PMI
Canada's Technology Triangle Chapter

CTT CHAPTER NEWS
Issue 55   Spring 2012

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PMI-CTT Chapter News is published 4 times a year: in Spring, Summer, Fall, and Winter.

Upcoming Events
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Message from the President

So, have you made your summer plans yet? As usual, some of our regular chapter activities are suspended for the summer, but there is still lots going on.

There is the Symposium team, who will continue to meet during the summer so that we can have another rich & meaningful event in October; there are also meetings for the Mentoring program which will still occur, and same for the Study group. We will also be starting work on the social media strategy based on your feedback – review the enclosed article for more information. I personally want to thank everyone of you who took the time to complete the survey. Finally, there are 5 of us who will attend the regional meeting of Chapter Leaders which this year is in Niagara Falls. Look for an update on that event in the next newsletter.

I also had the pleasure of attending our 2nd annual PMI Scholarship Award for Conestoga College last night and these students and the work they put in their project could easily put some of us to shame… not being in a work environment yet has some advantages. There will be an article on the winning team in our next Newsletter, so stay tuned for more details.

The PMI Chapter Membership survey has been sent to your inbox, and I encourage you to fill it out before the deadline on **June 4th**. We value your feedback and review and action everything we receive.

As some of you already know, I have renewed my mandate as President for the chapter, as has Carol Baker (VP Communication & Publicity). Because your executive council remains the same for the upcoming year, instead of learning and wondering about how things operate and getting to know the Board, we get to execute quickly and learn from last year. We have grown together and are quite happy and excited to serve you for the upcoming year. The Executive will be meeting over the summer to share ideas as to how we can raise our profile within the community & globally and make you proud of being part of PMI-CTT.

Cheers!
Marc Blanchette
President

PMI-CTT Board of Directors

Marc Blanchette-	President*
Carol Baker -	Vice President, Communications and Publicity*
Andrew Pearen -	Vice President, Professional Development*
Dave Bright -	Vice President, Membership & Community Affairs*
Rick Black -	Vice President, Treasury and Finance*
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Tony Pimenoff -	Director of Sponsorship
Trish MacNeil -	Director of Website Administration
Kathryn Proulx -	Director of Governance & Secretary

Announcing our New Executive

The PMI-CTT Chapter is governed by an elected Executive Council and appointed Directors. The term of office for each role is two years, with 2 or 3 of the elected Executive positions coming open every year.

The annual nomination/election process is part of the chapter's succession planning, and is mandated by our bylaws. Through our nomination and election process, key leadership roles get filled, fairly and responsibly, to allow for the garnishment of new ideas and for the continuance of the Chapter's momentum.

This year the PMI-CTT Chapter had two vacancies come available on our Executive, and we received a single nomination for each position. The results of our process were announced at the Annual General Meeting in May and we are pleased to share this information with you.

• Marc Blanchette, President - Marc is a current member of our Executive and we are pleased that he will be staying on as our President for another 2-year term to continue providing his leadership to the Chapter.

• Carol Baker, VP of Communications and Publicity – Carol will be continuing to contribute to the Chapter as a VP for a 2nd term. Carol has been actively engaged in the Chapter for a number of years, including her role prior to joining the Executive when Carol was a member of our Board of Directors as the Director of Events.

We look forward to working with Marc and Carol as they continue as members of our Executive. We appreciate their dedication to the PMI-CTT Chapter and look forward to their contributions in making the Chapter better for our members.

PMI-CTT Election Committee

Thank You and Welcome!

Our Director of Website Administration volunteer role has become a key role for our Chapter since the role was established over a year ago. We have been very fortunate to have a volunteer with the dedication, desire, and expertise to ensure that our website's functionality effectively supported our Board and member activities. That volunteer is **Trish MacNeil**.

We have benefited greatly from Trish's contributions. However, she has determined that her current work and personal commitments require her to, regrettably, step away from this role at the end of June. We will very much miss her thoughtful, caring management of the Web Team, and her contributions as an active member of our Board of Directors.

Transitioning into Trish's role over the next two months is her replacement: **Andres Diaz**. Andres currently works as a Project Manager at The Cooperators in Guelph, Ontario. His background as a systems developer for a number of years, and management roles overseeing projects and operational initiatives provide excellent experience to apply to this volunteer Director role.

We will very much miss your involvement with our Chapter, Trish; we thank you for all you have done for us, and wish you the best of luck in your future endeavors. And, Andres, we are excited about you joining our team. Welcome to the CTT Board!

Carol Baker,
VP, Communications & Publicity

CTT's Annual General Meeting: Looking Back & Ahead

Each year, the CTT Board holds our Annual General Meeting (AGM). This meeting is our opportunity to share the past year's accomplishments to demonstrate the value that you, our members, get from your CTT membership dollars. And it is also an opportunity to provide you with an update on our current financial position and go-forward plans. Our overall intent is to maintain those services and programs that you value and, where possible with funding and volunteer support, to enhance and/or add programs and services.

Our Mission of "serving as a resource and knowledge base for the advancement of all project management professionals in Canada's Technology Triangle" is a tall order. However, it clarifies our Chapter's purpose, and provides a context for the four goals that help us structure our plans for each year. The goals are as follows:

1. Increase chapter value to current and potential membership
2. Maintain long-term viability
3. Promote PM discipline in the region
4. Facilitate professional development & collaboration.

At May 9th's AGM, a group of over CTT 50 members attended and heard from the CTT Executive Council, lead by Marc Blanchette, CTT Chapter President. The update covered our mission and goals, and what our Chapter was doing in support of them.

Looking back on the past year, Marc first provided a breakdown of our current membership: by city, PMI designation, and by company. Not surprisingly, our members are primarily Kitchener-Waterloo based, 66% have their PMP designation, and many work for large employers in the tri-cities area. We are seeing our membership grow steadily, with an 11% growth rate in the past 12 months.

Following this overview, Marc began the update on Chapter activities and accomplishments. He spoke about our special 10th Anniversary event, last spring, as a definite highlight. As well, our successful Annual Symposium in October as another.

The awarding of a bursary for deserving students in the Project Management program at Conestoga College was initiated this past year. It was another notable initiative for our Chapter, and we were pleased to welcome the winning project team to our September dinner meeting as part of their recognition.

Each VP then introduced their hardworking Directors, and spoke to key accomplishments for their teams. To review all of these accomplishments, just download the slide presentation from the May 9th event page, on our CTT website.

Andrew Pearen, VP, Professional Development, provided the financial position summary on behalf of Rick Black, VP Finance & Treasurer. Some highlights included:

- 2011 Revenue actuals were $10.8K higher than planned
- 2011 Expense actuals were $ 4.8K higher than planned
- 2011 Accumulated surplus (at Dec, 2011) was $80.3K

Given the surplus, the Executive Council has approved another bursary award for Conestoga College, to support our outreach efforts within the K/W community. And to strengthen networking and collaboration amongst our Chapter members, the Council approved an investment in a Social Media project. The member survey, distributed to all members in April, 2012, was a first step in defining the scope and strategy for that project.

Looking ahead, Marc reiterated our Chapter's four goals. Each one has several initiatives identified, and budget allocated, in support of achieving them in the coming 12-month period.

The Board of Directors is excited about the upcoming year as we move forward with programs and services to continue to add value to our membership. More detailed planning will take place in Q3, 2012. So stay tuned for details in upcoming communications.

Finally, and very appropriately, Marc thanked you, our CTT members, for your involvement in our Chapter. Whether as a volunteer, and/or as an active member, you enthusiasm and support for what we do makes the organization that much stronger and viable for many more years to come.

To download the full AGM presentation, go to our CTT website, choose Events from the Main Menu, click on <Show Past Events> and scroll down to the May 9th event. The slide presentation is available by clicking the <Download Presentation File> button.

. **Carol Baker,**
VP, Communications & Publicity

AGM Attendees Share Their Thoughts

At the May 9th AGM, meeting attendees were given two questions to answer before lining up for their buffet dinner. The two questions were intended to provide some high-level feedback to the CTT Board on what our member's value about the current Chapter programs and services and suggestions for changes for next year.

The questions posed were:

1. What did you find effective about CTT's activities last year?
2. What would you suggestion as possible changes for the upcoming year?

To question #1, from most responses to least, the activities identified were:

- Symposium was mentioned the most, with one table of attendees requesting that keynote speaker, Larry Smith, be asked for a return engagement
- Events was a close second, with both Chapter meetings and PMConnect viewed as time well-spent
- Webinars was third
- Network meetings, Study Groups, and Email blasts were each mentioned by at least one table of attendees

Question #2's responses were more diverse. Attendees commented on:

- Venue choices – some stated preferences for a Waterloo location over Kitchener
- Outreach opportunities – partnering with colleges and universities in addition to Conestoga College; sharing PM expertise with non-profit organizations
- New Member services – to provide services beyond the current welcome letter process
- Event format preferences – Cracker Barrel type events were named, as well as consideration of daytime event offerings
- Focus on Industries beyond Software/IT sector – Health Care and Manufacturing to name two
- PDU reporting with PMI - help with auto-logging PDUs would be appreciated.

We thank everyone who participated in this feedback activity. Your suggestions have been shared with the Board, and we will consider these as we move forward with our detailed planning activities in the next two quarters. Watch for updates in email blasts and our Fall, 2012 newsletter.

Carol Baker,
VP, Communications & Publicity

Wrapping up our 2011/2012 Event Season

Disciplined Agile Delivery – 3rd Annual Joint Event with our IIBA Partners

On April 19th, 2012 we hosted a joint event with our local IIBA chapter and had an amazing turnout, over 80 in attendance, to hear Scott Ambler talk to us on the topic of 'Disciplined Agile Delivery – The Foundation for Scaling Agile. Agile appears to be a theme or topic that is drawing a lot of attention to both the Project Management and Business Analyst communities.   Companies are looking for ways to get software projects completed quicker, let project teams become more self-managing and to incorporate user feedback sooner in the development cycle.

Scott positioned that the traditional project roles need to start to think differently and look for ways to align themselves in a more agile approach. (i.e. Traditional Project Managers transitioning to the Scrum Master/Team Lead role or becoming the Product Owners). He also talked about key benefits to Agile vs Waterfall project management and the opportunity it presents to address and adjust both the business and the project teams needs on a regular basis.

To download Scott Ambler's full presentation, go to our CTT website, choose Events from the Main Menu, click on <Show Past Events> and scroll down to the April 19th event. The slide presentation is available by clicking the <Download Presentation File> button.

You can also visit or follow Scott at the following addresses:
His personal home page is http://www.ibm.com/software/rational/leadership/thought/scottambler.html
or his Agility@Scale blog is www.ibm.com/developerworks/blogs/page/ambler

Finally, the evening could not have been a success without our sponsors. Thank you to ESI International for donating an eLearning course and the 2012 Project/BA World for donating 2 free passes as door prizes for those in attendance.

Enhancing Motivation for Creativity, Change and Project Performance

Following our AGM meeting on May 9th, we continued with dinner at the Holiday Inn followed by our guest speaker Jackie Serviss. We went through a quick 'ice breaker' assignment at each table. A fun topic for all of us homeowners, bathroom renovations!

Jackie shared with us the historical theories as to why it is important to motivate people to perform their best. Jackie combined some personal experiences from her past roles highlighting different ways managers and companies motivated her to succeed.

We ended the evening with an open floor dialogue where people shared their personal experiences (both positive and negative) which proved to be the highlight for many.

Thanks for joining us and we are already getting ready for 2012/2013!

This was our last formal event for the season as we break for the summer months. Mind you, it won't be a break for the Events team! We have already schedule our annual planning meeting for June 7th and we will be working over the summer to select topics, themes, speakers and venues for 2012/2013 in response to all of the feedback we have received this past year.   It's not too late…if you do have any additional thoughts or ideas for next year please email them to events@pmi-ctt.org .

Lisa Whaley-Chase,
Director of Events

Social Media Survey

Thanks to all who participated in our Social Media Survey!

The winner of the $25 gift certificate was Cynthia White, Congratulations Cynthia!

Based on the information from our survey, we will be creating a Social Media Strategy. We have an overwhelming majority of respondents supporting PMI-CTT moving forward with a Social Media Strategy. Most respondents utilize Social Media tools on a regular basis. Most of the respondents have utilized Social Media tools for over 3 years. The most effective tools to provide value to the membership are LinkedIn and YouTube. Over half of the respondents currently belong to a professional group through social media tools, with LinkedIn leading the way.

The introduction of Social Media tools to advertise the 2012 Symposium will be an excellent opportunity to test the value of Social Media tools for our membership, since promoting PMI-CTT events was the number one area that members felt Social Media could provide value.

As we finalize our Social Media Strategy, we will be providing updates to Members through our current communication tools. Please read on if you would like to know more about the results.

Results are in …

There were 92 responses to our Social Media Survey; our normal read rate is about 200, so it is almost 50%. When asked if they used Social Media 88 (96%) out of the 92 respondents said "yes".   Of those using social media 35 (38%) use it to network, 30 (33%) use it for keeping in touch and 14 (15%) use it for Research and Sharing information.

The majority of the users have been using Social Media Tools for at least 3 years, 32 (35%) 3-4 years and 33 (36%) 5 - 10 years.   The use numbers indicate that 90% use LinkedIn, 90% use YouTube, 87% use Facebook, 80% use Google, and only 49% use Twitter. However based on usage frequency, Facebook and Google are used most frequently used followed by LinkedIn and YouTube.   It appears that LinkedIn and YouTube are utilized for specific purposes.

The respondents participate in the following activities: 96% watch or upload videos, 94% read forums, 91% Social network utilizing these tools, 91% read or comment on blogs, 82% access the internet on their phone, 81% listen to podcasts, and 72% contribute to an on-line forum.

As far as joining professional groups on a social media tool, only 55% of the respondents said yes., only 40 responded with details of which tool and why. Of those respondents 29 of the 40 mentioned LinkedIn as the tool they used to join the group, most of the respondents that have joined through LinkedIn have found value in that group.

When asked which tool they utilized to find information regarding project management or PMI-CTT specific services / events, 100% stated they use PMI website, 97% use the PMI-CTT email blast, 86% use a search engine (Google, Yahoo, Ask), 67% find out from friends and 65% use their Social Networks.

When asked about interest in certain types of information provided through PMI-CTT, all types of information except one received a 95% or higher interested rate (ranging from somewhat interested to very interested), Those that would provide the greatest value to members, where at least 32% of the respondents replied very interested are: PMI-CTT Events 100% (92% chose interested or very interested), Project Management processes, procedures, templates 99% (78% chose interested or very interested), and Networking with PM peers 100% (71% chose interested or very interested). If we looked at a second level to focus on it would be those that received at least 65% interested or very interested; that would include the following: Project Management Training 97% (76% interested / very interested), Project Management how to's 99% (69% chose interested/very interested), Project Management Research (articles, white papers) 99% (66% chose interested/very interested), Project Management Q&A's 100% (66% chose interested/very interested) and recruiting opportunities 96% (65%. Interested/very interested)

There was not a great desire (interested/very interested) for additional features, however there is great interest in local event information 98% (82% interested /very interested). Of the new features the following rated most desired; Chat with PM experts 96% (52% interested/very interested), 91% Tutorials (58% interested/very interested), Podcasts 82% (37% interested/very interested), Videos 76% (43% interested/very interested), and Blogs 67% (31% interested/very interested)

When the respondents were asked about where outside of the PMI-CTT website would they like to go to get PMI-CTT information or Project Management information, 85% said they would be somewhat interested to very interested in utilizing LinkedIn., 57% said they would also be somewhat interested to very interested in Blogs, and 51% said they would be somewhat interest to very interested to utilize Facebook, all other social media identified more than half of the respondents are not interested.

When respondents were asked what kind of online transactions they would like with the chapter again they did not have a great desire; however they showed interest (somewhat to very interested) in Email correspondence Q & A – 84% (47% interested/very interested), rate PMI-CTT events, publications and information 81% (51% interested/very interested), provide feedback 86% (45% interested/very interested), and Social Media Q & A 78% (43% interested/very interested)

When asked if they would be interested in a training session to learn more about the use of Social Media 58% said YES they would. When asked if they would be interested in volunteering with the chapter as part of the Social Media Committee, 29% responded yes, so it appears we will have support to fill roles to execute our strategy.

Stay Tuned as we move forward with the creation of our Strategy!

Cyndi Seifried
Director of Publicity and Marketing

ProjectWorld 2012

Project managers and Business Analysts from across North America came together on May 14 to engage themselves in what was another great ProjectWorld event.

This year's theme of "Communication, Collaboration and Cooperation" reflects both the challenges and goals of the future. Event Directors, David Barrett and Joana Parry, were in high-spirits as hundreds of energetic attendees filled the Toronto Convention Centre to network with peers and take back some usable information to their respective workplaces.

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As attendees entered the event, pad folios and vendor passports in hand, they found themselves eagerly wanting to see what all of the vendors had to offer. From training to software to recruiters, there was something here for everyone.

For many attendees, a show of this size is a time to catch up with old friends and colleagues. Networking becomes a big part of the show experience as attendees meet new people, explore new avenues and share their experiences.

The event kicked off with an amazing keynote presentation from Arlene Dickinson, CEO of Venture Communications and respected panelist on the hit TV series the Dragons' Den. Arlene walked us through her life story and how the 'Power of Persuasion' helped make her the successful master entrepreneur she is today.

Sessions at this event have always been in high regard and this year was no different. Each day consisted of 3 - 8 track sessions full of world class speakers. With tracks targeted at Project Managers, Business Analysts and overlapping soft skills, attendees were left with the difficult decision of choosing what topic and speaker they would most like to see and hear from. Included in this great list of speakers were individuals like George Jucan, Lori Silverman, Ken Hanley, Michelle Stronach, Paul Estabrooks and many more.

Closing out this year's conference we had the pleasure of listening to veteran author Neal Whitten. Neal shared with us several passages from his latest book, The Gift of Wisdom: Lessons for a Lifetime. These life lessons challenged attendees to reflect on their own philosophies and beliefs on living life and were meant to help them experience a more effective, balanced and full-life - both at work and personally.

Once again, Dave Barrett and his team have made ProjectWorld Toronto an event to remember. With so many great speakers, networking opportunities and vendors, along with promises of an even bigger, more exciting event next year, everyone with a vested interest in Project Management should attend.

**Jon Brooks,
Director of Community Affairs**

What's Old is New Again... Project Management after 30 years

By J. LeRoy Ward, PMP, PgMP
Executive Vice President of Product Strategy & Management, ESI International
First published in ESI International Horizons, November 2011

Project management is really nothing new. While some would argue it's as old as the pyramids themselves, or maybe even the "hills," it wasn't until modern project management came to be around the early 1940s, with its irreversible entrenchment in certain industries, that its far-reaching impact was felt. With project management's widespread use in every industry imaginable today, the business world has been changed forever.

Just thirty years ago project management was still a very process-driven approach that was confined to two basic industries: construction and defense. As far back as the 1940s when the Manhattan project was commissioned to build an atomic bomb, project management was viewed as a discipline with just a few highly innovative tools. The Polaris submarine missile program saw the development of the Program Evaluation and Review Technique, also known as PERT, a statistical tool that helps analyze and represent the tasks involved in completing a project, while the scheduling tool called the critical path method (CPM) arose out of the construction industry. Over time these two techniques have converged into practical tools we love today such as Microsoft® Project. It may seem quaint, but really, they were the latest and greatest techniques back then!

Today project management is as pervasive as a teenager with Apple® ear buds. From manufacturing to IT to telecommunications to the fashion industry, it can be found in every industry sector around the world. It is a well-developed discipline with a universal language and well-defined terms. Since its beginnings, modern project management's approaches and tools have increased in number as more and more people carry the auspicious title of "Project Manager." In fact, according to the Project Management Institute (PMI®), upwards of twenty million people are considered to hold that title or role globally.

But it wasn't always that way.

That was Then… The Accidental Profession

Fresh out of graduate school with a master's degree in geography under my belt, I stumbled into project management quite accidentally, or should I say, it stumbled into me. Way back before there was such as thing as a project manager, projects were assigned to people as an "extracurricular activity," which they completed before returning to their "real" jobs. Entering the Cartographic Professional Development Program, I rotated among the various business units at the U.S. Geological Survey's Eastern Mapping Center, one of our geographically oriented business units in the Topographic Division. Essentially, we made topographic maps, which are in widespread use today for hikers, backpackers, engineers, or anyone who just needs to know the land around them. At any given time period, we had 2,500 ongoing mapping projects from Maine to Florida with limited tools to actually track their progress. The Center needed a project management system to do a better job. I just happened to be around at the time!

The Center designated me as the person who would lead the effort to automate the project management system and my first job was to create a PERT chart illustrating how each map product was produced from start to finish. Essentially, they wanted to answer the question "How do we get these products out the door?" But first, I had to figure out how to institute a project management approach using various tools that were identified. Luckily for me, there were some! The Center had IBM's suite of mainframe software, which was used for planning, scheduling and cost-controlling projects. I attended a general project management course to learn the basic skills of project management, then another course to learn the software.

Despite all the tools available, nothing could replace the value of face-to-face communication. In the end, I spent a lot of time talking to the people who made the maps. It took eight months to complete just one project with a total of twenty map products in all. At the end of that piece of work, I was the only person of the 400 or so employees who could explain, in somewhat nauseating detail, just how each map was made from start to finish. The one lesson I learned about constructing PERT charts is that you learn how business is actually accomplished in place. I won't bore you with the rest of the project, but it took three years to actually get it all complete.

This is Now

Three decades later, project management is now, to paraphrase the great Aretha Franklin, a well-respected profession. In a lot of ways, it is the 'third way up the chain' for technical professionals who may not aspire to the C-suite, but who wish to advance within the company. Just twenty years ago, project management training was very limited. Today it is highly accessible with over 350 colleges and universities offering bachelor's and master's degrees in the field. And, if you really want to punish yourself, there are more than a handful offering PhDs, or DPAs, as they call them.

Increased Project and Program Complexity

With all the gizmos available to us today, you would think such projects as the ones in the Eastern Mapping Center example could be compressed to half the time. Truth be told, it would probably take me just as long today to do the first part of that project. In the past five years, project complexity has grown significantly due in large part to globalization and outsourcing. While outsourcing is not new, new layers have been added to include cultural differences, time zone challenges and even environmental considerations.

Despite all the communication delivery systems we have such as Web conferencing, Skype, instant messaging and the like, communication has actually gotten a lot harder because of fragmentation. Teams are spread across the globe so an organization's communication plan requires more sophistication.

Remember: Projects are people. Without face-to-face communication, a lot gets lost, and in my experience, people hunger for the connection. The human touch (figuratively!) is still very important.

Acceleration

Things are moving at a faster clip than ever before. The pressure to complete projects as fast as humanly possible is unprecedented. Yet, to implement project management practices properly, there are no shortcuts.

To do project management well, certain best practices cannot be avoided. They have been proven over time to lead to a higher rate of success if you do them than if you don't. One thing that hasn't changed in thirty years is the human struggle to apply what you have learned and take the time to implement it. While always a challenge, it's a greater challenge today than ever before.

From Hard Skills to Soft Skills

Because project management stemmed from hard skills-focused industries such as construction and defense, soft skills were not viewed as being the key competencies required of project managers. It wasn't until it started to infiltrate other industries that had a mix of projects and operational work such as drug development/pharmaceutical companies that project managers were more hard-pressed to explain the value and importance of project management to the executive team. It was no longer considered a given. As a result, project and program managers required soft skills such as communication and leadership to sell the idea of project management to their company. To be sure, the implementation of matrix management in many industries, with all of its attendant benefits and downsides, required a project manager to be more diplomatic in his or her approach to working with people who did not report directly to them.

A New History is Written

While project management may seem like an immutable discipline that relies on tools older than dirt, innovation in the field can be seen in the area of leadership. In recent years, project managers have written organizational history.

Organizations used to be extremely siloed. Each department and division had its designated tasks and cross-departmental communication was considered an anomaly. Today, project managers are required to build enterprise-wide teams, or so-called integrated project teams (IPT), from various departments that are organized in a matrix fashion to produce the end result.

Matrix management has created new enterprise-wide power structures that place project managers in the driver's seat. Organizations are slowly beginning to accept project managers' authoritative positions as they work across the organization to drive project completion. To be sure, many have accepted matrix management as the way of doing business and no longer struggle with the power issue. It's in these organizations that project management achieves the greatest success.

What Was Once Innovative is Now a Given

Aside from the methods I have already discussed, just-in-time manufacturing is an example of a revolutionary idea born on the shores of Japan. Toyota conceived of the idea to eliminate warehousing and inventory costs. Instead, car parts would be manufactured and delivered to the automobile plant just in time for assembly. At the time it was a competitive advantage for Toyota. Today, everyone does it. It's simply the price of admission to play in that industry.

The same principle applies to project management credentials or a college education. Years ago it was considered rare to hold the PMP; it was more of a conversation piece than something with value. Today, in many organizations, you can't even carry the title "Project Manager" unless you have one. It's just the price of admission to the world's fastest growing discipline.

The Future of Project Management

In the days of dusty maps, many viewed project management as just another fad that would eventually, and hopefully, disappear. However, the discipline has withstood the test of time and has become an integral part of everyday business. Many organizations have designated project management as a core competency while investing billions of dollars in its approach.

With the number of training opportunities available today, project management is here to stay because let's face it: projects, and the need to care for them, aren't going away anytime soon.

J. LeRoy Ward, PMP, PgMP, Executive Vice President, Product Strategy & Management, ESI International brings more than 35 years of expertise in project and program management to the refinement of ESI's portfolio of learning programs. He works closely with ESI clients worldwide to guide the assessment, implementation and reinforcement of knowledge and skills that allow for the effective measurement and successful adoption of learning program objectives.