

Message from the President

Inside this Issue

- 1 Presidents Message
- 2 PMI – CTT Board of Directors
- 3 Principles of Project Leadership
- 4 Webmaster Update & Survey Input from Sept. dinner meeting
- 6 Introducing Membership Committee & PM courses / study groups
- 7 Events Summary

PMI-CTT Chapter News is published 5 times a year in February, April, June, October and December. Composed and layout courtesy of Gwen Williams.

I'm writing to you on an airplane on my way home from Hawaii. My husband has just completed his 8th Hawaii Ironman Triathlon World Championship, and if you want to see superb project management in action, join me next year for the 25th anniversary of this amazing event.

For those of you unfamiliar with this truly inspiring event, it involves a 2.4 mile ocean swim, followed by a 112 mile bike ride, and ends with a grueling 26 mile run through barren, sun-scorched lava fields. I am privileged to see over 1,500 of the world's fittest athletes compete in Hawaii each year, but the real magic is the teamwork that goes into staging this event.

It takes a year of intense work on the part of the organizers to successfully run this race. It involves the concerted efforts of over 7,000 race day volunteers who make this day so special for each competitor. I have been a volunteer for a number of years and this year I worked on the pier

assisting athletes as they exit the water and prepare for the bike ride. I end my day acting as a "catcher" for athletes as they complete their race – this is an apt description as many participants, literally collapse after crossing the finish line, physically and emotionally drained from the challenge of completing this event.

So what does this have to do with a president's note? I watch and marvel at the dedication of the people who come to compete, but the organizational teamwork and leadership that surrounds every minute of the race is unbelievable. Lessons learned:

1. Everyone at Ironman is important. From the athletes, volunteers, family, friends, and spectators, everyone is rewarded for participating.
2. Setting goals is important - you have to earn your spot to compete at Hawaii. More than

20,000 people compete in Ironman races around the world but only the top 1,500 earn the opportunity to become a Hawaii Ironman Finisher. Simply qualifying for this race takes months of dedication and countless hours of training.

3. Everyone is treated fairly – the crowd cheers just as loudly for the last finisher as they do for the winner and everyone who finishes is a champion.
4. When you do finish, you receive a lei, a finisher's medal, shirt, and photo, along with a massage, medical, food, and, more importantly, the satisfaction of achieving your goal - you are now and forever an Ironman.

Now, as a project manager, imagine organizing this event with a team of over 7,000 individuals, working together to make race day a success – no extensions granted here. Preparing enough gallons of Gatorade, bananas, water, etc. for the athletes to replenish during the race. Coordinating 40 separate aid stations stretching across over fifty miles of terrain. Ensuring that press and media receive vital and timely information. Managing a multitude of groups, from a team of divers positioned throughout the swim, to race marshals that patrol the bike course, to medical staff that run a triage hospital at the finish line, to a clean-up crew that works throughout the night, the list goes on and on. Seeing your project finish is immensely rewarding but short-lived since planning for next year's event begins almost immediately.

The volunteers are treated to a “mahalo” or “thank-you” dinner a week after the event, where the race organization team acknowledges the invaluable contributions of these volunteers, how their contribution makes the day so special, that without them, there would be no Hawaii Ironman, a simple thank you to touch everyone's heart. Every year my family makes this trip and every year I return with renewed inspiration to succeed at my endeavors, to stretch my limits, to respect others for their feats, and

also to feel compassion for those athletes who worked so hard, but did not meet their goals.

I hope you, too, have an inspiring year. The PMI-CTT chapter will certainly do what it can to make it special for you. Let us know what you need to make your year a success; we are here to serve you, our valued members.

Aloha, Michelle

Michelle O'Donovan
PMI-CTT Chapter President

Michelle O'Donovan is the Chief Project Officer for the Metafore Project Management office of Metafore Corporation. Metafore is a leader in the design and integration of today's complex information technology systems

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Principles of Project Leadership

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Principles serve as guideposts or beacons that help you stay on course with your project. Let's review seven principles of project leadership.

Principle number 1: People own what they participate in creating. When team members work together to create a project plan and then monitor and control the project, they take ownership not only for their own work, but also for the project as a whole.

Some projects leaders fear losing control of the project if the team participates. Actually the opposite is true – the project is under more control because teams make better decisions and are more committed to carrying them out.

Principle number 2: People are inspired by what is meaningful to them. To make a project meaningful to the team, you need to connect the project to the strategic goals of the organization. When people on a team understand the project – why it's being done, what they are supposed to do, how what they do affects others and fits into the whole picture, they are more effective as individuals and more effective as a team.

Principle number 3: Team members that understand how the parts of a project fit together are more committed to making the project successful. It's important for everyone to understand the interdependencies in the project and to see how their pieces are essential to getting the whole project completed successfully. Create the schedule on banner paper with sticky notes with the team. That way they'll understand how their pieces fit into the big picture.

Principle number 4: Team buy-in is increased if team members work from shared information. Use visual, team-based tools to guide the project management process so that everyone sees the same information presented. Record ideas and decisions on flipchart paper. Use sticky notes for recording ideas. Team-based tools provide a structured way for everyone on the team to contribute and to reach consensus on a decision or solution.

Principle number 5: Show your appreciation for the contributions of each individual on the team and for the team as a whole. People are more motivated to perform when they feel valued. When teams are valued, they also perform better. Not everyone on a team will feel valued in the same way. However, there are some standard ways in which to value people and teams.

Take time at each team meeting to recognize accomplishments and thank people for their contributions. Periodically solicit their feedback on how you can improve. In addition, when significant accomplishments are achieved, take time for a small celebration.

As important as recognition and celebration are, it's equally important for the team to feel you're on their side and if they take a risk, that you'll support them. If you want a motivated team, remove obstacles and provide a shield that minimizes outside interference.

Principle number 6: To build a team you must build and maintain an environment of mutual trust and respect.

Trust takes time to build. Tips for building trust include:

- ✓ Honor diversity of thinking, learning and other individual differences
- ✓ Don't make promises you can't keep
- ✓ Keep your commitments
- ✓ Maintain confidences
- ✓ Value each person's inputs and ideas

- ✓ Be honest
- ✓ Use good people skills
- ✓ Use good facilitation skills
- ✓ Eliminate blame

Although trust is built slowly, it can be destroyed in an instant, and when it has been destroyed, rebuilding trust takes a very long time.

Principle number 7: Empower the team. Try these tips for empowering the team:

- ✓ Have the team create the project plan
- ✓ Maintain team ownership during execution
- ✓ Create clear accountability and then don't micromanage
- ✓ Set up an oversight process so you have early warning signs if the project is off track
- ✓ Make sure people have the resources/cooperation they need to get the job done
- ✓ Make sure people have the skills to do the work assigned

Try applying these seven basic principles and see if they don't make you a more effective leader.

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.
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WEBMASTER UPDATE:



Welcome to our first newsletter for 2002-2003 season produced through the hard work of Gwen Williams. We have a lot on the go for this year and plan to implement secure credit card processing in the near future. The website has updated content for new courses and events. Please feel free to offer any suggestions for improvement and more importantly any articles for the next newsletter in December.

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

Survey Input for September 2002 Dinner Meeting

Sincere thanks are extended to the 55 Dinner Survey participants for September's dinner meeting. Out of the 55 survey respondents, 44 were PMI-CTT members and 19 participated in their first dinner meeting with the PMI-CTT chapter.

Here are the highlights of your feedback:

Date: September 26, 2002
Speaker: Keith Farndale
Topic: Creating an Environment for Project Management

SPEAKER

The speaker(s) covered the material that I expected: average 3.4 out of 5

The speaker(s) were interesting and held my attention: average 3.4 out of 5

The information is useful for the project management profession: average 3.7 out of 5

Presentations such as this add value to my chapter membership: average 3.5 out of 5

Sample Comments:

- This presentation will become more successful as the context & delivery is refined.
- Covered off some very basic standards -ie - not 'new' or 'advanced' information.
- Different presentation than advertised.
- Good speaker - I'm taking away a couple of really useful ideas.
- Handouts would have been nice to have as a "take away". A lot of information to just be expected to sit through.
- Need to have more involvement of audience.
- Too long a discussion, perhaps 45 mins in length instead of 1 hr.
- An enhancement to Keith's presentation may be a focus on how to engage Senior Mgmt to do the things they should be doing. How can we impress Keith's 7 points on them? I respect Keith as a speaker and will listen to anything Keith wants to present!

CHAPTER

The dinner quality is reasonable for a business function meeting: average 4.3 out of 5

The location is good for a business meeting: average 4.3 out of 5

I feel time spent during the Networking/Dinner hours is beneficial: average 4.1 out of 5

The table discussions were interesting and informative: average 3.9 out of 5

The executive update was well organized and informative: average 3.7 out of 5

IN GENERAL (highlights)

The things that I enjoy the most about Chapter Meetings are:

- Networking. Often get 1 lead per meeting.
- Meeting other project managers and sharing experiences
- As a first time attendee -- I enjoyed the networking, meeting new project managers.
- Meeting new friends. Reacquainting myself with old ones.
- Networking opportunities & a chance to catch up with peers & latest company news.
- Networking, reinforcement of concepts. Different perspectives of speakers. Learning from recognized experts.
- Dinner. Speakers.
- I enjoy the topics that are chosen in general. This particular chapter is generally focused on IT which is very relevant to me.

The things that I enjoy the least about Chapter Meetings are:

- I find the meet and mingle portion awkward.
- No obvious sign of accommodating allergy sufferers in the food selection.
- Sometimes too long.
- Boring speakers. Fewer words per slide make better impact. Jokes better to hold attention.

Topics I would like to see presented at Dinner Meetings include:

- A Hints & Tips informative session on using Project - not everyone truly uses the software fully, and there are bound to be useful but little known functions.
- Cost & Scheduling Control
- Establishing a PMO. Conducting project post-mortems - Learning from our Projects.
- Extreme Project Management
- Future of PM
- Lessons Learned from real project work
- Mentoring PM's. How to reward & recognize project team members. Career

development for PM's - where to focus development \$'s.

- More advanced topics; Generative Learning
- Perhaps a local speaker discussing culture in our community
- PM issues for subcontractors.
- Risk mgmt. Team Building techniques/tools
- Using humour in the work place. Motivational techniques for team members.
- PM career paths

General Comments:

- A members only login area of the website with a chat forum for people to seek advice from their peers & PMI colleagues Or a social event – wine tasting, pool night, type affair which is an excellent networking & important team building function.
- I would really encourage some "table topics" to be provided to encourage discussion & sharing at tables ~ 2 or 3 ideas on a card for discussion - perhaps related to the speaker's topic.
- Excellent Meeting
- Great Meeting.
- I would have liked an intro to the new executive, a little update since last spring.
- Love the dinners!
- Very enjoyable for my first time out

PM Courses:

The Cheetah Accelerated PMP Exam Prep course seems to be a popular choice for several people who are ready to take the final steps to becoming certified.

The Cheetah Learning course will be held in the Kitchener-Waterloo area on November 25-29. Our chapter has been able to obtain a special price on this course for our members. While there is already sufficient enrolment for the course to proceed, there are also still spaces available in this course.

For further information, check out the link at www.pmi-ctt.org

Study Groups

After a successful spring session with 2 study groups, we are ready to begin our fall PMP exam study program. We are pleased to have 8 participants enrolled in this new session, which begins on Monday, October 28th. Many thanks to Fernando Santiago for taking on the task of mentoring this group.

We will be launching study groups in the new year as well. If you would be interested in joining a study group in 2003, please contact our education team at www.pmi-ctt.org.

Introducing the PMI-CTT Membership Committee

In response to the volunteer opportunities posted on the PMI-CTT web site, interest was generated to address our membership initiatives. Caroline Jensen, Sheryl Tarnaske and Jennifer Dowe chatted over coffee during the summer months and some very creative ideas emerged to improve the PMI-CTT New Member Orientation Program. As they continued to exchange ideas the level of enthusiasm grew, resulting in some great concepts for membership recruiting, membership retention and membership feedback. This was the birth of the PMI-CTT Membership Committee.

Recently, Angela Arenberg joined the group and we are continuing to recruit and interview others who are interested in assisting with membership surveys, database maintenance activities and executing the brilliant ideas we have generated to date.

Shortly we will have a formal welcome letter and a "New Member" kit ready to introduce chapter activities to our new members. As well we would like to conduct a personalized

survey with our new members to determine their expectations as they join PMI-CTT. A full membership survey is planned for the spring of 2003. Our dinner meeting “greeter” program will continue and we have some ideas to expand it a bit this year. We are just beginning to think about some of the member retention initiatives.

I want to thank, Caroline, Sheryl, Jennifer and Angela for all their energy and creativity to initiate this committee. They will be acting as “greeters” at our dinner meetings and I encourage you to meet the team and tell us what you would like your Membership Committee to do for you.

Margaret Charles
 Director of Membership

<u>Events</u>
<u>Dinner Presentations</u> Thursday, September 26 th , 2002 Topic: Learning from our Projects Speaker: Keith Farndale
Thursday, November 21 st , 2002 Topic: Organizational Change and The Project Manager Speaker: Les Ball
Thursday, January 30 th , 2002 Topic: Measuring Project Management Success: From Making Cents to Making Sense Speaker: Catherine Daw
Thursday, March 27 th , 2002 Topic: Measuring Project Team Success Speaker: Susan Hanson
Thursday, May 29 th , 2002 Topic: Corporate Sponsorship of IT Projects Speaker: Dhanu Kothari
**note all dinner events are held at the Holiday Inn (Kitchener). Directions to Holiday Inn: From 401 – take Hwy 8 West Kitchener to Fairway Rd exit Turn right onto Fairway Road Holiday Inn is on the right Further information and registration forms are available at www.pmi-ctt.org