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PMI-CTT Chapter News is published 5 times a year in February, April, June, October and December.

Articles for submission are encouraged from the members and should be sent to the Director of Communications, Ashok Goyal at [agoyal@pmi-ctt.org](mailto:agoyal@pmi-ctt.org). The deadline is second week of the month newsletter is due.

### *Message from the President*

My mother has just suffered a major stroke. Like many of you, I am now dealing with the heartache of losing my father within the last year and a half, and also facing the decline of my mother. Until December of 2001, I can honestly say that I really did not know how to deal with death and the impact it could have on my life. I had never had to deal with the death of a loved one, and did not understand or appreciate what people go through while grieving.

Until December 2001, I believed my family would always be the never-changing support structure that I relied on to make me the strong individual I have become. I knew my parents were special, but it was only with the death of my father did I realize how he affected everything I did in my life.

What a life-altering adjustment.

Now, why am I sharing? As I deal with my brothers and sisters, I realize that my management and leadership skills have prepared me to be the 'thinker'. I find myself being able to assess

reality, although I still want to shut that out, and decide the next steps and best approaches for what comes next. I am able to deal with the emotion of not wanting to let go of my hopes for my mother while balancing what we, as a family, need to do to prepare for her support.

One of my family members pointed out that I was dealing with reality, but the rest of my siblings were 'not there yet' and I had to be patient. How are we, as project managers, able to process and continue to function while all around us everything seems to be collapsing. We do it daily at work, but do we realize what these skills enable us to do in our personal lives as well.

We are talented. We are compassionate. We are able to help others sort out their decisions and make sense of what we are all dealing with. We are the communicators, the organizers, the strategic thinkers, and the support structure for those around us. What a wonderful profession, and what life-skills I have developed with my chosen career.

Congratulations to all project managers. We carry a suitcase of valuable skills to ensure we provide a balance in our lives and the lives we touch.

See you in May at the next PMI-CTT dinner meeting.

Cheers,

Michelle O'Donovan  
PMI-CTT Chapter President

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## **PMI-CTT Board**

Michelle O'Donovan - President\*  
Denise Barrett – Past President; Vice President, Communications and Publicity\*  
Clay Eccles – Vice President, Education\*  
Caroline Lennox – Vice President, Membership & Community Affairs\*  
Heather Heick - Vice President, Treasury Finance\*  
  
Ashok Goyal - Director of Communications; Webmaster  
Dale Van Looyen - Director of Mentoring  
Margaret Charles - Director of Membership  
Ed Snowden - Director of Professional Development (Re-Certification)  
Andrew Melchers - Director of Community Affairs  
Julie Rastelli - Director of Business Planning  
Tony Pimenoff - Director of Sponsorship  
Lois Bowman - Director of Professional Development (Certification)  
Susan Somerville - Director of Events  
Ian Mason – Director of Volunteer Coordination

*\* represents members of the Executive*

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## **The Power to Make Decisions**

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Our ability to make decisions provides us with a degree of control over our own destinies. When we make decisions, we choose what we want. We gain a feeling of personal power. Making decisions for ourselves is a good thing, but making decisions for others can be fraught with difficulties. If we aren't careful, we can end up robbing them of personal power and the ability to chart their own courses.

When we make decisions that impact only ourselves, it is appropriate to make them in isolation. However, most of the decisions we make in a work environment affect other people. The people who are affected by the decisions we make related to a project are called stakeholders.

It's not possible to involve every stakeholder in every decision that might affect him or her. That is why there are lines of authority in organizations and part of the role of any manager is to make decisions for others. Project managers are usually empowered to make decisions related to their projects, as long as those decisions do not significantly impact other aspects of the business. (Of course some project managers are much less empowered and must pass decisions through a sponsor or someone else in authority within the organization.) But how should project managers use their power to make decisions?

### **Stakeholder Involvement?**

With decision making power comes the responsibility to use that power wisely. That means you must honor the autonomy of every other human being and not disempower anyone in an attempt to exercise your own power. So, before a decision is made that will affect the stakeholders, consider whether or not they should be involved in the decision making process. (Typically stakeholders are

represented on the team as team members.) You can involve them in the decision making process in one of two ways:

1. Gather input from the stakeholders and then make the decision yourself.
2. Facilitate stakeholder (team) participation and let the group make the decision.

Of the two options, the second produces the best results, providing more buy-in and understanding on the part of team members. Gathering input is better than making a decision in a vacuum but engenders very little ownership of the decision by the team. It's important to make a good, quality decision, but it's at least as important that the decision be implemented. Implementation is usually done by stakeholders and that is where most decision making processes break down, because the people who must implement have not participated in making the decision and have no "stake" in its outcome.

### **Team Decision Making: The Process**

Team decision making can be efficient and effective using a structured, team-based process. There are three stages involved in making a team decision:

1. Definition (D) – What is the decision to be made? What is the goal of the decision? Who will be affected by it? What criteria will be used to decide which option is best?
2. Brainstorm (B) – Generate ideas for decision options. There are lots of brainstorming tools for teams including class brainstorming, mind mapping and affinity diagramming. The key is to follow the rules of brainstorming and to use a visual process such as self-adhesive notes and banner paper.
3. Analyze (A) – Evaluate each decision option and then choose the one that best meets the criteria you established in the Definition Stage. Some excellent team-based tools are

SWC (Strengths, Weaknesses and Countermeasures analysis), the Grid tool and the Decision Matrix. Team-based analysis tools should lead to consensus. Consensus does not mean 100% agreement with the decision but willingness to live with and support the decision.

When should you use a team-based decision making approach? Whenever a decision will have a significant impact on the team or on the stakeholders. If a team is to share the burden of making the project a success, team members need to be given some control over the outcomes. You'll get better results and a more motivated and satisfied team if stakeholders have a greater voice in their own destinies.

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. She's the author of seven books including the *Project Management Memory Jogger™* and *Executive Guide: The 7 Keys to Success*. For more information, visit the Martin Training website: [www.martintraining.net](http://www.martintraining.net). Phone: 866-922-3122 or 513-563-3512.

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## ***Upcoming Membership Survey***

Coming your way in May...

PMI-CTT is pleased to be providing this year's membership survey on-line, so look for an invitation to participate in May. If you would prefer to participate by hard-copy, please contact [membership@pmi-ctt.org](mailto:membership@pmi-ctt.org). Many of our best offerings, such as the symposium and Discussion Nights, have been a direct result of the feedback from the last survey...we need to hear from you! Careful planning of the survey is underway to ensure it is brief and easy to use.

## **WEBMASTER UPDATE:**



Welcome to yet another informative newsletter and thanks to all contributors for sending articles. PMI-CTT Newsletter is published 5 times a year on alternating months in Oct, Dec, Feb, Apr and June. As your Director of Communications, I am responsible for chapter's website and the newsletter. Thanks to our hard working editor Gwen Williams, without whom this task would be impossible. We have one more newsletter in June before we wrap up for the Summer so please fire away those thoughts and send them to me for the next newsletter. As always, if have any questions about the newsletter or website or wish to submit future contributions, please do not hesitate to contact me.

Ashok Goyal, MBA, ISP,PMP  
Webmaster & Director of Communications, PMI CTT Chapter  
President, e-StrategicConsulting.com

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### ***Volunteer Profile – Andrew Melchers***

Andrew Melchers has recently joined the PMI-CTT chapter and has volunteered to be Director of Community Affairs. Andrew has already been working on the Habitat for Humanity initiative and is quickly getting up to speed with his other responsibilities.

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Andrew has worked with EDS for 10 years. He has provided project management services for software development, product engineering and manufacturing projects. He worked with EDS in the UK for 5 years and obtained his MBA during this time. Andrew is currently enrolled with a PMI-CTT study group to obtain his PMP designation.

The Habitat for Humanity initiative involves PMI-CTT members participating in the building of a house for a family in need. The build will be occurring this summer and members will volunteer for 3 consecutive days or evenings. Volunteers are not required to have any construction skills. Currently, there are 9 volunteers for the build and the goal is to get a total of 20 volunteers. So, if you are interested giving back to the community, and having fun while you're doing it, please contact Community Affairs at [Info@pmi-ctt.org](mailto:Info@pmi-ctt.org).

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### ***PM Courses and Exam Prep***

#### **Conestoga College Project Management Part-time Certificate Program**

Conestoga College is launching a new program in Project Management. The program will be offered in the evening on a part-time basis through Continuing Education. Courses will be advertised in the Conestoga College Continuing Education Fall Catalogue coming out mid-August. Each 36-hour course will be very reasonably priced at approximately \$200 in fees plus the cost of the course textbook.

#### **Conestoga College PMP Exam Preparation Workshop**

This exciting, new 3-day workshop is designed to provide practicing project

managers with focused, effective guidance for mastering the PMBOK curriculum and writing the PMP certification exam administered by the PMI. Topics will cover the nine exam knowledge areas.

For more information about these courses, contact Deborah Weickert, Manager, Corporate Training and Continuing Education, School of Business, 519-748-3526, Ext. 3412 or [dweickert@conestogac.on.ca](mailto:dweickert@conestogac.on.ca)

## Neighbourhood News...

<b>PMI Southern Ontario Chapter Calendar of upcoming Events</b>
<p>Thursday May 29 2003</p> <p>Event: Dinner Meeting at Novotel North York</p> <p>Topic: Defining the competent Project Manager</p> <p>Speaker: Catherine Daw from SPM Group</p>
<p>Tuesday June 10 2003</p> <p>Event: Breakfast Meeting at Toronto Tennis &amp; Lawn Club</p> <p>Speaker &amp; Topic - T B A</p>
<p>Thursday June 19 2003</p> <p>Event: Dinner Meeting at Novotel North York</p> <p>Speaker &amp; Topic: Project Forum</p>
<p>Details and registration: Web Site: <a href="http://www.soc.pmi.on.ca">www.soc.pmi.on.ca</a></p> <p>Chapter Office: 416 - 381 4058</p>

## Next Dinner Meeting

Thursday, May 29<sup>th</sup>, 2003

### Topic: Corporate Sponsorship of IT Projects

The presentation will address the critical role of corporate sponsorship in ensuring successful IT projects. Along with the roles and responsibilities of the sponsor, the presentation will discuss various ways in which a Project Manager can leverage sponsorship and organization politics to steer the project toward the desired outcome.

### Speaker: Dhanu Kothari

Session is being held at the Holiday Inn (Fairway Rd, Kitchener).

Please visit the website for further details:

[www.pmi-ctt.org](http://www.pmi-ctt.org)

## Call for Volunteers...

Short and long-term opportunities available

From assisting with greeting and reception at dinner meetings, to positions on the Board of Directors, there are many opportunities for you to expand your skills, meet new people, and in some cases, earn PDU's. Volunteering, even just a few minutes a week, is vital to keeping PMI-CTT healthy and active.

If you are interested in specific or general opportunities, please contact [membership@pmi-ctt.org](mailto:membership@pmi-ctt.org)

*Cartoon corner*

Cartoon courtesy of Richard Rees. For more humour please visit  
[http://www.ayrhead.com/Devan\\_PMICTT.html](http://www.ayrhead.com/Devan_PMICTT.html)  
[Contact@ayrhead.com](mailto:Contact@ayrhead.com)

# DEVAN

