CTT CHAPTER NEWS

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Happy Halloween! I hope for all of you with young ones, it is a most enjoyable night.

As we wrapped another hugely successful PMI-CTT symposium on Thursday, October 23rd with over 150 participants, I found myself wondering how often we either find ourselves in costumes, or wish we were in costume!

The two dynamic keynotes each debated emotional IQ and I believe the 'passion and commitment' discussed by Jim Clemmer is a required trait of a good project manager. In our profession, as we move away from our core technical (or trained) expertise, we find our passion and commitment developing and evolving in different ways to ensure the successful development of our project team.

I also attended Janice Fiorvnti's 'The Matrix: Leadership Relooked' and was fascinated to discover how Janice saw things in this popular movie which reinforced that everyone brings a different perspective to life.

I love the fact that our chapter has provided a forum for local experts to share their wealth of information. We challenge people to dig into their knowledge base and share with others their most-valued wisdoms. Everyone has something to share and, over the past two years, the local chapter has provided an opportunity for over 500 people to demonstrate their skills, not only in public presentations, but also from the volunteers who work behind the scenes each year to make the day a success.

Drawing back to the Halloween reference at the beginning of this article, my challenge to you this time is simple. If you feel you are wearing a costume - doing a job that you do not enjoy, take the time between now and 2004 to set your goals for next year. Jim Clemmer told us that the 'fairy *job* mother' is not a reality, so make your career something you cherish.

Conversely, if you are in a job you love, put on a costume every now and again and challenge

yourself in a role that requires you to grow. Look for opportunities to push yourself to the limit, and put on the costume of that ideal person you feel could do the job. Often the best opportunities for growth are those that you felt you were not ready for, as these opportunities are the ones that make you into something you currently are not…

Thanks to all for your continued support for the local PMI-CTT Chapter. Our team of terrific volunteers whose love for the community and the profession, create wonderful opportunities for leadership in our community. I hope to see you in November for our Networking night. Come out and learn tips, tools, and techniques to enhance your networking skills. See you then!

Cheers,
Michelle

-- Michelle O'Donovan
President, PMI-CTT chapter

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The GREAT Project Manager

What is it that makes for a GREAT project manager? Is it project management techniques? Depth of knowledge about project management? Or is it something else?

Projects depend on people – people who want a new product, people who create the deliverables, people who finance the project, people who supply goods and services for the project. So why do so many projects fail? They don't fail because of technology or for lack of advanced project management methods or tools. The failure of most projects is the result of ineffective human relationships. Projects fail because the project manager fails to manage expectations, or gain commitment across the organization. Projects fail because they don't have an aligned and motivated team. They fail because the naysayers refuse to implement the solutions. They fail because of people.

And, people can't be managed; they must be led. Leading people is a challenge in any environment, but it's particularly a challenge with projects because project managers have temporary teams that are charged with creating a unique deliverable for a customer who usually wants far more than can be delivered with the resources provided, in a timeframe that's usually unrealistic.

These specific challenges inherent in the project manager's job create the context for what makes a great project manager. There are baseline requirements for all project managers: 1) understanding the technical process that will produce the final deliverables (but not necessarily being an expert in it), 2)

applying a sound project management methodology, 3) having access to a facility with an appropriate set of project management tools that match the needs of the project at hand.

However, what makes for greatness are abilities in the following categories: Self, Team, Customer, Suppliers, Sponsor, Other Stakeholders, Process Orientation. Let's take a closer look at what constitutes greatness in four of these categories.

   a. Self – Mastery over self starts with the ability to control oneself and the ability to act as an adult. Adults negotiate, come to consensus, resolve conflicts, respect each other's opinions, recognize and respect differences. Adults accept accountability and don't blame others when things go wrong. Adults know that where they are at this moment is their current mission in life and they approach that mission with passion. Adults also have a sense of personal power. They don't need to disempower others to feel good about themselves. They are comfortable admitting they are wrong and others are right. They delight in empowering others.

   b. Team Relationships – The great project manager seeks to maximize understanding, buy-in and commitment by team members. She uses collaboration and involves the team in planning, monitoring progress, assessing changes, solving problems. The great leader manages the team development process in order to maximize team performance. She facilitates rather than manages. She serves as a buffer for the team, shielding team members from unnecessary interference. She accepts accountability for what the team produces without trying to exercise control over the people on the team. She provides constructive feedback when necessary and

gratefully accepts feedback provided to her.

   c. Customer Relationships – The great project manager partners with the customer. He manages the expectations of the customer. He develops a contract with the customer that delineates what will be expected from each party over the course of the project. He works closely with the customer, gathering feedback and making course corrections as needed throughout the project process. He communicates constantly.

   d. Sponsor Relationship – The sponsor is critical to the success of the project, so the great project manager develops a partner relationship with the sponsor, asking for clear direction regarding the project, making sure a charter (the contract that drives the planning phase) is in place, and developing a reporting mechanism that meets the sponsor's needs. She asks for continual feedback from the sponsor and promptly responds to that feedback, elevating issues only when they cannot be resolved at the team level, keeping the sponsor informed on progress and problem solving.

These are just some of the aspects of greatness, which comes from taking unconditional responsibility for oneself and collaboratively managing the relationships that determine the success of the project. What skills do you need to work on to help you take the next step towards greatness?

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2003 Membership Survey Results

In June 2003, the second PMI-CTT membership survey was issued to approximately 330 active members. We received 94 responses, which represents a participation rate of nearly 30%. This is an excellent response rate. Thank you to everyone who took the time to complete the survey and share your thoughts and feedback on the chapter programs and activities.

The survey was intended to determine the needs of the membership and assess how well PMI-CTT is meeting your expectations. The information gathered and in particular your comments will be reviewed as the executive and Board of Directors prepares the business plans for 2004.

Here are the results:

The profile of the average respondent to the survey was a Project Manager with 5 to 9 years' experience and 2 or more years membership in PMI-CTT.

Education Programs offered by PMI-CTT

- Of the Education programs offered by PMI-CTT, training courses and PDU opportunities were ranked as the most important services. 90% of the responses rated these services as important or very important. Study groups received a lower importance rating with 60% of responses indicating important or very important.
- Satisfaction with PDU opportunities was ranked excellent or good by 60% of respondents and training was considered excellent or good by 50% with a significant percentage of respondents (15%) answering "not applicable".

Events offered by PMI-CTT

- Dinner Meetings and the Symposium were valued as important or very important by more than 85% of the respondents and rated as excellent or good by 70% of respondents
- The most popular choices for future events were breakfast meetings, golf tournament and wine tasting

Networking Opportunities during PMI-CTT Events

- 95% of respondents indicated that sharing and learning from peers was an important or very important aspect of membership. Networking to establish social relationships was a close second in the ranking. Networking opportunities at PMI-CTT events were assessed as good or excellent by 50% of the respondents.

Personal Growth through Volunteering

- The most valued areas for growth through volunteering were gaining professional knowledge and developing leadership skills. 80% of respondents ranked these as important or very important. Developing writing skills was the least valued skill with 58% indicating this was important or very important.

Information Needs

- The monthly e-mail updates and the PMI-CTT newsletters received the strongest positive rating from the membership. Over 70% or respondents ranked these vehicles as good or excellent. The web site was also well received with 65% recording a ranking of good or excellent

Your Suggestions and Comments

Here is a small sampling from the great feedback you have provided. The Board of Directors will be considering how to

incorporate your ideas in the business plans for 2004.

- Can we vary the day for dinner meetings as some members have standing commitments for Thursdays?

- Strong enthusiastic dinner meeting speakers and relevant topics are key to maintaining interest in PMI-CTT. Members are looking for the practical "nuggets" that can be applied back at work.

- More social events at affordable cost with opportunities to network. Some suggestions include professional book club, pool tournament, wine and cheese after work, annual leadership conference.

- More lessons learned from practitioners would be extremely valuable. Peer to peer discussion opportunities to meet people and share ideas.

- Keep conversation to professional topics at dinner meetings. Facilitate table discussions with question related to the meeting topic. Suggest members sit at a table with people they do not know to encourage mixing and networking.

- More opportunities to gain PDUs through chapter activities.

- Training courses and seminars on weekends, e-learning opportunities or offerings at local universities and colleges were suggestions made to augment formal classroom training programs. Cost and time away from work are the concerns most frequently expressed.

Special Thanks

Many thanks to the Membership Committee for their assistance in developing this survey and to the respondents for providing

insightful feedback and suggestions for future events and programs at PMI-CTT.

-- Margaret Charles
Director of Membership, PMI-CTT chapter

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Call for volunteers

In today's hectic environment, the demands on our time as Project Managers seem to be growing at an alarming rate. It is often difficult to juggle between work and family, so how can anyone be expected to provide volunteer time as well? This is why we must carefully choose which organizations we give our time to and look for the best return on investment possible.

As an organization of professionals PMI-CTT exists to provide learning and networking opportunities to its membership. Through PMI-CTT you can increase your effectiveness as a Project Manager, learning and finding new ways to work.

As a 'not for profit' organization PMI-CTT could not exist without volunteers! Our volunteers are providing as little as one hour per month in all sorts of activities, including:

· Staffing the registration desk at events
· Increasing our visibility in the community
· Providing leadership skills as a member of the Board
· Mentoring other Project Managers studying for their PMP
· Ensuring the PMI-CTT symposium is a success
· Greeting arriving guests at our events
· Photocopying documents to be handed out at events
And so much more!

If you're interested in volunteering, visit our web site or contact Mike Edwards @ volunteer@pmi-ctt.org

-- Mike Edwards
Director of Volunteer Co-ordination, PMI-CTT chapter

CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM)

What is the CAPM?

The CAPM is a new certification designation that PMI released in 2002. A CAPM is a project management practitioner who has demonstrated fundamental project management knowledge and experience by supporting projects using project management tools, techniques and methodologies. While participating as a member of a project team the CAPM typically relies on experienced project management practitioners for guidance, direction and approval.

How is the CAPM exam structured?

The CAPM exam is knowledge (recall) based and will contain 150 multiple-choice questions.

How is the CAPM exam administered?

The CAPM exam is computer-based and offered globally at Prometric secured testing sites (PTC sites) in English only.

What are the eligibility requirements for the CAPM?

Category I - Bachelor's Degree
1,500 hours of project management experience
24 months of experience within the last 3 years
23 contact hours of project management education/training

Category II - No Bachelor's Degree
2,500 hours of project management experience
36 months of experience within the last 3 years
23 contact hours of project management education/training

The project management experience must be in one or more of the five domains (initiating, planning, executing, controlling and closing).

How many PDUs are required to maintain the CAPM?

No PDUs are required to maintain the CAPM. The CAPM designation is valid for 5 years at which point candidates not wishing to sit for the PMP exam will have to sit for the CAPM exam again.

2003 Symposium Sponsorship

Having just completed another very successful Symposium (this year's theme was "Promoting Best Practices – from Novice to Expert"), your local PMI-CTT chapter has demonstrated their commitment to providing you with the learning and professional development opportunities you desire. If you attended this year's symposium, I am sure you gained valuable knowledge and benefited from your investment of time and money.

As the Director of Sponsorship for the Chapter, I would like to take a moment to reflect on the investments made by another group, the sponsors, that helped make this year's symposium a success and also on the benefits they realized from sponsoring the event.

The first primary benefit, of course, is the heightened visibility they get by being in attendance at the symposium and being seen by over 150 project management professionals. This offers a real opportunity to build relationships and showcase and differentiate their products and services. We had a great cross section of products and services this year. We had trainers, consultants, a high-tech association, and project management product vendors. They all had an opportunity to communicate their commitment to the project management

profession and to shape our attitudes through product demonstrations and informal networking.

I have provided a brief overview for each company from their websites and a link to their websites so that you may get to know them better (if you don't already). A big "Thank You" to the following companies for sponsoring this year's symposium and making it such a success:

Both The Clemmer Group and Research in Motion (RIM) provided keynote speakers for the symposium.

- Jim Clemmer (www.theclemmergroup.com) is a best-selling author and internationally acclaimed keynote speaker, workshop, retreat leader, and management team developer on leadership, change, customer focus, culture, and personal growth. Jim spoke on leadership and personal growth. Jim also provided copies of his new book "The Leader's Digest" to symposium attendees.

- Research In Motion (RIM) (www.rim.net) is a world leader in the mobile communications market and has a history of developing breakthrough wireless solutions. Don Morrison spoke on how managing innovation and change were essential elements of the project management discipline. RIM also provided a Blackberry as the early-bird door prize.

MCAP, SunLife Financial, and Campana Systems supported our symposium at the Sustaining Sponsor level.

- MCAP (www.mcap.com)

- SunLife Financial (www.sunlife.com)

- Campana Systems (www.campana.com)

Our Exhibitor Sponsors included:

- Bates Project Management Inc. (www.bates.ca) is a private consulting and training company specializing in project management, with a business history of twenty-seven years. Bates serves the Canadian and International markets through their network of associates, partnerships and strategic alliances out of their head office in Ottawa.

- University of Waterloo (www.uwaterloo.ca). Continuing Education at the University of Waterloo has courses that are designed to help you meet your lifelong learning needs. Courses in leadership, mediation, and project management are a few of their offerings.

- CDI Education (www.cdilearn.com) has a simple mission. Their mission is to "help people and organizations learn how to do things better". CDI education delivers a positive difference to individuals, teams, and whole organizations through their practical, applied learning methods and curriculum.

- Tenrox (www.tenrox.com) is a Professional Services Automation organization (PSA) that automates project and service delivery by streamlining business processes. They provide automated services to support timesheet management, leave management, project management, resource management, invoicing, expense reporting, issue tracking, bug tracking, helpdesk, requisitioning, and R&D tracking.

- Conestoga College
  (www.conestogac.on.ca) is one of the Ontario Government's Colleges of Applied Arts and Technology. The College grants three and two year diplomas and one year certificates. Conestoga has over 5,000 full-time students and 33,000 part-time students enrolled in one of over sixty career-related programs, including: Engineering Technology, Business Administration, Information Technology, Communications and Media, Health Sciences, Community Services, and the skilled trades.

- Cheetah Learning
  (www.cheetahlearning.com) is a global leader in PMP exam prep training and accelerated learning. Cheetah Learning provides the confidence, knowledge and tools to excel in project management. They guarantee that people will pass the Project Management Professional (PMP) exam on the fifth day after spending four days in their training program.

- Procept Associates Ltd.
  (www.procept.ca) is a network of project management professionals recognized for a commitment to enhancing their Customers' project management excellence through training and methodology consulting. Each of their consultants has at least 10 years experience in their fields of engineering, information technology, new product development, telecommunications, aerospace and defence, government, construction and real estate development.

- Exact Software Canada Ltd.
  (www.exactsoftware.com) is a leading manufacturer of software for accounting, human resources management (HRM), customer relationship management (CRM), e-business and enterprise resource planning (ERP).

- Communitech
  (www.communitech.org) is a not-for-profit, member-supported organization that is recognized as the voice of technology in the Waterloo region. Communitech is the technology industry's association dedicated to initiatives designed to have an impact on the continued development of critical mass within the Waterloo region's technology community.

Once again, thank you to our sponsors at this year's symposium and I look forward to next year's opportunities. In the meantime, there are still a number of dinner meetings available to be sponsored

Tony Pimenoff
Director of Sponsorship, PMI-CTT chapter

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