CTT CHAPTER NEWS

Issue 7   April 29th, 2002

Message from the President - April 2002

You are now reading the 7th newsletter of the PMI CTT chapter. Each newsletter has provided information on what is happening in our chapter, neighbouring chapters, our profession and our community. You can find out ways that you can get involved and who to contact. It's your newsletter! Many of you have contributed articles and many of you have great ideas for articles.

We grew again. As of March 30, 2002 we have 280 members with 78 PMPs and still growing! We now have over 25% of membership certified. With the increasing number of certified project managers in our area, your chapter recognizes the need for more advanced offerings. Please provide your suggestions to the Vice President of Communications and Publicity by email at vp_communications@pmi-ctt.org

Another first for our chapter! Last Friday nominations closed for the four elected positions. All four positions were acclaimed with excellent candidates. I am thrilled with those who came forward to offer their time and talent to serve the members of the CTT chapter. My sincere congratulations go out to Michelle, Clay, Caroline and Heather. Also to the many others who came forward to volunteer. There are so many exciting initiatives, with everyone's help we can make them happen. I would like to especially thank the nominating committee of Barb DaTerra, Tony Pimenoff, Julie Rastelli, Andy Wright and the chair of the committee, Jim Sauve. The next order is to ensure all the board of director positions are filled.

Our chapter's first Annual General Meeting (AGM) will be held on May 30th 2002. At that meeting we will review our accomplishments, our financial situation, be formally introduced to our new executive that will take over on June 1 and vote on changes to our charter. All chapter members are encouraged to attend this very important milestone for our chapter.

This will be my last address as President of the CTT Chapter. I want to leave with a note of thanks to so many. The talent and enthusiasm we have in the CTT region is unprecedented.   I have all the confidence that your new executive team will build on our successes and continue to grow your chapter to serve the needs of our community. It has been an honour and privilege to serve as your president. Thank you for such a wonderful experience.

Denise Barrett is the President for the PMI CTT Chapter and Director, Professional Services at Descartes Systems Group

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PMI CTT Board

Denise Barrett - President*
Clay Eccles – Vice President, Education*
Joan Gough – Vice President, Membership,
        Recruiting & Community Affairs*
Michelle O'Donovan - Vice President, Finance
        and Treasure*

Ashok Goyal - Director of Communications,
        Webmaster and Newsletter Editor
Barb Daterra - Director of Mentoring
Caroline Lennox - Director of Membership &
        Recruiting
Dan Walsh - Director of Re-Certification
Debora Strauss - Director of Community
        Affairs
Heather Heick - Director of Budget
Tony Pimenoff - Director of Sponsorship
Lois Bowman - Director of Certification
Margaret Charles - Director of Volunteer
        Coordination
Trina Reis - Director of Events

- represents members of the Executive

PMI CTT New Executives

The Nominating Committee is pleased to announce the acclamation of the new PMI-CTT executive for 2002 - 2003.

Michelle O'Donovan - President

Caroline Lennox - Vice President, Membership and Recruiting

Heather Heick - Vice President, Treasury and Finance

Clay Eccles - Vice President, Education

The new executive has excellent experience and brings a proven track record to the management of our chapter.   The positions will be effective June 1, 2002.

Congratulations to the new executive.

Sharpening your inquiry skills

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We all know that communication is a critical component of a project manager's job. Up to 90% of a project manager's time is spent communicating and a significant portion of that time should be spent gathering information from others. One way to gather information is through inquiry.

Most of the time we use an informal inquiry process, which is what happens over the course of a conversation when we ask questions. In conversations we typically switch back and forth between inquiry, asking questions, advocacy, and stating our ideas on a subject. "What do you think about the new PM methodology we're adopting?" (inquiry) "I think it's too complex." (advocacy)

Sometimes we need to use a more formal, structured process for gathering information from a person or from a group. An example would be when you are gathering customer requirements. Formal inquiry can also be used in conflict resolution, when you're trying to understand both sides of an issue. The Martin Training approach to formal inquiry is divided into four phases.

Phase 1 - *Preparation*

(a) Prepare for the inquiry meeting. Define the outcomes you desire from the inquiry. What do you want to know? Prepare your inquiry questions. What questions will help your client provide you with the information you need? Next, determine how you will have the client analyze their responses. What tools will you use?

(b) Choose a time and space. Choose a time and place that will minimize interruptions. Find a meeting room that will make the client feel comfortable and that provides enough wall space so that you can record the client's

responses to the inquiry on banner paper. That will allow everyone to see what is being said. When you've finished your planning, send out the agenda.
(c) At the meeting. Make sure all the participants have introduced themselves and then get consensus on the outcomes and the agenda. Review ground rules for the inquiry. Make modifications, as needed, based on group needs. Now you're ready to start.

Phase 2 - *Inquire*

There are four steps in the inquire phase and you'll cycle through these as you move from one question to the next.
(a) Pose the question.
(b) Listen carefully to the response. Do you understand what the person means? Check your understanding by probing for clarification. Check your assumptions with the other person. Do not challenge or disagree with what the person is telling you. This is an inquiry, not an inquisition. Your purpose is to understand the other person's point of view, not to debate it.
(c) Record the response. It's best to record on self-stick notes (using a marker) and slap these onto banner paper. You want everyone involved in the process to be able to see the response. Do not edit the person's comments. If what they said is too long to fit on a self-stick note, ask them how you might abbreviate what they said. Make sure, however, that you don't lose the client's meaning; notes that are too short are prone to misinterpretation.

Phase 3 - *Analysis*

After you've gathered the client's responses, it's time to have THEM analyze them. In a requirements gathering process, you might ask the client to rate the requirements as 'must haves', 'highly desirables' and 'nice to haves'. You might ask them to rate the performance level required for each feature. You might have them rate each feature versus a competitive offering. (You may have your own analysis work to do on the results of the inquiry, such as defining resource requirements to provide the feature set, but do that after the inquiry process is over.)

Phase 4 – *Consensus*

After the client has completed the analysis, it's time to summarize and check for consensus. The client's responses and analyses should be clearly visible on the wall, Review what has been covered and ask if this represents their thinking. If it doesn't, go back and revise until they feel you've fully represented their point of view.

As a project leader you are in the business of communicating. Formal inquiry is one of the skills that every project leader will have a need for at one time or another. Have you sharpened your inquiry skills lately?

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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 their website: www.martintraining.net. Phone: 866-922-3122 or 513-563-3512.

PMI launches new CAPM Designation (Certified Associate in Project Management)

Applications for the CAPM designation are being accepted now! Visit http://www.pmi.org/certification/CAPM/ to apply.

What is the CAPM?

The CAPM is a new certification designation that PMI just 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 much does it cost to take the CAPM exam?

$225 (US Dollars) for members of PMI and $300 (US Dollars) for non-members.

How will the CAPM exam be structured?

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

How will the CAPM exam be administered?

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

What are the eligibility requirements for the CAPM?

23 contact hours of project management education/training and eligibility under one of:

Category I Bachelor's Degree

- 1,500 hours of project management experience

- 24 months of experience within the last 3 years

Category II No Bachelor's Degree

- 2,500 hours of project management experience

- 36 months of experience within the last 3 years

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

- Clay Eccles

PMI Pavilion at Project World was a Success and PMI-CTT was there!

ProjectWorld Toronto was held from April 8th to the 12th at the Convention Centre and was a big draw for project managers and interested professionals. Workshops, forums, a trade show, symposium tracks, information sessions and roundtable discussions were all offered. David Barrett, Managing Director of ProjectWorld Canada, predicted a record attendance of 2,400 participants.

The Exposition and Trade Show featured over 70 companies, including a PMI Pavilion with six booths. The Southern Ontario chapter (PMI-SOC) organized the Pavilion and PMI-CTT was represented in a strategic location near the ProjectWorld Marché (the lunch area).

Our booth was prepared and staffed by volunteers from the chapter. We provided material related to PMI, the chapter and

Communitech. Booth volunteers were occupied addressing inquiries about PMI, the chapter, certification processes and study groups. We also generated significant interest with the draw for a PMI-CTT shirt! Personally, it was a rewarding experience to represent our chapter at this event.

As you can imagine, significant effort was involved in organizing the booth. The volunteer team attended preparation meetings, provided colour and b/w photocopies, created pie charts, and scheduled volunteer shifts during the symposium.

Many thanks are extended to our volunteers who contributed to the successful preparation and operation of the PMI-CTT booth. Some of the volunteers will receive PDUs for their time, in addition to the PDUs for attending the symposium sessions.

We look forward to participating at the PMI-CTT booth next year.

Ingrid Wessel is a Project Manager within ITM Portfolio Management for Economical Insurance Group

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A Very Special Congratulations to those members of our Chapter who have recently received their PMP designation…

Richard Rees
Joan Elizabeth Arnold

Sheikh Najam Saeed
Anthony Pimenoff
Stephen Paul
Janet Lesperance
Donald G.E. Ross
Fernando Arturo Santiago
Peter Richard Gausden
Susan Caryll Somerville
Paul Starkey
Adele Bentivegna
Kim Siegers
Lee Ann Holloway
Michael Ross Edwards

The complete membership listing is available on our website.

WEBMASTER UPDATE:

The PMI-CTT secure Intranet for Board members seems to be working great. It has allowed BOD to share documents in a common repository rather than sending large attachments to everyone's e-mail. This also provides a vehicle for archiving PMI-CTT related documents, policies & procedures when the executives change and is meant to provide continuity during transition.

If there are any comments or suggestions for improvement of the web site, please do not hesitate to e-mail me.

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

CTT One Day Symposium – Invitation to Speak

We're Listening… and Want To Hear From You At Our Upcoming Workshop and Symposium Days! There was a common theme in comments from our fall survey. Lots of you want to see a showcase of local talent from our community talking about our experiences. Well, we are happy to report the PMI-CTT Chapter is busy planning Workshop and Symposium Days to meet your demands.

Share your Knowledge and Experience

We plan to present a showcase of talent in a one-day Symposium event in October. To prepare for this event, we are inviting potential October speakers to submit a proposal on or before May 10 and attend a half-day Workshop on the morning of June 12 to present their submissions (to get some early feedback from your peers on your presentation).

This call for speakers is open to any of our local talent, PMI-CTT Member or not.

Proposal Topics

Your proposal should fit into one of the following areas:

- Project Management Essentials
- Advanced Project Management Skills
- What Works - Case Studies from the Field
- The People Side

For our Workshop Day, we are looking for six to twelve 30-minute presentation proposals. (As an FYI, our Symposium Day will include up to twenty-five dynamic speakers and discussion forums). Suggested Workshop submissions can include:

- Innovative, revolutionary, mind-blowing information

- Practical and informative material: "how to…", specific tips and tricks, tools that can be used the next day, etc.
- Case studies: "This is how Company X was able to..."
- Business benefits - how this effects the bottom line

We are not looking for product demonstrations or sales pitches so keep the focus on topics that can assist and educate the project management professional.

Dates and Deadlines

PMI-CTT is now accepting presentation proposals for the June Workshop.

- Application forms will be posted to the website by May 2, 2002. Email your applications to Workshop@pmi-ctt.org
- Proposal Papers are due May 17, 2002 and can be submitted at the email address listed above. Please note that, if selected, we will ask for your presentation June 1st, 2002.
- Workshop for Presentations will occur on the morning of June 12th, location to be determined
- One-day Symposium event will occur in October (date to be determined), submissions due later this year

If you or someone you know would like to participate as a Workshop speaker, get those submissions started – we can't wait to see the talent and creativity of our community!

Can you donate your time?

Volunteers are an integral part of ensuring the continued success of the CTT chapter. We currently have a number of people that have offered to volunteer their time and effort, and we would like to express to them a sincere thank you. If you would still like to become a member of our volunteer team, please send a message to Margaret Charles at MCharles@pmi-ctt.org

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The next dinner meeting will be held on Thursday May 30th, 2002

<u>Topic:</u> **Influencing Made Simple: Getting People to say, "Yes!"**

In this lively and highly interactive session, you will identify your negotiating tendencies to influence and persuade others using a quick evaluation tool for self and team development. You will also learn how to apply the six key power bases in project management situations when you need to influence diverse individuals on cross-functional and functional project teams. You will also receive a checklist for easy implementation after the session

<u>Speaker:</u> **Gail Levitt**

Gail Levitt, Ph.D, is President of Levitt Communications Inc., based in Toronto and Boston. Her corporation, which was founded in 1992, provides a range of communications training and facilitation services to project managers, including mentoring, facilitating team development, and training for masters certification and professional development in Leadership, Conflict Management, Negotiating, Team and Interpersonal Communications, Speed Reading and Memory Enhancement, and Presentation Skills. Gail's project management experience at Hewlett-Packard, Nestle, Nabisco, and Aim Marketing enabled her to develop expertise in project planning, communications plan writing and implementation, team leadership and development for functional and cross-functional teams, and quality program training and assessments. *Levitt Communications Inc*. provides masters certification training in project management communications and leadership for Schulich School of Business, York University, the University of Winnipeg, St. Mary's University, Memorial University, and Boston University. Diverse clients for in-house training include: Primava Software; Edenbridge Consumers Gas; Bank of Montreal; Lincoln Insurance; Sun Life; St. Joseph's Hospital; CGI; Coca-Cola; Sears.