



Capital Project Manager

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Project Management Institute / Montgomery, AL Chapter of PMI

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IT Project Management Seminars Start October 4

The PMI Montgomery Chapter and AUM Continuing Education have joined forces to offer a series of three two-day IT project management seminars this fall. These seminars provide a unique opportunity to attend local sessions of seminars usually offered only in larger cities such as Birmingham and Atlanta. Each seminar will be held at the AUM TechnaCenter Building. Those involved in defining and managing systems development projects should benefit from these courses. PMPs receive 13 PDUs for each seminar, and PMP candidates receive 13 hours of training applicable to the 35-hour requirement.

The series kicks off October 4-5 with Developing Requirements with Use Cases. Software Project Management will be held November 16-17, and Hands-on IT Project Management is scheduled for December 18-19. The December seminar will be held in a computer lab and includes hands-on activities with computerized tools.

Each seminar will be conducted by ASPE Technology, a PMI Registered Education Provider. All instructors are PMPs and have real-world project management experience. Fee for each seminar is \$1050. PMI members receive a discounted price of \$975.

For more information visit the Events page of www.pmimontgomery.org and click the links to view detailed brochures. Register early to reserve your spot. Call 334-244-3080

NEWSLETTER CONTENTS:

IT PM Seminars
From the President
Pattel Presents Realizing the Potential
MEGA
SeminarsWorld
New PMP's
Tee-shirts
Paterson Named Valedictorian
New Members
Corporate Sponsors
Tuten Speaks on Projects in a Virtual World
Upcoming Events / Training
Attention All Members
Rita McNeely to Represent
Hardy Presents Leadership Seminar
Nominees
Contact Information

From The President...

In September, 2005 I attended the PMI Leadership Conference in Toronto, and it was a great experience. It was very beneficial to me and to our chapter. The two most important "take-a-ways" for me were (1) the importance of a strong volunteer program and (2) the importance of having a strategic plan. Both of these elements are necessary for a vital, growing chapter, and thus were important goals for us. I am happy to announce that we have achieved both of these goals.

Volunteer Program

Betty Corbin has done a lot of work to formally establish our volunteer program. We have volunteers functioning in Communications, eBusiness, Financial Affairs, Membership, Programs, Public Relations, Professional Development, and Presidency. Thank you, Volunteers, for your contributions to our chapter

Strategic Plan

Our latest achievement is the development a strategic plan. Our chapter has been typical of most chapters as we have matured. At first, the focus was on operational issues. Obtaining the charter, identifying and electing officers, selecting the meeting site, securing program speakers, seeking out members, and conducting meetings are all very intense activities in the early life of a chapter. Our focus continued to be on the operational for a while, and then, as is typical, we determined that it was time to move to a strategic focus.

Earlier this year, the Board of Directors began to develop a plan. Bruce Paterson, 2007 President Elect, chaired the "Presidents' Group", made up of Rod Heath, Founding President; Betty Corbin, 2005 President; and Allyson Pitman, 2006 President. The group met in two offsite sessions and developed a strategic plan which includes a SWOT analysis, vision and mission statement, and strategic goals and objectives. The plan was presented for review to the Board of Directors in the July 2006 meeting, and was approved in the August 2006 meeting. It is available for your review on our website, www.pmimontgomery.org. Please review it and consider volunteering (if you aren't already) to help the Chapter achieve our plans.

Allyson Pitman
President

Advancing project management in the Capital City

**DARSHANNA PATTEL, PMP OF MDI SPEAKS ON
“REALIZING THE POTENTIAL OF YOUR PROJECT MANAGEMENT
FRAMEWORK”**

The Montgomery PMI chapter attendees and guests at the July monthly meeting heard an outstanding presentation by Darshana Patel, PMP, on Realizing the Potential of Your Project Management Framework. Darshana works for MDI which is an Information Technology consulting firm.

Darshana opened her presentation with a pertinent perspective on the project manager today. There is more value seen in project managers today than in previous years. A project manager today is much different than ones just a few years ago. Part of that can be contributed to the definition of the project manager as seen from the perspective of the company. The definition of a project manager is dependent upon the organization needs and the particular stage or strategy phase (i.e., business climate). As organizations mature they recognize the value of project managers more. And more organizations are instituting project management functions.



The majority of Darshana's presentation was conceptual. She focused on the MDI Project Management Evolution Model. Some of the driving forces for maturity of project management include customer expectations, capital projects, competition, stakeholder buy-in, new products, efficiency, effectiveness and survival. Projects fail due to having undefined requirements, underestimating resource needs, having insufficient project management skills, not understanding the required outcome or result and taking a piece meal approach to project management. This can be summarized: the failure of a project is directly attributable to the lack of procedures, methodologies and processes. As a result, project management is needed to increase oversight of project activities, to manage limited resources, to control in-

creased complexity and to manage expectations. It is important to rely on a set of methods and tools to support planning and controlling projects, but project management is a means, not an end to achieving successful projects.

The MDI PM Evolution Model looks at the continual growth and recognition of understanding of the needs of project management. Does the organization recognize the need and value of best practices? Organizations fail when they do not agree on best practices or on standard processes. Due to the complexities of many projects, the failure to establish multiple thresholds can lead to a one size fits all culture when in reality a small project is not the same as a large project. The model also addresses breadth. Does the organization recognize the synergistic effects of having a singular methodology for the company? Do they take a holistic approach to project management and do they value training and mentoring of project managers?

There is a natural struggle between learning and growth, support functions, and products and services. If a standard project management approach is in the center of these activity areas, then it can lead to an enterprise approach. At this stage in the evolution of project management in the organization there can be turf battles, partial buy-in, cultural resistance and issues of framework sustainability which all can affect how well progress is made. The recognition of moving products to market faster, better risk management, and tangible impacts by stakeholders help to support the evolution of project management. Eventually this will lead to a portfolio management framework in which the strategic benefits, financial benefits, and recognition of dependencies among projects provide a backdrop for centralized reporting and visibility.

As project management moves from the initial stages of development through the implementation of standard processes and methods, organizations will reap the benefits of more strategic understanding of their projects and can better manage enterprise resources. Darshana's presentation was well received by all attendees.

Article by: Mark Spain

**MEGA
SEMINARSWORLD
IN ORLANDO**

I was one of the 750 attendees at PMI MEGA SeminarsWorld, held June 26-29 in Orlando, Florida. Many project management courses were offered, some 2 days in length and some 4 days. I attended the 2-day MS Project Orange Belt course, presented by IIL. Although I knew much of the content, I learned many new practical techniques that I can share with my students when I teach MS Project. The course cost approximately \$1000 and was well worth the investment of time and money.

Among the many educational courses at capacity were “The Strategic Project Office,” “Building a Next-Generation Program Management Office,” “Delivering Business Strategies through Projects, Programs, Portfolios and PMOs” and “Project Leadership: A Practical Guide to Communication, Influence and Collaboration.”

During meals I talked to many attendees, and all reported that their sessions were excellent. The conference was held at the Caribe Royale Hotel near Disney World. It was an excellent facility with good food, nice rooms, and a beautifully landscaped pool area with waterfalls. It would be a shame to go to Orlando and not have a little fun so I arrived a day early and visited Disney's Animal Kingdom Park.

A PMI representative told me another MEGA SeminarsWorld will be held at the same hotel in June or July of 2007. You may want to consider this when you're making plans for your 2007 training.

Article by: Betty Corbin



Congratulations New PMP's!

- Mr. John M. Spain, PMP (Mark)**
- Mr. Danney W. Watson, PMP**
- Mr. Raghu Doreswamy, PMP**
- Mr. Leonid Davydov, PMP**

If you are a chapter member and have not received your t-shirt, please pick one up at the next meeting.



Rick Fanning, Membership Committee member, presents a PMI Montgomery Chapter t-shirt to new member Keith Kennedy.

Welcome New Members!

- Mrs. Marisabel Burge**
- Mr. Martin P. Winslow**
- Mr. Wayne R. McKnight**
- Mrs. Peggy A. Owens**
- Mr. John L. Crilly**
- Dr. James R. Nabors**
- Mrs. Sharon H. Morris**
- Mr. Larry D. Kidd**
- Mrs. Ruth Cordle**
- Mr. Takashi Nozaki**
- Mr. Glenn T. Hopson**

CHAPTER MEMBER NAMED VALEDICTORIAN

FOR THE ALABAMA BANKING SCHOOL CLASS OF 2006

Bruce Paterson, Vice President at Regions Financial Corporation in Montgomery, was named Valedictorian of the Alabama Banking School Class of 2006. He received this honor on Friday, August 4, during graduation ceremonies at the Brookley Campus of the University of South Alabama in Mobile. In addition, he received a one-year scholarship to the Graduate School of Banking at Louisiana State University. Bruce is the first person from the Regions operations & technology department to receive this honor in the 31 year history of the school.

A resident of the tri-county area since 1997, Bruce graduated from the United States Air Force Academy in Colorado Springs, Colorado, in 1975. After a distinguished 26 year career in the Air Force, Bruce retired in the rank of Colonel and joined Regions in 2002. Hired as a senior project manager, he has managed numerous high profile initiatives, including the recent rollout of the new company intranet that services all 25,000 employees of the bank.



Dr. Robert Bennett, Education Director for the Alabama Banking School; Bruce Paterson, Regions Bank; and John Duncan, ABS Director at the 2006 ABS class graduation.

The Alabama Banking School is sponsored by the Alabama Bankers Association. The three-year program requires students to spend one week a year at the School and successfully complete an intensive curriculum on bank related courses to include home study problems and exams. In the third year, students participate in the BankExec program and operate a bank through simulation exercises.

The Alabama Banking School began in 1976 and has since graduated 1,587 Alabama Bankers.

**THANKS
CORPORATE SPONSORS**



Auburn University **Montgomery**



DAN TUTEN, PMP, MCSE OF PMI MAKES PRESENTATION ON “MANAGING PROJECTS IN A VIRTUAL WORLD”

On August 10, 2006 at the monthly PMI Montgomery chapter dinner the guest speaker was Dan Tuten, also know as Darn Tuten. Dan is the Information Systems Manager for the Georgia Department of Revenue. He doesn't do taxes but does support the systems that help those that do. He is also a PMP and serves as the chair for the PMI IT & Telecom SIG.

Dan provided an insightful look at *Managing in a Virtual World*. He defined virtual organizations as “those entities formed with their primary presence not being a physical one.” In today's environment of email, websites, conference calls, and similar electronic communications, we are already in organizations with some virtual component. In dealing with these types of virtual teams and organizations there are numerous challenges. Dan outlined the challenges as language barriers, time zone disparities, lack of training in working on a virtual team, technology helps and hurts, misunderstood personalities/emotions, team members unsure of daily expectations, cultural differences, potential misunderstandings of goals/charter, team cohesion/focus, and the most challenging, communications.

The remaining presentation focused on communications and team cohesion. Dan provided some statistics regarding communications and said that your words make up seven percent of the message impact while vocal tones account for 38 percent. The vast majority of impact is from facial expressions and body language with 55 percent of the impact. In the virtual organization facial expressions and body language are often not communicated unless a video conference is being used. Since communication requires both the sender and the receiver it is important to understand the listening retention aspect as well. Dan provided listening retention statistics as well. We retain about 50 percent of what we hear at the time of the communication. In two days the retention drops to 25 percent and after a week it is at about 10 percent.

Dan provided some lessons learned with regard to communications.

- Listen more than you speak
- Get out of your seat and talk to people
- Use video technology to talk face to face virtually
- Pick up the phone and discuss things
- Follow up fact to face on phone conversations with written summaries.

He also added some lessons learned when communicating through the written word.

- Use clear, concise language
- Use powerful visual language (examples)
- Try not to use “BUT”
- Use persuasive language
- Own the message
- Avoid jargon or acronyms



He spent a bit of time speaking about the use of the word “but” in communicating. He observed that the words prior to the use of “but” are lost when the words afterward are read since we usually put a negative thought after the conjunction. The use of “but” is to introduce something that is true in spite of either being or seeming contrary to what has been just said. For instance, if you are told that you did a good job but there was one area which could have been improved. You would focus on the part about improvement and not on the good job. He challenged everyone to avoid the use of “but” and stated that if you do use it, try to put it at the beginning of the sentence so that the good part is last.

Dan quickly addressed the last part of the presentation on team cohesion in the virtual world. He pointed out that it is important in the virtual world to take part of your time to get to know people. Since there is not a virtual water cooler it is essential to make time for the personal so that people can build a bond. He also said that virtual team members are more susceptible to demoralization than face to face teams. It takes extra effort to make sure that team members are publicly praised for their efforts and to let supervisors know how well subordinates have performed.

The final note was the use of technology in the virtual world. It can help and hurt depending on how it is used. Dan stressed that we need to be judicious in our use of email. It does not communicate emotions well and can cause harm when not used properly. Also, cultural differences can add to the complexity of email. We need to be aware of the cultural differences with those that we deal with. The real key is to listen more than you speak.

Article by: Mark Spain

Upcoming Training & Events

REGISTER NOW FOR "Why Leaders Fail" Seminar

Come join us on 14 Sep 06 at the Capital City Club from 8:15 – 11:15 A.M. where Tom Mattus, Janet Collins & Michael Alan Tate will focus on "Why Leaders Fail". We'll have an outstanding Capital City Club buffet breakfast (included in attendance fee) and get valuable insight and knowledge to help us improve our project management and managerial skills.

PMPs receive 3 PDUs and 3 contact hours for non PMPs.

Registration fee before 7 Sep: \$65 for PMI member \$75 for non-members

Registration fee after 7 Sep: \$70 for PMI member \$80 for non-members

Register on-line at www.pmimontgomery.org

The Montgomery Chapter PMI welcome Mr. Tom Mattus back to conduct a presentation on "**Why Leaders Fail**".

Over the years, numerous studies have focused on why projects tend to fail in the business world today. But one area seldom focused on when evaluating project failures is the failure of leadership.

In the presentation Mr. Mattus will examine the reasons for Project failures and the critical role leadership plays in making projects and people succeed or fail.

In this fast paced and entertaining presentation the facilitator will use both research and his own work experience at companies like AMEX, Travelers Insurance, J&J and Wyeth to demonstrate how leaders can turn around projects and the workplace.

Additionally, Janet Collins and Michael Alan Tate will present leadership tips and tools that will help us become better managers.

Project Success Starts with Leadership by Janet Collins

Project miracles can happen, but who has the luxury of living by trial and error in a world of fast-paced change. As Thomas Friedman reflects in his book "The World is Flat", advances in technology and the Internet have positioned the world to operate in new ways. What do we need to ensure success as we change to meet these new demands? Answer: Leadership! Leadership in organizations going through changes and leadership skills in project managers who are leading the workforce through those changes.

Design A Life That Works by Michael Alan Tate

In his new book *Design a Life That Works*, Michael shares how he uses his ON THE SAME PAGE PLANNER™ as a tool to help businesses, teams and individuals sharpen their focus, strengthen relationships, and simplify life in a world of constant change.

Developing Requirements with Use Cases

October 4-5, 2 days, 8:30 a.m. - 4:30 p.m.

Location: AUM TechnaCenter, 75 TechnaCenter Drive, Montgomery, AL
Fee \$975 (for PMI members), \$1050 (others), 13.5 PDUs.

Get project requirements right the first time, every time, using these state-of-the-art techniques. This presentation will cover how to produce high-quality, readable use case documentation that serves business and IT stakeholders. This seminar is presented by ASPE Technology, a PMI Registered Education Provider. Candidates for this course are business analysts, systems analysts, applications developers, and leaders of systems projects or teams. For a detailed course brochure, visit the Events page of www.pmimontgomery.org. For more information call 334-782-0842. To register call 334-244-3080.

Successful Project Management-Introductory Level

November 13-15, 2006, 8:30 am to 4:30 p.m.

Auburn University Montgomery Library Tower, 10th floor

\$499 for PMI members, \$599 for others.

For course description visit <http://www.aum.edu/coned> and choose Professional Development. This three-day seminar provides an overview of project management concepts and principles using lecture, small group case studies and discussion. This course provides 21 contact hours of training that apply toward the 35 hours required to take the PMP or CAPM exams. To register call 334-244-3804.

Upcoming Training & Events (Cont'd)

Software Project Management

November 16-17, 2 days, 8:30 a.m. - 4:30 p.m.

Location: AUM TechnaCenter, 75 TechnaCenter Drive, Montgomery, AL
Fee \$975 (for PMI members), \$1050 (others), 13 PDUs.

You'll leave this workshop able to immediately apply the tools and techniques you've learned, with a plan to take action on your software projects. The course draws from the best in software project management practices including: PMBOK® Guide, The CMMI® from SEI, and Agile Software Development Methods. This seminar is presented by ASPE Technology, a PMI Registered Education Provider. Candidates for this course include project managers, team leads, systems analysts, and applications developers. For a detailed course brochure, visit the Events page of www.pmimontgomery.org. For more information call 334-782-0842. To register call 334-244-3080

PMP Exam Preparation Review Course

Oct. 16-19, 2006, 1 pm—6 pm

\$699 (PMI Members), \$799 (Non Members)
Auburn University Montgomery Library Tower

This course is designed to equip students to pass PMI's ® *Project Management Professional* certification exam. Students should bring a copy of the *PMBOK Guide Third Edition* to the course. The course provides 20 contact hours of training that apply toward the 35 hours required to take the PMP or CAPM Exam.

For information call 334-244-3057. To register call 334-244-3804.

Hands-on IT Project Management

December 18-19, 2 days, 8:30 a.m. - 4:30 p.m.

Location: AUM TechnaCenter, 75 TechnaCenter Drive, Montgomery, AL
Fee \$975 (for PMI members), \$1050 (others), 13 PDUs.

This two-day course provides a unique combination of skills development and tool/technique utilization critical for IT project success. First gain a solid foundation in PMI's Project Management Framework. Then acquire the skills to use the best emerging, cutting edge IT project management tools. This seminar is taught in a hands-on computer lab and is presented by ASPE Technology, a PMI Registered Education Provider. Candidates for this course include project managers, technical managers, business analysts, and applications developers. For a detailed course brochure, visit the Events page of www.pmimontgomery.org. For more information call 334-782-0842. To register call 334-244-3080.

Microsoft Project Business Skills Course

Setting Up Projects for Success Using MS Project 2003 is a four-hour course that gives MS Project users a chance to develop their technology skills in the context of business scenarios. This Microsoft Office Business Skills Course will provide project managers at every level with practical, hands-on exercises and facilitated group discussions on how to use Office applications to improve the quality and effectiveness of project plans. This course was developed by Bonnie Biafore, PMP, a nationally known trainer and consultant, renowned for presenting project management and personal finance topics in an entertaining and engaging way. Bonnie, an award-winning author, has also written several books including *Troubleshooting Microsoft Project 2002*. Betty Corbin, PMP, who regularly teaches MS Project and other project management courses at AUM, will be the instructor.

Setting Up Projects for Success Using MS Project 2003 will be held at the AUM TechnaCenter on September 29th, 12:30 pm – 4:30 pm. The fee is \$50 for PMI members, \$60 for non-members. PMPs receive 4 PDUs. Call 334-244-3080 to register. For more information call 244-3057 or visit www.aum.edu/coned/computertraining.

**Attention all Montgomery
PMI Chapter Members!**

We will be distributing our 2006 membership directory in October, and if anyone wants to change their profile to be included or excluded, you should update your PMI membership profile by going to: <https://secure.pmi.org/memberapp/code/login.asp> and select the "Membership Information Home" link just above the Knowledge & Wisdom Center link.

Please complete your updates no later than September 15!

**Rita McNeely to Represent PMI
Montgomery Group at Tampa Bay
Chapter's Annual 2006 Symposium
on October 6—7.**

A few of the featured topics will include:

- Breaking the Project Management "Glass Ceiling"
- PMO's Today
- Client Portfolio Management
- Enterprise Project Management & the PMO
- The New Age of Project Management

Chapter Vice President of Public Relations, Charlie Hardy, presented a Chapter Leadership Seminar before the August dinner meeting. Attendees learned about the growth and strategies of the PMI global organization. Charlie also presented the vision and mission statement of the Montgomery PMI Chapter and local volunteer opportunities..



**Nominees for the 2007 Board of Directors
for the PMI Montgomery Chapter**

POSITION	NAME	EMPLOYMENT
President	Bruce Paterson, PMP	Regions Bank
President-Elect	Liz Fant, PMP	LJT & Associates
VP Finance	Rita Allen, PMP	State Dept. of Finance
VP Communications	Butch Fant, PMP	CACI, Inc.
VP Prof. Development	Danney Watson, PMP	BellSouth
VP Programs	Susan Irwin, PMP	Colonial Bank
VP Membership	Mary Lee Carter	Colonial Bank
VP eBusiness	Nitin Rastogi, PMP	Northrop Grumman
VP Public Relations	Deborah Richardson, PMP	Colonial Bank



www.pmimontgomery.org

President, Allyson Pitman, PMP	(334) 240-5391	president@pmimontgomery.org
Past President, Betty Corbin, PMP	(334) 244-3057	pastpresident@pmimontgomery.org
President Elect, Bruce Paterson, PMP	(334) 320-6325	vpresident@pmimontgomery.org
VP Communications, Emily Jones	(334) 240-3683	vpcommun@pmimontgomery.org
VP eBusiness, Mark Wentling, PMP	(334) 220-9087	webinfo@pmimontgomery.org
VP Financial Affairs, Dan Randolph, PMP	(334) 956-6028	vpfinance@pmimontgomery.org
VP Membership, Ronnie Rolph	(334) 954-1963	vpmembership@pmimontgomery.org
VP Programs, Marsha Beasley, PMP	(334) 954-1907	vpprograms@pmimontgomery.org
VP Public Relations, Charlie Hardy	(334) 727-5584	vpmarketing@pmimontgomery.org
VP Professional Development, Liz Fant, PMP	(334) 244-1123 x204	vpprofdev@pmimontgomery.org
Advisor, Rod Heath, PMP	(334) 224-2199	advisor@pmimontgomery.org

**PMI
Montgomery**

**Current
Membership:**

**143
Members
&
78 PMP's**