

OK—I'll admit I don't have a cute picture to put here like we usually do. So I'll have to substitute these instead. Enjoy!!

- It takes one woman nine months to have a baby. It cannot be done in one month by impregnating nine women (although it is more fun trying).
- Any project can be estimated accurately (once it's completed).
- The most valuable and least used word in a project manager's vocabulary is "NO".
- Nothing is impossible for the person who doesn't have to do it.
- You can con a sucker into committing to an impossible deadline, but you cannot con him into meeting it.
- A user is somebody who tells you what they want the day you give them what they asked for.



## From the President's Desk

Howie Lyhte, PMP

When Lucius Annaeus Seneca said, "To do great and important tasks, two things are necessary: a plan and not quite enough time," I'm quite sure he did not have project management in mind. After all he died in 65. No, not AT 65, but IN 65. 65 AD.

Actually, I think Seneca missed the mark just a little. Having a plan is not sufficient. Having a good plan certainly is required, however. And as project managers we often struggle with the thought that we can't consistently define and implement "good" plans. I don't even think we can define a good plan in the working world in any kind of absolute terms. Of course, in a perfect world, there are no surprises, no risks, no change and all goes smoothly. We also know that with really bad plans, projects fail horribly. I'd have to say that a good plan helps us minimize the factors that prevent us from its perfect execution! (Have I just written a definition with both relativism AND recursion?) Creating good plans is a noble goal, and we have to continuously improve ourselves and

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**Did you know?** —The page numbers throughout the newsletter are active links. To navigate from page to page in an article, just click on the 'continued on' or 'continued from' page to get back and forth.

Please join us on the evening of  
**Wednesday, January 17th 2007**

at

**The Holiday Inn**

in Portsmouth, NH.

Networking hour starts at 6.

Open to all.

See Page 3 for Details

### This Edition's

#### Editor's Challenge

Ever have a project **really** go bad?  
How, why, and who did you blame?

In each issue we'll ask a question on how you might have implemented one of the processes out of the PMBOK, or how you addressed a certain situation, or some other clever or witty question we can come up with.

Send us one or two paragraphs on this question reflecting your personal experience and we'll print the best responses in the next newsletter. Email your responses to:

[Communications@pmi-nh.org](mailto:Communications@pmi-nh.org)

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**Editorial**

*Nick Pangaro, PMP—Director of Communications*



**Herding Cows**

I'll probably show my age here (not that I really try to hide it), but I grew up on cowboy movies and TV shows. My father was a big fan of *Gun-smoke* (I can still see the opening scene, with James Arness winning a shoutout on the streets of Dodge City and the bad guy dropping in the street). One of my favorites was always *Rawhide*, featuring Eric Fleming as *Gil Favor*, a trail boss of a continuous cattle drive in the 1880s. Favor's assistant is *Rowdy Yates*, played by a young Clint Eastwood. The trail crew runs into characters and adventures along the way, driving cattle from the grazing fields of Texas to the slaughterhouses of Kansas City. Of course, the most famous thing that came out of that series was the theme song (can't you picture Belushi and Akroyd in *The Blues Brothers?*):

*Rollin, rollin, rollin,  
Though the streams are swollen,  
Keel those doggies movin',  
Rawhide!*

OK, maybe it's a stretch, but in my training classes, I use those cowboys as an analogy for what we, as project managers try to do with our projects during the execution phase. Think of the cowboys as the managers for a project of driving all this prime rib on the hoof to their eventual place on your dinner plate. Sure, they had to do some extensive planning—the route, their needs along the trail (not too many Wal-Marts—or even Wall Drug—stores on the trail in those days), dealing with the inevitable rustlers, and the saloons to hit in the towns they would encounter.

But it's the execution phase where the real focus of the show was, and where the real action came in. Maybe they didn't think of it this way, but they all had guns as part of their Rustler Mitigation Plan – a plan that seemed to be implemented in almost every show. And who would ever doubt their desire to keep to the schedule that called for them to be in the closest towns for Saturday nights at the local saloon?

But the most interesting thing to me was dealing with the "project team" – the cows themselves. They couldn't just line the cows up facing Kansas City, fire off their guns behind them, and hope they made it - there would

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**PMI-NH CHAPTER NEWS**

*The Journal of the NH Chapter of PMI. See the  
last page for publication details.*

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## Next PMI-NH Chapter Meeting

Scott Lynde, PMP

### Presenting With Impact

About our speaker:

**S**cott is the Information Solutions Service Delivery Manager at the headquarters for Raytheon Integrated Defense Systems in Tewksbury, MA, where he has been employed since 1997. In his current assignment, Scott is responsible for the efficient and effective delivery of all IT operations and services to 2,400 employees. Prior to his current assignment, Scott was a program manager in the IT Major Projects organization, where he led various IT programs and projects in support of the organization's business development activities and growth strategy. In his career at Raytheon, Scott has served in various other leadership capacities, including roles in strategic planning, project portfolio management, and the Raytheon Six Sigma Expert ("black belt") program, in which he led major process improvement projects and trained and coached Raytheon Six Sigma Specialists ("green belts").

Scott holds an MBA with an emphasis in Entrepreneurship and a Master of Science in Management Information Systems, both from the University of Arizona. Scott earned a BA with dual concentrations in Mathematics and Philosophy from Brandeis University. Scott is a certified Project Management Professional (PMP), a certified PRINCE2 practitioner, and a graduate of BU's Certificate in Applied Project Management Program. He also recently achieved the Foundation level of certification for the IT Infrastructure Library (ITIL). Scott is a graduate of Raytheon's Leading for Value, Front Line Leadership, Strategic Leadership, and Strategic Mentoring programs, and was also graduated from the Emerging Leaders Program at the Center of Collaborative Leadership at UMass Boston. In his spare time, Scott enjoys photography, playing guitar, walking his dog, teaching project management courses for Boston University, and spending time with his wife, Dianne, and their toddler, Ryan.

To register: <http://www.acteva.com/booking.cfm?binid=1&bevalD=120464>

### MPMM™ Project Methodology Driving your projects to success

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### Responses to Last Issue's Editor's Challenge —

#### How do you build support for your projects?

**Food!!!** Specifically something with an abundance of sugar and/or chocolate.

*Providing something that is pleasant, mildly addictive, and not widely available is a good way to get folks to show up in the early stages when a budding project or project manager is trying to get off the ground. I've found it to be a small investment with a big potential payoff. Anything to keep the team talking and meeting on a regular basis in those critical early stages.*

Neil Craig, PMP  
Engineering Manager  
Microwave Plasma Products  
MKS Instruments

## Featured Article

**Title: TROUBLE IN THE TRENCHES**

**Author: Lynda Sawicki, PMP**

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Several years ago I was asked by management to take over a troubled project that was stalled and probably would not be completed. The project was an Object-Oriented web-based J2EE Client/Server application that was re-engineered from a graphical user interface (GUI) application. The telecommunications company connects to our systems by a frame relay to use the information management system. Management explained that the project was almost ready for implementation and that there had been three project managers (PMs) at different times but they had all left for various reasons. The main reason was because management kept assigning PMs to higher priority projects. Management had asked me because they knew I would complete the project. I had my concerns however. After the initial meeting I wondered why the project had deviated and requested to evaluate the project to see what state it was in. I would also present my findings to them as soon as possible. I did not want to say 'yes' right away because I wanted to know what I was getting myself into.

### Assessment

Over the next several days, I reviewed the project workbook documents and was shocked to find that the documents had not been updated for several months. I needed to know the status, problems, and issues that had plagued this project. I interviewed each member involved in the project individually because they would definitely know what had occurred. My findings were documented and presented to management. I negotiated with management and quality assurance (QA) on the condition that if I took over the project, I would not go back and update the entire project documentation. Instead, I would update the most critical documents (e.g. scope, schedule, communication plan, risk plan, design) so that if someone reviewed the project workbook they would know what the project entailed. Going forward, I would do what was required by our software development procedure and the QA department. I was able to get buy-in by program management and the QA manager. I also asked for the decision in email so that it could be documented and to basically cover myself in case questions arose later on.

During the project assessment I found numerous issues:

**Team** – The team was fumbling along with no direction. They were demoralized because of the frequent reassigning of project managers. As such, there was a total lack of leadership and structure. Personnel issues were placed on the back burner, unaddressed. It was also clear that a couple of team members were outcast from the project team.

**Project documents** (scope, schedule, risks, etc) were not updated and, of course, out of date by several months.

The project's current **status** was that it was still in the coding stages. There wasn't a documented test plan in place for when the code was complete. The project schedule was significantly late when compared to the baseline. It was not ready for implementation at this time.

The project was using **new technology** but the team members did not have the necessary training to perform their tasks. They were learning on their own from reading manuals, which was causing the schedule to slip even further. Why would management do this?

Engineers were not following the **processes/standards** and templates that were in place. They had stopped doing peer reviews. Where was QA on this?!? Apparently QA was not auditing the project at different stages, which is an integral part of our development procedure.

3rd Party issues with software vendors needed to be resolved. Since we had purchased the software, the vendors were not responding to the developer's questions and problems.

### Recovery

The team needed to get back on track as soon as possible. A working team meeting with an agenda was held to go over the current status, issues, and give direction to the project team. I provided the leadership and structure that the team needed by first directing, delegating, and then moving forward with a collaborative work style. I initiated several working meetings to brain-

*Ever try to pull a troubled project out of a death spiral? Not an easy feat. But when you get that tap on the shoulder, you may not have the option of just saying 'no'.*

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## New Hampshire Technical Institute

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[More Details](#)

#### Front-Line Manager’s Training Begins February 8, 2007



Over 150 employees have completed the Front-Line Manager’s certificate program over the last five years. The Program consists of six sessions. The program targets new managers or managers that have not had much formal training. The program’s primary goal is to develop essential skills that can be applied immediately in the workplace. Participants value the opportunity to discuss challenges and share solutions with managers from diverse organiza-

tions. The instructors, Marty Hunt and Fred King, are faculty in the Business Administration department at NHTI. Between them, they bring over 40 years of managerial experience in the financial and manufacturing sectors. The topics are designed to move participants from transitioning into the role of manager through a focus on continuous improvement.

Here’s what participants have had to say:

*“There was a lot of information and the instructors did a great job of delivering.” “The content left me wanting to explore each topic deeper.” “This program has helped me to understand all the different aspects of being a manager. I hope that I will be supportive and fair to the people I work with, and I know this program has planted solid roots for me.”*

[More Details](#)

#### Customer Service Essentials

This popular training program has been successfully implemented in both the private sector and non-profit environments where Customer Service is the key market differentiator. The training focuses on general principles of service excellence at all points of customer contact, including telephone, e-mail and personal interaction. Novices and veterans alike will benefit from reviewing communications and problem-solving techniques. Site visits and on-line surveying will be used to identify and incorporate specific organizational content. Call (603) 271-6663 for additional information.

#### NEW ! Project Management Seminar Series Begins February 7, 2007

This seminar series presents methods and techniques that project managers can use to effectively initiate, plan, control and report on their projects. The focus will be on tools, tips and real-life case studies to handle all aspects of the project life cycle. A structured approach will be emphasized to ensure a well-planned project. Learn how scopes are managed, risks are assessed and stakeholders are rewarded with a quality product produced on time and on budget.

- **Project Management 101:** An introduction for new project leaders and stakeholders
- **MS Project 101:** A beginner’s guide to critical path method scheduling using MS Project 2003
- **Project Cost Management:** A practical guide to cost control using earned value management

**PDUs** will be awarded and may be applied toward the educational requirement for the PMP examination.

**Instructor:** Gary O’Kula, PMP, has over thirty years of project experience in the engineering, construction and information technology fields. He is the Past-President and a charter member with the PMI NH Chapter. He earned his BS in Civil Engineering from the University of Massachusetts, Dartmouth.

**PMI-NH members will receive a 10% discount**

[More Details](#)

Questions, comments,  
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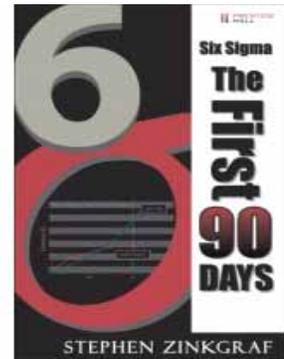
## Book Review Corner

**Title:** Six Sigma – The First 90 Days

**Author:** Stephen A. Zinkgraph

**Publisher:** Prentice Hall (April, 2006)

**Reviewer:** Neil Craig, PMP



**List Price:** \$32.95

**Amazon Price:** \$22.74

### Relevant Websites

- Sigma Breakthrough Technologies, Inc. ([www.sbtionline.org](http://www.sbtionline.org))

### Ratings

- **Amazon** ([www.amazon.com](http://www.amazon.com)): 5.0/5.0, 2 reviews (ok... I wrote one of them)

### *What the book is supposed to do:*

**S**ix sigma, The First 90 days is a book on implementing six sigma in an organization (Think... really big project!). This book is a step-by-step guide that lists milestones, techniques, and options available to the executive or project/program/portfolio manager in charge of implementing this methodology into a given company.

### *What the book did for me:*

**I**'m looking at leading a six sigma initiative in my company but have been stymied at the sheer mass of stubborn, apathetic, and non-committal attitudes. After reading this book I feel a greater sense of clarity as to how to approach the entire project.

You may be asking why I'm reviewing a six sigma book for a PMI newsletter. I'll let you all in on a little secret. The heart and soul of any six sigma initiative are well run projects, programs, and portfolios (then again, what initiative doesn't need these things?). PMPs will naturally have an affinity toward many of the techniques found in the six sigma discipline. Each properly run six sigma project has a charter, scope, WBS, project team, resources, schedules, budgets, etc. Sound familiar?

In addition to high-level six sigma project management, this book also discusses program and portfolio management techniques in detail. Anyone who has implemented a project office can relate to this book's message and will recognize many of the same obstacles to success.

*(Continued on page 9)*

### *About the Reviewer:*

Neil Craig is a self-admitted book junkie, which has brought him here to share his thoughts on what he's read and guide you to and from books that may or may not help in your quest for knowledge of project management, business, and life. He holds a Master's degree in electrical engineering, an MBA from Northeastern University, and achieved his PMP certification in May, 2006. He also holds a design for six sigma (DFSS) black belt. Neil enjoys discussing any and all of these subjects at length and will gladly field questions. If you have any comments or know of a good PM book others might like, feel free to email him at:

[Neil.Craig@mksinst.com](mailto:Neil.Craig@mksinst.com)

## Useful Web Tools for Project Management By Peg Duggan, IT Director



Sometimes I feel as if I am counter-productive in the way I do my work and I am constantly searching for other methods that would facilitate making my life a lot easier. I am sure that there are times that you also feel the same way. Let's start with a look at some of the basic online research tools and techniques and hopefully you will pick up a tip or two.

### Search

Today's search engine tools will search web pages, images, audio, video, and even search within documents such as .pdf files for relevant content based on a single keyword or phrase. It has given us the ability to do more extensive research than ever before. It has also increased the amount of information that needs to be analyzed. Sometimes I wonder if using a search engine is a practical or productive as it could be.

### Understanding Search Engines

There are hundreds of search engines. On a regular basis, a search engine uses a spider or robot to collect information about all the pages as it crawls each link it finds along the way. The information is cataloged, stored and indexed in directories and search engine databases. Using a search tool and keywords or phrases, a search engine displays the results on a SERP (search engine results page) prioritized by a ranking algorithm. Not all web pages are indexed and different search engines catalog different results. The more common search engines used today are Google, Yahoo!, MSN, and Dogpile. My favorite is a super meta-search engine called MetaCrawler.com. MetaCrawler searches other search engines, filters out duplicates, and displays the information and a list of the search engines it found the results. It definitely saves me a lot of time. Other things to remember:

- Use targeted key-phrases (not just a keyword). Be as specific as possible to reduce the number of search results.
- Use advanced search features. Use filters to sort out entries.
- Use appropriate media search. Minimize search result by searching image directories, or video directories, or audio directories.
- Use local search. Looking for a local business? Re-

duce your search by using the local map search features to find a business category and location. Local search displays additional directory information such as hours of operation and methods of payments.

- Consider adding a search tool to your desktop. Find information on your own computer.

### Resources

- 64 Tools and Tips to Search Smarter - <http://www.pcmag.com/article2/0,1759,1047718,00.asp>
- Niche Search - <http://www.pcmag.com/article2/0,1759,1046954,00.asp>
- Search Engine - [http://en.wikipedia.org/wiki/Search\\_engine](http://en.wikipedia.org/wiki/Search_engine)
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- List of Super Search Engines - <http://www.comptechdoc.org/websites/index.html>
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  - Urban Dictionary - [http://en.wikipedia.org/wiki/Urban\\_Dictionary-slang](http://en.wikipedia.org/wiki/Urban_Dictionary-slang)
  - Wikiquote - <http://en.wikiquote.org>
  - Wiktionary Open Content Dictionary - <http://en.wiktionary.org>

*Did you know you can create a web page on your desktop that links to the resources you use most often?*

### Did You Know?

You can create a web page on your desktop that links to the resources you use most often.

Why would you want to use a local web page instead of a web page on a server? Simply, you do not have to be a programmer or web developer and have permission to access and upload a file to the server.

How can I create a web page when I don't know HTML? Start by creating a list of titles, URLs, and short descriptions (ex. PMI-NH Web Site - <http://pmi-nh.org> – the New Hampshire PMI chapter web site). Most applications, such as the Microsoft Office Suite, have a **SAVE AS WEB PAGE** option. It will create a web page that can be viewed by any browser. It may not be pretty but it is very functional.

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storm goals, team expectations, roles and responsibilities, status, and issues. The team consisted of 10 engineers with various experiences, plus individuals from networks, operations, QA, release engineering, etc. Standards and processes were put back in place and I mentored the team on the procedures. QA and myself would audit the project workbook and attend some of the peer reviews to make sure engineers and the project manager were following the processes correctly. If there were issues, QA brought it to my attention for corrective action.

Personnel issues were resolved with assistance from senior management. The team member who had not attended meetings was asked to both attend and become more involved with the team. I also had several one-on-ones with the experienced coder who was not getting her code completed. We agreed on and set several deadlines but she still wasn't delivering on time. Despite her objections, I assigned another engineer to work with her. This second engineer found her code to be both sloppy and unprofessional. He then proceeded to complete the code over a weekend. I had come to find out that the original engineer's work was on probation, a fact that management had not informed me of. Ultimately, this engineer was transferred out of the project and ultimately terminated for poor performance.

I searched the web to find teambuilding exercises that I could use during team meetings. There is a lot of information out there. At our first formal team meeting, I had members introduce each other giving their roles, place of birth, experience, and hobbies. At each team meeting, the team acknowledged helpful teammates, birthdays, new babies, etc. We also had group lunches, ice cream jaunts, and, during the holidays, my team competed with other project teams for holiday baskets. The team knew what they had to do now.

The estimates were re-evaluated by myself and senior engineers to see if they had changed. Then, a team review of estimates was held and finalized with the schedule. The schedule was redone and signed off by the team and management. The project workbook was cleaned up and updated. The scope document was updated and re-signed using the change control procedures. I negotiated with senior management to provide a training budget that would allow the team to come up to speed on the new technology. I also worked with the 3rd party software vendors to resolve issues on their non-existent support.

It took several months to get on track but the team made great progress. The team was now a cohesive energized team working towards a common goal to produce a quality product. Management and customers were happy that the

project was now going to be a reality. The schedule, of course, was lengthened by at least 5 months. It was fortunate that there were no contractual liabilities or late fees with the end customer.

After the project was completed it was essential that we do a lessons learned meeting with the project team. The meeting lasted several hours but was really worth it. This team was going on to another project and did not want to repeat the confusion and chaos that ensued on their last one. A different project manager conducted the lessons learned meeting. This allowed the acting project manager to take notes and also provide input. We provided a lessons learned report that documented all the issues and provided solutions. This report was sent to all project managers and senior management. This report also proved valuable on the next project that, incidentally, was one that I would also lead with most of the same team.

In summary, the project was saved and the team excelled. The biggest fault was with management's lack of commitment to and constant reprioritization of the project and project manager turnover. Management moved project managers around without ensuring that the outgoing project managers updated the project folder. At that time we did not have a process for project manager turnover. We do now!

#### ***Tips to lead a troubled project:***

- Know what you are getting into before you agree to take it over, if possible.
- Document ***everything***.
- Develop an assessment plan to assess problems quickly.
- Interview everyone involved on the project to get different perspectives.
- Watch for contract liabilities.
- Develop a recovery plan.
- Get management buy-in.
- Execute the recovery plan.
- Provide leadership, structure, and direction to turn the project around.
- Do 'lessons learned' and distribute report upper management and program management.

#### ***About the Author***

**L**ynda Sawicki, PMP has 20 years experience in the hi-tech industry. Six of those years has been as a hands on project manager in Object-oriented, Web-Based, Client/Server applications in the Communications Industry. She has done various stints as a developer, tester, software support person, Trainer, Team Leader, and Supervisor. Working in different areas of the SDLC has assisted her managing projects.

(Continued from page 6)

Another real nice thing about this book is the slight repetition. The author(s) often restated key concepts in different ways throughout the book (e.g. Kotter's 8 stages of change). I found this to be an excellent way for the material to sink in.

If you are looking for 'Six sigma Black Belt in 21 Days' type book that lays out the individual tools and how/when to use them, this is not the book for you. (I'm looking for a good one of those however and will recommend one in the near future.)

### ***Favorite Features***

- **References:** Many references to books that will give further insight to critical concepts. (You can expect to see some of them in upcoming reviews)
- **Typo Free:** I read the entire book and no typos or mistakes that I could find.
- **Humility:** The author is a CEO of a successful six sigma consulting company and didn't plug his company once. Thus you won't be reading a 350 page advertisement.
- **COST!** \$23 for a good 350pp book is quite a bargain!

### ***Buy it, borrow it, or burn it.***

**I**t is my opinion that six sigma knowledge directly complements project management knowledge. IF you are involved with a six sigma rollout, go buy this book immediately. Ideally, read this book over BEFORE you start the planning process.

(Continued from page 1)

our processes towards achieving it.

To continually improve ourselves, our employers, and our profession, we can't operate in a vacuum. The PMBOK gives us a common framework and language. The Chapters give us meetings and events for face-to-face networking, and newsletters for more formal (and maybe not so formal) means of expression. PMI provides a wealth of publications and forums as well.

I'd like to issue a two-part challenge to all of us: 1) think about what we can do as individuals, in seeking help and knowledge and also in offering them, as we head into this new year, and then; 2) plan to actually do them while there's still some 2007 left!

I hope to see you at our next meeting.

***Howie Lyhte, PMP***

***President—PMI-NH***

PMI NH Chapter

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be cows from Florida to Seattle if they did that. But like good project managers, they rode hard on their team with gentle persuasion - a little nudge in here, a whistle there, maybe a gunshot in the air someplace else to keep them on track. Nothing major, just small adjustments as they rode the trail. Try to make big adjustments too quickly, and the cows stampede. *Pretty skittish, dem cows.*

You never saw them pick up a cow and carry it (*not that the cowboy's horse could carry a one-ton cow very far*). The sick cattle, the infirm, the injured, in other words, those that were going to hold back the rest of the team, were eliminated. The dangers to the rest of the team on the trail were very real - rustlers, coyotes, snakes - and the quicker they completed the trip, the safer everybody would be.

But we're not dealing with cattle - our project teams usually consist of people. A lot of times, they're people that we've known for a while. So we act less like Rowdy Yates, and a lot more like *Mitch Robbins*—the Billy Crystal character in *City Slickers*. If you recall, he wound up adopting a calf from a dude-ranch trail drive, and taking it home for his kids to raise. That movie came out in the early '90s, and the cute calf has to be a full-grown cow by now. Who do you think is cleaning up his backyard these days?

[communications@pmi-nh.org](mailto:communications@pmi-nh.org)



***Did you know?*** —The page numbers throughout the newsletter are active links. To navigate from page to page in an article, just click on the 'continued on' or 'continued from' page to get back and forth.

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What is the advantage over using the Browser Favorites? My favorites tend to include everything including personal links. Using a local web page will help organize your links for a specific project, allow you to easily share the web page with others, and can become part of the project assets facilitating project closure.

Do I have to save the file as a web page? No. You can create a list of resource URLs in a word processor application and place the file onto your desktop instead. However, it would launch the application used to create it before you could access the information. That means if you wanted to send the file to someone else, they would need the same application to open the file. A web page is viewable in many different browsers.

Can I link to files on my own computer? Yes. Many appli-

cations have an INSERT HYPERLINK option, which will create a link between the documents such as .pdf or .doc files. Read more about it in the application help. Remember, though, links on your computer will not be accessible to others unless they are in a shared directory and that if you move any of the documents you may break the links causing an error message. One way to minimize this problem is to create a folder to hold local project documents and place the web page in the same folder. Then create a short cut to the web page from the desktop.

While this article starts with some of the basics, in the next issue I will continue with a review of new tools and techniques such as wikis, RSS feeds, journals, SMS, blogs, podcasts, del.icio.us, dig this and slashdot. I am looking forward to feedback from you. Tell me (webmaster@pmi-nh.org) what your favorite web tools are. The results will be posted in a future issue.



### Education Corner

Eric Johannesson—Director of Education

The next round of PMP Study Group sessions is now scheduled to begin in mid-March and run for 13 weeks through early June. The sessions will be run on Tuesday evenings from 7:00pm – 9:00pm. As long as there is sufficient student interest, we will be running concurrent classes at the:

**YMCA location in Merrimack , NH**

and at

**Wentworth-Douglass Hospital in Dover. NH.**

If you are preparing to sit for the PMP exam and would like the opportunity to work with and learn from local students like yourself along with certified PMP mentors, please contact the Director of Education at education@pmi-nh.org as soon as possible.

[education@pmi-nh.org](mailto:education@pmi-nh.org)

PMI-NH is proud to be a Registered Education Provider, meaning we've earned the right to award Professional Development Units (PDUs) for our quality meetings, workshops, seminars and classes.

PMPs are required to earn 60 (PDUs) every three years to maintain their certification.

### About the PMI-NH Journal

The PMI-NH Journal is the Journal of the New Hampshire Chapter of the Project Management Institute (PMI-NH). All material is Copyright PMI-NH 2006, except as noted.

The Journal Charter is to produce a chapter newsletter which provides a mechanism for:

- Relaying information about chapter events, general news, and outside interests.
- Chapter members and others to share personal project management experiences and information in an interesting and entertaining manner.
- Allowing feedback from chapter members on chapter-related issues.
- Members to have fun. We promise to remain professional but not to not take ourselves too seriously.

The journal is governed by a Board of Editors under the auspices of the PMI-NH Director of Communications. Chapter members are encouraged to submit proposals for articles to communications@pmi-nh.org at least two months prior to the expected date of publication. Send proposals to:

[communications@pmi-nh.org](mailto:communications@pmi-nh.org)

### 2006/7 Publication Dates

Issue	Proposals Dues	Submittals Due	Target Publication
Sept/Oct 2006	14 Aug. 2006	11 Sept. 2006	18 Sept. 2006
Nov/Dec 2006	25 Sept. 2006	30 Oct. 2006	6 Nov. 2006
Jan/Feb 2007	15 Nov. 2006	8 Jan. 2007	15 Jan. 2007
Mar/Apr 2007	19 Jan. 2007	12 Mar. 2007	19 Mar. 2007
May/June	14 Mar. 2007	7 May 2007	14 May 2007