our membership has tripled and continues to grow every month - we are actually nearing the 200 mark. It was an opportunity to show our gratitude to our membership, our future members, our past speakers, our past vendors, and our past sponsors. Seventy plus attendees enjoyed some great light fare, lots of door prizes, and even a light hearted project management (4) panel discussion entitled "The Lighter Side of Project Management, Lessons Learned, Lessons Forgotten".

Some examples of the great door prizes given away: (2) day Worcester State College training certificates, a "very big" gift basket, a SAN disk 256 MB memory stick, a leather briefcase, a 2.4 GHz cordless phone, a pen/laser pointer, a DVD player, a cordless mouse, a PDA holder, a package of blank CDs, several movie passes – Wow!

A final thank you to our night's sponsors, Venturi Technology Partners, HeiterConnect, William George Associates, Ltd., Worcester State College, and MaestroTech Incorporated and to our panel speakers, Rupal Poltack of Fidelity Investments, Rock Griffin of Skyward Consulting Group, Deborah Slobodnick of Options for Change, and Tim Mills of Perot Systems!

See all of you next year at our 2<sup>nd</sup> Annual Member Appreciation Night!



## **Sneak Preview of the 2004 PMBOK Guide**

By Gene Valois, PMP

PMI is releasing its new 2004 PMBOK Guide in October and it contains some much needed and rather refreshing changes. I, for one, thought the previous 2000 edition contained many areas of confusion and some topics that begged for further explanations. It appears that PMI heard our complaints and has addressed many of the deficiencies within 2004 Edition of the PMBOK Guide. Here is a sneak preview at some of the more significant changes you will encounter in the new 2004 PMBOK Guide.

- \* New flow charts and expanded text in Chapter 3, Project Management Processes, on the topic of Process Groups, help fill many gaps that previously existed in this area.
- \* New color coded flow diagrams have been added at the beginning of every knowledge area to show the origin of every input to every process and the destination of every output. I find this to be one of the more helpful features added to this edition.
- \* A few processes were added to Chapter 4, Project Integration Management knowledge area, to expand on such topics as developing a Project Charter and Scope Statement, as well as monitoring and controlling work.
- \* A new process, tools and techniques were added to Chapter 5, Project Scope Management, to expand on the creation of a Work Breakdown Structure.
- \* Earned value in Chapter 7, Project Cost Management, has been expanded with more details on calculating and analyzing variances.
- \* Chapter 9, Project Human Resource Management, has been overhauled to be more in line with the current way we do business including addressing topics such as virtual teams vs. collocated teams, and a new section on how to manage the project team.
- \* In Chapter 11, Project Risk Management, the Risk Breakdown Structure diagram was introduced to help standardize and identify areas of potential risk.
- \* In general many new graphics and flow charts provide added clarity in areas that were confusing in the past.
- \* In total, 14 processes were renamed, and 5 processes were added to bring the total number of processes from 39 to 44.

Overall, I believe the new 2004 PMBOK Guide is a clearer, more complete document for the new comer to PMI, and provides some additional information and has become a better reference guide for the veteran. Enjoy.



### **A Note to Chapter Members (continued from Page 1)**

We had over 70 people including members, sponsors, speakers and guests take part in our first ever Chapter Appreciation Night. The event included an interactive PM-panel discussion, networking and prize giveaways. Based on the very positive feedback we received, our plans is to make this an annual event. Additionally, we are looking at opportunities to have a few PM-panel discussions during the year as well.

- PMI Region 3 participation
  - Earlier this year we participated in a PMI Region 3 area meeting. To help you understand what a Region 3 meeting is I will give you some background. PMI HQ has broken the entire world into several geographic areas. Each region is comprised of several PMI Chapters. The PMI Central MA Chapter is a member of Region 3. Our region includes chapters from the New England area and Southeast Canada. Twice a year members of each chapter get together as part of a Region meeting. Some of the benefits of these meetings include the thought capital that is shared between chapters of varying sizes and maturity. Also, a PMI HQ leader is present to share the strategic vision and initiatives PMI HQ is currently working on. Our last meeting focused on strategic board planning, membership benefits and how can we increase the value of PMI to our members.

### **Chapter Next Steps:**

- To make a successful Board of Directors transition to ensure Chapter operations continue to run smoothly.
- To determine what, when and where our next special event will be. Currently, a PM Technology Fair has been the leading candidate for our next event. If resources and time align favorably for us, we will begin to scope and plan our next special event.
- Participate in regional and national PMI HQ events which align strategically and financially with our chapter mission statement and goals.
- To pursue joint meeting opportunities with other PMI chapters and other professional organizations to diversify our meeting offerings and increase networking and learning opportunities for our members. Currently, we have our first joint meeting scheduled in December.

If any of you have any ideas, thoughts or concerns about the direction of our chapter that you would like to share, please do not hesitate to contact me. I welcome your feedback.

I look forward to working with the chapter in continuing to strive to provide the best membership experience possible for each of us.

Best Regards,

Jim McGill, PMP

Chapter President  
PMI Central MA



## **Herd**, by Dennis Smith, CompanySmith

I want to introduce a new word into your project management vocabulary; herding.

Herd in this sense is traditionally defined as “To associate; to ally one's self with, or place one's self among, a group or company.” As in: “I'll herd among his friends, and seem One of the number.” (*Webster's Revised Unabridged Dictionary*, © 1996, 1998 MICRA, Inc. and Addison.)

Herd is what happens when a sub-group or the entire project team heads in one direction together. They may herd to rally around a new idea or conclusion just because the others in the group are doing so.

Alternately, they may herd to protect themselves from aggressive or vindictive management. One reason fish 'school' is to confuse predators and while the few may be hunted down, the mass will survive. And so it goes with ill-formed project teams.

The challenge with herding is that it can look like consensus; it can be confused with teamwork. It can be confused for so many signs of the well-functioning team that we all strive to achieve. Teamwork, team building, consensus building... but it is, in fact, all of these things run amok.

### **Preventing Herding**

There are two things you need in your team to prevent herding, or to stop the destructive forms of it. First, you need a culture where any individual can speak up and constructively tell what they believe is the truth about the project without fear of recrimination or sanction. On a broad scale, this is a 'whistle blower' law, but on a project scale, with the smaller incremental stakes, a law or corporate policy won't do; the only way to make this work is to build the team to speak up. One great team I was part of was consciously built of outspoken people. I'd rather have the problem of too much talk than have things buried or covered up by a herd.

Second you need a few renegades. Team members who have the insight to tell when the emperor (herd) has no clothes, and the courage to speak up and tell their truth. These folks can be a real pain at times, but they can save you too. Just be sure that they don't start their own herd.

### **Breaking up the Herds**

How do you break this cycle? First, you have to see it. Look for too-easy consensus around complex issues, or too-easy lessons-learned meetings with executives in the room. While these can be a sign of great teams, they can be signs of herding. Breaking up herds is challenging because you are breaking what to casual observers appears to be a well-working team.

Two ways I know to break it. First a new leader; one that builds their strength in the organization from the bottom by talking and building relationships with the entire team. This is probably not the technical-guru leader that is in vogue, but a technical savvy person who pays with their time to open one-on-one conversations. Second is with a team analysis tool. Tools such as Social Network Analysis can find these herds through analytical means and with experienced interpretational support can guide management in reforming the team to a herd-free place.