



Three "generations" of presidents— Bob Blaney (President Elect), Mike Gregowske (Past-President) and Howie Lyhte (President) at the June 2006 Chapter Meeting



## From the President's Desk

Howie Lyhte, PMP

July isn't often thought of as a time for changes, but that isn't the case at PMI-NH. Our elections are held in May and the changing of the guard happens officially on July 1. This year there were three elected positions open and the results are new faces in the offices of VP of Professional Development - **Tom Baker**, PMP, and President-Elect - **Bob Blaney**, PMP. I have graduated from President-Elect to President. **Michael Gregowske**, PMP, has accepted the position of Past President, **Nick Pangaro**, PMP is our new Director of Communications, **Eric Johannesson** is our new Director of Education, **Larry Gagnon**, PMP is our new Director of Marketing, and **Gary O'Kula**, PMP is now the Director of the PMI-NH Ambassador Program. You can put the faces with the names at <http://pmi-nh.org/bod.htm> .

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## PMI-NH to Sponsor Runners in the CIGNA/Elliot Corporate 5K Road Race

PMI-NH is sponsoring members, spouses and children who register for the Cigna/Elliot Corporate 5K Road Race on August 10th. For information -

- **Date:** Thursday, August 10, 2006
- **Start Time:** 6:20 p.m.
- **Distance:** 5K
- **Location:** Veterans Park, Elm Street Manchester, NH
- **Race info:** <http://www.coolrunning.com/cigna/>
- **Sign up:** [http://www.active.com/register/index.cfm?event\\_id=1325839&subevent\\_id=685292&team\\_id=273111](http://www.active.com/register/index.cfm?event_id=1325839&subevent_id=685292&team_id=273111)
- **Corporate Team Member Registration**
- **Corporate Team Member Registration** - pay by check
- **Select a Corporate Team:** \* PMI-NH



**Next Meeting—  
July 19th—  
see page 4!!**

## BOARD OF DIRECTORS

### Howie Lyhte, PMP

President

### Robert Blaney, PMP

President-Elect

### Michael Gregowske, PMP

Past-President

### Rob Curran, PMP

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Director of Communications

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### John Buchta, PMP

Director of Sponsorship

### Neil McCafferty

Director of Programs

### Diane George, PMP

Director of Membership

### Peg Duggan

Webmaster

## HOW TO CONTACT US

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*For sponsorship, advertising or job placement ads and inquiries, please e-mail us at [sponsorship@pmi-nh.org](mailto:sponsorship@pmi-nh.org).*

## General E-mail Addresses

[information@pmi-nh.org](mailto:information@pmi-nh.org)  
[education@pmi-nh.org](mailto:education@pmi-nh.org)  
[communications@pmi-nh.org](mailto:communications@pmi-nh.org)  
[membership@pmi-nh.org](mailto:membership@pmi-nh.org)  
[programs@pmi-nh.org](mailto:programs@pmi-nh.org)

*Proud to be your local project management connection.*

*PMI-NH is a member-supported non-profit organization.*

## Editorial

*Nick Pangaro, PMP—Director of Communications*



## The New Newsletter

This is our first newsletter in about a year, and we hope you like it. In addition to the things you've seen in past issues, we're adding a few new features, including the book review, a featured article from a chapter member, and the editorial page that you're reading here.

As the good book (the PMBOK®) tells us though, communications is a two way street, and our vision of this newsletter is to provide better two-way communications across our community. For that, we need your help.

Our most important need is **content**. We can certainly fill the newsletter with scholarly articles from PMI or other sources, but, in the interest of building community, we'd like to hear stories from **you**, the chapter members. We have such a great experience base in the chapter, we'd like to hear about your war stories—what problems you ran into, what worked, and what *didn't* work so we can try to avoid the same pitfalls.

We also need volunteers to act as an **Editorial Board** for the newsletter. There are a lot of things to do, starting with developing policies and standards for content, and continuing with soliciting and editing the materials that go into the newsletter. I would envision a five or six person board.

The vision of this newsletter as a two way communications tool will never work unless **you** get involved. Please—send in your feedback, comments, ideas, complaints, or whatever, and we'll incorporate the things we can into the next (or future) editions. But be prepared, if you come up with something good, we may ask you to follow through on the idea!

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

## PMI-NH CHAPTER NEWSLETTER

Published 6 times per year. Next issue, September, 2006.

## EDITORIAL BOARD

**Nick Pangaro, PMP**—PMI-NH Director of Communications

**Larry Gagnon, PMP**—PMI-NH Director of Marketing

## Featured Article

### The Failed Change Agent

Terry Yetsko, PMP *NE Project Management Consultants* ([www.nepmc.com](http://www.nepmc.com))



Sometime back I was hired at a small engineering concern (approximately thirty five employees) which specialized in the development and deployment of custom test equipment solutions. At that time, the company had been in existence for approximately six years. I was personally familiar with most of the organization's staff as I had worked with them previously for many years at GE Automated Systems in Massachusetts. To fully understand the environment, a little history about the organization is required.

In the mid-1990s, when we all worked at GE Automated Systems, it was decided that the facility would be closed, merged with other similar operations, and moved into existing facilities in Orlando, Florida. This move was based mostly on potential synergies and reduced infrastructures costs and was not indicative of the relative success of the Massachusetts organization within GE. A good indicator of this was that nearly half of the organization's 300 employees were offered position transfers to the new facility. Also, as it relates to the cultural issues discussed later, that although the organization had approximately 300 employees at the time of the closing, organizational changes and consolidations had reduced the employee count from the thousands and this larger complement of staff was more indicative of the organizational culture that existed at the time of the closing.

When the GE facility was finally closed, a small group of older professionals, with no desire to pick up and move, decided to form a small engineering and financial services company. The age of the individuals is mentioned, not in a discriminatory tone, but with respect to their experience base and its longevity, its influence on the strength of their mental models, and their propensity for the prospects of change. Most of these individuals had worked together at the GE facility for decades. They were able to port a lot of the processes and procedures from their GE experience to the new organization and develop a workable infrastructure fairly quickly. As with many new organi-

zations, a majority of their marketing was rooted in networking with contacts developed during their many years at GE and in fact many of their initial contracts were related to supporting their previous customers and technology base.

At that same time, I took a job for several years as a Project Manager with a relatively small technology company with a global customer base. The operation there was fairly agile and aggressive and out of necessity, they placed a fairly high emphasis on efficiency and competitiveness. This was a very different environment than I had grown accustomed to at GE and proved to be a good learning experience for me.

My initial attraction to rejoining my former colleagues was my perception that they felt they had gone as far as they could relying solely on the networking approach to marketing and they were ready to make the necessary changes in both their marketing approach and in their internal operational processes and procedures to improve their competitiveness and grow their organization. This was not a blind assumption on my part but was based on conversations during the interviewing process, mainly with the hiring manager.

On joining the organization, however, I found that there was no overall change strategy (and even worse, none was subsequently created). Instead individual elements of their business operations were examined and analyzed to determine their perceived efficiency and benefit. This analysis was based on the experience I gained at my previous position and changes were proposed on a case by case basis in areas where the payoff might be the greatest. In general, these proposals were made to my immediate manager with little initial buy-in from the senior level staff. Although there were a few successfully implemented changes, the majority of the proposed

*(Continued on page 7)*

The education team is nearing the completion of the first round of our new PMP Study Group Sessions based on the latest version of the PMBOK. We ran two concurrent sessions in Merrimack and in Dover and had two excellent student groups that provided for some very lively discussions during the class sessions.

We are working on preparing a student survey for the participants to provide feedback to us and we will use that feedback to make modifications to the class format to provide an improved student experience in our next round of classes.

Currently, the next round of class sessions is planned for early September and more information will be provided as the schedule, format and locations become available.

Keep your eyes on the Education page of the Chapter web site for additional planned educational offerings in the future.



### **Education Corner**

*Eric Johannesson—Director of Education*

*(Continued from page 1)*

Another change this year is that we will be having a Chapter Meeting in July. It will be a low-key "working meeting" focusing on networking. It will give you an opportunity to get to know other Chapter members better and also to either begin or hone your networking skills. See the announcement on this page.

We will continue to skip having a Chapter Meeting in August, so mark September 20 in your calendar/PDA/blog as the date for the following Chapter Meeting, to be held at The Yard in Manchester.

I am excited and honored to begin my tenure, and hope to meet as many of you as possible at upcoming meetings and events. With all the momentum we've built up, and a full complement of chapter officers on board, we're all looking forward to a great year. Even if it begins in July.

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

## **Next Chapter Meeting**

**July 19th, 2006**

**at The Yard – Manchester**

*Join us July 19th at The Yard in Manchester. Networking hour starts at 6. Open to all.*

### **New President's Choice - Networking Meeting**

**Speaker:** Howie Lyhte, *PMI-NH Chapter President (2006-2007)*

The July meeting will be a "working meeting", focused on networking. Please bring three things to this meeting:

- a pocket full of business/personal cards
- one "**Need**" and
- one "**Lead**"

The "Need" is simply one thing you would like some help with, whether it's a project management issue at work, a scheduling conundrum at home, a new job opportunity, or the like. The "Lead" is something you can share, a new way to solve a puzzle, an insight into volunteering, a new job opportunity, or the like.

**To register:** <http://www.acteva.com/booking.cfm?bevoid=114140>

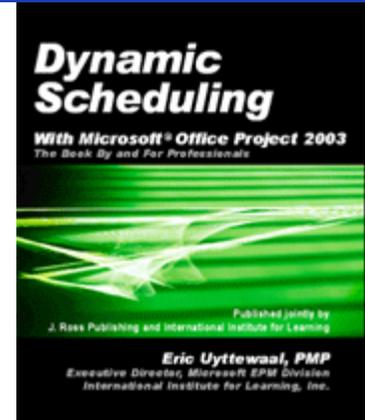
# *The Granite State PMI Challenge*



## Dynamic Scheduling with Microsoft Office Project 2003: The Book by and for Professionals

**Author:** Eric Uyttewaal, PMP

**Publisher:** J. Ross Publishing and International Institute of Learning (IIL)



List Price:	\$69.95
Amazon Price:	\$61.70
PMI Member Price:	\$56.95
Ebay Listing:	\$48.17

### Relevant Websites

International Institute of Learning  
([www.iil.com](http://www.iil.com))

Project Management Institute  
([www.pmi.org](http://www.pmi.org))

J. Ross Publishing ([www.jrosspub.com](http://www.jrosspub.com))

### Ratings

Amazon ([www.amazon.com](http://www.amazon.com)): 4.5/5.0, 14 reviews

PMKB ([www.pmkb.com](http://www.pmkb.com)): 4.5/5.0

### Book Summary:

Dynamic Scheduling with Microsoft Office Project 2003: The Book by and for Professionals. This is a book clearly for MS project users but also for project managers trying to follow the PMBoK. This book is more project management focused rather than how to use each and every feature that MS project has to offer. The idea is to teach MS project and project management (following the PmBOK of course!) at the same time. The publisher, International Institute for Learning Inc (IIL), has a curriculum of white, orange, blue and black belt courses on how to use MS project. This book is the text for the orange belt course they teach. It steps through much of the schedule development, planning, and execution processes and how to use MS project every step of the way. However, it does NOT teach the MS Project enterprise server stuff (multiple projects, common resources, etc...).

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### About the Reviewer:

As this is my first review I'd like to take the time to introduce myself. My name is Neil Craig and I'm a book junkie. This tendency has brought me here, to share my thoughts on what I've read and hopefully guide you to and from books that may or may not help you in your quest for knowledge of project management, business and life. I currently hold a Master's degree in electrical engineering and an MBA from Northeastern University. I recently achieved the PMP certification (May 1st, 2006) and a design for six sigma (DFSS) black belt. I enjoy discussing any and all of these subjects at length and will gladly field any questions you may have.

I hope you enjoyed this review. If you have any comments or know of a good PM book others might like, feel free to email me at [neil.craig@comcast.net](mailto:neil.craig@comcast.net)

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changes were either rejected outright, or failed during the implementation process primarily due to a strong resistance to the change within the organization's staff. Resistance ranged from corporate politics and complaints in the case of rejected proposals to passive noncompliance for some of the authorized changes. The resistance was largely based on how things have been "done effectively for twenty years" independent of whether that approach was applicable given the current environment.

Eventually, my enthusiasm dampened and the change effort scaled back with blame assigned to the overwhelming resistance to change that was experienced. Unfortunately, this response was typical. Many studies indicate that most change efforts fail to achieve their stated goals with the typical reaction being to blame the resistance to change within the organization. This has the effect of shifting the blame for the failure from the leaders and the change agent to those "no-good followers" which makes it especially appealing. (Duck, 2001)

The reality is that resistance to change can exist for many reasons and is a normal part of the process. The leaders and change agents must identify the causes and follow a process that effectively deals with that resistance. Kurt Lewin's force field analysis model indicates that the current state of an organization is due to an equilibrium between driving forces for change and forces resistant to change, that always exist. To effect organizational change, those forces must be unbalanced (sometimes referred to as unfreezing) either by increasing the driving forces or decreasing the resistive forces. Once the change is achieved, the new balance must then be maintained (sometimes referred to as refreezing). The maintenance of the new balance often involves a cultural buy-in with systems in place to reinforce and support the new way of doing things. (McShane & Von Glinow, 2002)

John Kotter defines an eight step process for the implementation of change. In addition, he indicates that failure to accomplish any one of these steps can cause the change process to fail. The eight steps are

as follows (cited in Kreitner & Kinicki, 2003):

#### ***Unfreezing phase -***

1. **Establish a sense of urgency** - Define the reason for the change and why is it needed now (increase driving forces). Articulation and communication of this information will also help weaken the resistive forces.
2. **Create a guiding coalition** - This should be a cross-functional team to maximize organizational buy-in (reduce resistance) with enough power and authority (increase driving forces) to implement the change.
3. **Develop a vision and strategy** - and
4. **Communicate the change vision** - Successful change requires many things, but a clear, well-articulated vision of the desired outcome may be the most important. It provides everyone with a sense of direction and an indication of how individual behavior should be modified to achieve the desired change. It can also help lessen employee's fear of the unknown by providing a clearer picture of the end result. For the change agent, it provides the objective criteria to measure the success or failure of the change effort.

#### ***Changing phase -***

5. **Empower broad-based action** - Helps eliminate barriers as well as encourage risk-taking and creative problem solving.
6. **Generate short-term wins** - Shows progress toward the ultimate goal and recognize the staff's contribution so far.
7. **Consolidate the gains and produce more change** - Builds on the accomplishments and successes to date.

#### ***Refreezing phase -***

8. **Anchor the new approaches in the organizational culture** - Modified approaches need to be supported by the organizational systems and cu-

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ture in order to remain the norm.

Like a bad golf shot on the eighteenth hole, I found myself wishing for the allowable Mulligan but it never occurred. The place to start in the process was to create a comprehensive vision, communicate it, and verify I had the appropriate authority to implement it. One can disagree on whose responsibility it was to create those things, but as a Project Manager, I was clearly responsible for recognizing that they were not present.

I have since moved on, and as a consultant who often finds himself implementing change, the situation differs slightly in that my presence in itself represents an acknowledgement of the need and benefits of change, at least at some level within the organization. In addition, more times than not a general overview of the ultimate goal has been established, albeit sometimes involving assistance from my firm. Still, the first step would be to analyze the readiness of the client's organization to change, including analyzing the motivations and skill levels of the participants in order to establish the coalition and anticipate resistance. Next, the authority to implement change needs to be established. Although the power and authority

of members within the organization can be established by classical means, consultants rely almost exclusively on expert power and occasionally referent power (based on the level of the individual who hired you) to establish authority. Analysis of these things will provide you with a good indication of how successful the change process will likely be.

## References

Duck, J.D. (2001). The Change Monster: The human forces that fuel or fail corporate transformation and change, New York: Crown Business.

McShane, S. L. & Von Glinow, M. A. (2002). Organizational Behavior, Second Edition. New York: McGraw-Hill, Chapter 16, *Organizational Change and Development*.

Kreitner, R. & Kinicki, A. (2003). Organizational Behavior, Sixth Edition. New York: McGraw-Hill, Chapter 19, *Managing Change and Stress*

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*Terry is a principal in NE Project Management Consultants ([www.nepmc.com](http://www.nepmc.com)) For more information, contact Terry at [tyetsko@nepmc.com](mailto:tyetsko@nepmc.com).*

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## What the book did for me:

Honestly, I loved this book. My previous history with MS project had me contemplating Hari-Kari on numerous occasions. This book was able to straighten me out and give me a deep understanding on how to integrate MS project into my management routines sans the antacid. Learning MS project AND trying to learn and execute the PMBoK procedures can be difficult to say the least.

## Favorite Features:

**Giving full understanding to the fixed work/units/duration entries in the Type field.** If you have ever battled with MS project over changing a timeline, you will benefit from this.

**Display.** This book shows you, in detail, how to set up a clean snapshot of your project from many differ-

ent angles. A must for reporting to the pointy haired boss!

**Tracking.** A good discussion on tracking and how to keep up.

Last but not least, the whole dynamic scheduling concept is developed and I can say really works! The approach allows your schedule to update itself through careful selection of dependencies, work type, and constraints. This alone could save days if not weeks of work over a project lifetime.

## Rating:

My review system is simple... buy it, borrow it, or burn it. This book is a definite **buy** if you use or are contemplating using MS project. If you don't use MS project, this book might be worth borrowing to see if you can integrate some of the techniques into the software package that you are using.



## PMI Tips and Tricks

### Changing Member Information

- 1 If your address, phone number or e-mail address has changed, we may not be able to communicate with you correctly. E-mail communications are sent out based on the name and address information obtained through the PMI-NH website or the national PMI organization.
- 2 If you are an existing member of the New Hampshire PMI Chapter, updating your information with the PMI national organization does not guarantee that the local chapter email addresses are updated. To update the PMI-NH address list, please add your **new** address via the home page sign up. To remove the old address, please unsubscribe via the message in the communications email.
- 3 You should always update the national PMI organization with your latest information. The following describes the various ways to update the national PMI organization.
  1. Make changes online! Current member's demographic information can now be edited online by accessing the **PMI Members Area** at [www.pmi.org](http://www.pmi.org). To access this secure area, you need your membership ID number and password. If you do not have a password, please call the PMI Customer Service department at (610) 356-4600 (option 8 on the phone menu). To edit your membership information online, use either Microsoft Internet Explorer 5.0+, or Netscape Navigator 4.7+ as your web browser. For AOL users, you will need AOL 5.0 or higher.
  2. Call the PMI Customer Service department at (610) 356-4600 (option 8 on the phone menu), and give them your changes, or
  3. Send an e-mail to [PMI HQ \(www.pmi.org\)](mailto:PMI_HQ@www.pmi.org). Include your name and PMI membership number and the change information.

### Report Your PDUs Online

When you check-in at a chapter meeting, your attendance is recorded in our chapter database. However, it is the responsibility of the member to report their own PDUs. We keep track of the PDUs awarded for chapter meetings on our website at previous meetings pages. You can use PMI's Online PDU Reporting mechanism to easily add them to your transcript. To do so, you will need:

- Your PMI ID number
- Your PMP Certification number
- Your password

PMI NH activities are a *Category 3* activity

- Locate the event by either:
  - using the provider id-program number given on our previous activity page for a specific event
  - *or* -
  - using "New" in the keyword search and locate PMI New Hampshire Chapter in the returned list

You can always find these instructions on the Education link of the PMI-NH website: <http://www.pmi-nh.org/education.htm>

If you need a record of attendance, please contact the Membership Director at [membership@pmi-nh.org](mailto:membership@pmi-nh.org). Reminder: If you do not check in with someone at the registration desk, your attendance is not recorded in our database. If you come late, please see one of the Board of Directors Members at the meeting to record your attendance.

## *PMI-NH.org Web Site – A Year in Review*

*By Peg Duggan, Webmaster*



### **The Stats**

It is hard to believe that about a year has gone by since I volunteered to take over the maintenance of the PMI-NH web site. The web site has been stable since it was developed and launched in 2004. Yet over 180 changes were made during this year alone. Granted most of the changes were grouped together but still 54 separate occasions is an astounding number considering the PMI-NH chapter meets only once a month. Stats aside, besides general updates and job postings, the changes made to the web site are based on feedback from our membership.

### **Finding Information**

Some members commented that it was difficult to find information buried on other pages. Unless shortcuts were added to the member's favorites list, remembering how to navigate to find the latest PDU credit information, or job postings, or information on the chapter meetings was just too time-consuming.

### **Hot Topics**

Now the most common reasons current members visit the site are listed in the expanded "Hot Topics" section of the home page. The direct links provide members easy access to read the President's Letter, register for a chapter meeting, track PDU credit information, or learn about PM job postings.

### **Sign-Up to Receive Notices**

Another challenge the chapter addressed this year was sending out communications to our membership. With CANN-SPAM laws in effect, it would take several days to send even a simple message using our previous email distribution system. In November, the chapter approved finding and selecting an authorized email service provider (ESP) for official chapter communications. The web site home page now includes a way to subscribe to the chapter's e-mail distribution list.

### **Job Postings**

The resources page of the web site is updated whenever new job postings are received. Postings are listed for a maximum of 30 days. If you are looking for a new PM opportunity, come back to site regularly. In the "Hot Topics" section, select "Job Positions" and link directly to the resource page. Each posting links to a .pdf file with more details.

### **What's Next**

We will continue to improve the web site based on your feedback. Let us know what you think we should add or change. Send email to [webmaster@pmi-nh.org](mailto:webmaster@pmi-nh.org).