

Gathering Ideas for Our Monthly Programs

PMI-NH is beginning to prepare it's monthly programs for the 2007 – 2008 year, and is open to proposals on project management related topics of interest.

Project management occurs in every field of business including non-profits and volunteer organizations. Examples include construction projects, installation of new information systems, new product development, or establishment of a project management office. While there is much to learn from evaluating successful projects, there are also many lessons to be shared from projects that did not fare as well.

Please feel free to send ideas for topics or even the name of a speaker or program that would be of value to our project management community.

Programs typically run 60 minutes, and attendees are project managers and other interested persons from a number of fields.

Membership in the Project Management Institute is not required for consideration to present a program. The contact person is PMI-NH Director of Programs, Neil McCafferty at programs@pmi-nh.org.

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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.



From the President's Desk

Howie Lyhte, PMP

It's time for one cycle to close and another begin as the PMI-NH functional year restarts on July 1. I will be stepping back and Bob Blaney will be beginning his term as PMI-NH's 6th President.

I've had the opportunity to reflect back on my time as president in an interview elsewhere in this issue of the PMI-NH Journal. I'm sure I was eloquent in looking back on this term.

So, in thinking about the Chapter, and what to say in this President's Letter, the two words I want to leave you with here are – ***get involved!***

One way to get involved is to come to Chapter meetings. Chapter meetings provide a wonderful opportunity for networking and sharing information with people who either are project managers, or who know project management in many forms. Looking forward, we have plans to further improve the networking aspects of our Chapter meetings. We also work to provide presentations on all aspects of project management, and even if something doesn't look like it will be useful or interesting on the surface, I suggest you come anyway. Every single presentation I've been to at PMI-NH Chapter meetings has given me at least one thing use-

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Please join us on the evening of

Wednesday, May 16th, 2007

at

The Holiday Inn

in Portsmouth, NH.

Networking hour starts at 6.

Open to all.

See Page 3 for Details

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*PMI-NH is a member-supported
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Editorial

Nick Pangaro, PMP—Director of Communications



The Ever-Shifting Digital Divide

Later in this issues of the PMI-NH Journal is an article from Michelle LaBrosse on the "Digital Divide" - the line between the technologically savvy and those who find themselves challenged in this arena.

I've been finding, however, that the digital divide is not as easy to define as you might think. When I worked several years ago in a fairly staid engineering firm, I was among one of the more technically savvy people, mostly because I could make Excel stand on its head to do data analysis, or actually create multi-table Access databases and do complex joins, or even do a little bit of Visual Basic programming. Many of the older engineers were having trouble adapting to the strange box and TV-like thing on their desks—in fact, there were stories of a CEO having his secretary (does anybody still have a secretary?) print his emails in hardcopy so he could read them on paper (I knew the secretary in question, and indeed, it was sadly true).

That changed, though, when I entered the IT world as a project manager. All of a sudden, my Access and Excel skills weren't magical to the whiz kids who ate, drank and slept Java, J2EE, C#, t-SQL, PLSQL and a whole host of other acronyms whose meanings I could only guess. That especially applied to the programmers that were kept in the dark back rooms, munching Doritos, with their Star Wars characters and posters all over their cubicles. To them, I was the Village Idiot project manager, with no real clue as to what they did. I realized I had I jumped from one side of the digital divide to the other, without knowing any less than I had before.

Gradually, and I do mean gradually, I was able to win them over, not through my technical skills, but by proving I could make their jobs easier through application of project management methodologies. And while I realized I could never catch up with their technical skills, I had some valuable skills that they couldn't match either—things like organization, negotiation, and, above all, communication. And once I had proven my value in those areas, we entered into a mutual respect, realizing that we indeed needed each other in order to survive.

The moral of the story is that, as PMs, we need absolutely need to stay on the right side of the digital divide, if for no reason than to make our lives

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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

D. Eric Leighton, President/Chief Executive Officer

How do widely dispersed project teams collaborate safely and securely?

About our speaker:

Eric Leighton is an originating founder of LoadSpring Solutions, Inc. with 14 years of management and technical experience in computer hardware and software related industries. Prior to founding LoadSpring, he was Director of Operations at New Technology Solutions, Inc. reporting to the President, where he was responsible for the development and delivery of all hardware products, as well as managing all key infrastructure partnerships to support \$8 million in annual hardware sales. Mr. Leighton developed his management and support skills as a Special Accounts Manager for Parametric Technology Corporation in Waltham, MA. He was responsible for managing a specialized team of highly skilled software specialists whose goal was to provide proactive rapid response to the daily issues of PTC's top 25 global customers. Mr. Leighton holds a Master's degree in Mechanical Engineering from Rensselaer Polytechnic Institute in Troy, NY and a Bachelor of Science degree from the University of Maine in Orono, ME. Eric enjoys hiking with family, mountain biking, travel and Harley Davidsons and is an active member of his community serving the local Red Cross and taking leadership positions in local and state scouting.



and support skills as a Special Accounts Manager for Parametric Technology Corporation in Waltham, MA. He was responsible for managing a specialized team of highly skilled software specialists whose goal was to provide proactive rapid response to the daily issues of PTC's top 25 global customers. Mr. Leighton holds a Master's degree in Mechanical Engineering from Rensselaer Polytechnic Institute in Troy, NY and a Bachelor of Science degree from the University of Maine in Orono, ME. Eric enjoys hiking with family, mountain biking, travel and Harley Davidsons and is an active member of his community serving the local Red Cross and taking leadership positions in local and state scouting.

Abstract

As the economy continues to globalize, the reliance on the Internet as a collaborative communications tool increases daily. But the decision to make business-critical information available to dispersed project teams via the Net carries with it real security risks – not to mention significant burden on internal IT staffs and budgets. With most IT groups already overly taxed just defending what's behind the corporate firewall, the complexity of figuring out – and executing – a security strategy for vital information hosted on the Net would be too much.

There are many industries where business-critical documents need to be shared globally, such as financial services, real estate and heavy equipment manufacturing. Another prime example is construction.

Many of the larger construction firms in the United States have contracts for specialized projects

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Upcoming PMI-NH Chapter Meetings and Local Events

Until May 18th, 2007

**PMI New Hampshire Chapter Officer Elections
PMI-NH Chapter Members Only**

To vote, go to:

<https://pmi-nhor.speedsurvey.com/>

June 20th 2007

End of the Year Extravaganza

at The Yard, Manchester, NH

May 17, 2007

Implementing and Sustaining a Worldwide Project Management Organization

PMI Mass Bay Chapter

at the NEWTON MARRIOTT, Newton MA

Information at <http://www.pmimassbay.org>

6 June, 2007

**The Boston Chapter of MPA
(Official Industry Association for Microsoft Project)**

5:30 PM – 8:30 PM — Microsoft District Office, Waltham, MA

Information at :

<http://www.mypmpa.org/Lists/Events/DispForm.aspx?ID=460>

May 18, 2007

Effective Project Management in Healthcare

sponsored by the PMI Healthcare SIG and the New England HIMSS Chapter of HIMSS. Providence, RI.

For information: www.pmihealthcare.org

To register:

<http://www.acteva.com/booking.cfm?bevaId=128896>

Featured Article

Transitioning from Individual Contributor to Manager

Subbakaran Singh, MBA, PMP



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Becoming a manager for the first time is exciting and challenging. But many first-time managers find transitioning from individual contributor to manager can be the most challenging shift of a career. It's difficult, surprising, and frustrating. Being a manager demands a deeper appreciation of the impact of one's style and greater flexibility in order to be able to deal with a variety of people.

Firms recognize that hiring management talent from the inside saves time, motivates employees, and allows them to deal with fewer unknown variables. Also, current employees have a better understanding of the firm, the products, the culture, the customers, and what it takes to succeed in their environment. But, is that all it takes to be a successful manager? Having moved from Software Lead Analyst to the management ranks a couple of years ago, I learned many lessons from my own experience as well as by watching colleagues as they tried to make that leap. This article addresses some of the lessons learned or challenges inherent in this transition and offers some "real life" lessons about what can be done to minimize the hurdles.

The transition from an individual contributor role to a management position requires a revamping of our skills and motivations, as well as a refocusing of our perspectives and responsibilities. Success results in organizations that realize this and provide the appropriate support for that transition.

More than ever, the success of a business rests on the quality of its people, their motivation, and their intellectual capital. Often, managers need to articulate a vision and display an innovative approach to thinking and problem solving in order to fully leverage their team members' knowledge potential: to guide, motivate, inspire, and focus them toward success.

Transitioning from the individual role of a software engineer or consultant to a management position is not just a step up the corporate ladder, but a jump to an entirely new ladder in terms of skills, motivations, perspectives, responsibilities, and impact on the organization. Support that firms can and should provide for new managers includes management training, personnel skills development, business training, and mentoring. People are the most valuable asset in any firm (and very costly to hire, train, and replace!), so upper management should work hard to create an environment in which novice managers and their teams can be successful and grow. So, if the training and mentoring process begins early in the transition period, then both the supervisor and the new manager will have a greater chance for success.

A Manager

What is a Manager? We typically think of someone who controls, directs, guides, and advises. In truth, today's managers must also be leaders. Although it's important to note that leadership takes many forms, the difference between leadership and management will vary, depending on whom you read or ask. Traditionally, leaders do what is right and managers do the right thing. In other words, leaders lead by determining the vision, goals, and objectives for their team by creating an environment in which a team can thrive. Managers make sure the team is carrying out the right activities to deliver on what the leader has articulated.

In today's fast moving globalization, most corporations have realized that a team's organizational structure is essential for productivity and success, and they depend on managers to supply the traditional leadership qualities that spur a team to work faster and more efficiently. In addition, today's workforce is a "knowledge" workforce.

Challenges and Strategies for New Managers

Below are suggestions and strategies for handling specific challenges that you may face as a former individual contributor -- particularly if you have a technical background -- as you move into a management position. As you read, please keep it in mind that the technical background is the special knowledge that will be an asset for the rest of your career.

Manager's recognition through his/her Team

One of the hardest things to accept when you move into management is that you will not as often be singled out as an individual for exceptional performance. As an individual contributor, you were recognized for your accomplishments and achievements, and it was easy for you to

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An Interview With Howie Lyhte—Outgoing President of PMI-NH

Editor's Note — We caught up with Howie as he was turning out the lights on his term as President of PMI-NH, and leaving a number of yellow stickies with 'To-Do' items for incoming president, Bob Blaney.

PMI-NH: What would you regard as your greatest accomplishments as President of PMI-NH?

HL: Creating the new Vision and Mission Statements and kicking off the updating of the Chapter Bylaws. They are the visible elements of what I think I have helped our Board of Directors and Chapter become more aware of - where we, as an organization, have come from, and where we are going. We are a relatively young chapter, and unlike many of the members of the BoD, I was not here in the first few years.

So my term as President represents the first in what will be the transition of the Chapter from its origins to its future. At the heart of that transition is the change from being driven by its founders to survive, to being a self-sustaining and prosperous organization. I also see that change as growing from being a club of professionals, to a professional society. The Vision and Mission Statements reflect this.

PMI-NH: How do you picture the chapter 5 years down the road, and how will that future chapter benefit from those accomplishments?

HL: I see the Chapter doing what it is doing now, projected through the lenses of the Vision and Mission Statements. We currently hold Chapter Meetings which provide interesting, useful and relevant info to our members, as well as a unique place for networking. These will continue, with the likely addition of special events throughout the year and enhanced networking opportunities. Our PMP Prep Classes are successful and gaining an excellent reputation and will continue to do so, and I see our adding "post-PMP" educational and professional advancement classes and seminars as well.

Our Ambassador Program has been in the planning and developing stages and I see it being highly successful out in our community. Our newsletter has grown into a well-received journal and I see it becoming a highly recognized and respected publication. Our web presence continues to grow in style and in content, with no end in sight (pun intended). My crystal ball gets hazy, though, when I ask it

about painless Chapter meeting registration, but I have faith that it will happen as well.

PMI-NH: How does it feel to be relinquishing the presidency to your successor?

I have it on very good authority that the pain goes away soon after the President becomes Past President. A lyric of Dar Williams' comes to mind:

*"I shake my head and laugh and say/
It all went by so fast."*

(You didn't think I'd be able to get through an interview without at least one quote, did you?)

PMI-NH: What advice would you give to Bob as he assumes the presidency?

HL: Prepare three envelopes. No, wait. Prepare a to-do list, based on a few high-level, strategic goals, and use them to guide you through your term. And neither lose sight of, nor beat yourself up over the fact that planning and preparing to be the President of a volunteer professional society, and actually doing the job, have remarkably little to do with each other. Especially when those professionals are Project Managers!

PMI-NH: What things were on your 'to-do' list coming into your term, but never did get done? Are you going to recommend those to Bob?

HL: Coming into my term, I needed to learn the Chapter's history and processes and decided to see where I could serve best on an ad hoc basis. In the past year the BOD has begun quite a few new ways of doing things and also of approaching things, which Bob will naturally continue with. I'm happy to have helped enable these changes. Of course, new stuff will be popping up as well and I'm confident that Bob and the BOD will be able to prioritize them.

PMI-NH: If you had your druthers, what would you do differently?

HL: I became Chapter President on July 1, 2006. On June 5, 2006, I began my current job, which has been the most

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"So my term as President represents the first in what will be the transition of the Chapter from its origins to its future.I also see that change as growing from being a club of professionals, to a professional society."

Featured Article

Case Study – Implementation of a Project Management Office

Nick Pangaro, PMP, NE Project Management Consultants

In late 2006 and into early 2007, we, through our partner, **TenStep, Inc. of New England**, were contracted to refine project management practices and establish a Project Management Office within a well established New England software application development firm. For purposes of anonymity, I will refer to this company as Company X throughout this discussion.

Company X develops software applications under contract for several large firms, including financial management and retail firms. Company X is a well established firm with a reputation for quality workmanship, and has a high quality and well motivated workforce.

Company X Project Environment

Company X is a Project-Based company, fitting into what we, as PMI members, would term a mixed matrix. Revenues are derived from the projects they conduct for their clients. In this sense, they differ from some larger firms, where projects are done to support or enhance day-to-day operations. Company X's survival depends on running successful projects. Enhancing their project management processes means increased profits, client retention, and employee satisfaction for their company.

Company X's project portfolio consists primarily of projects being conducted for outside clients and falling within three main areas:

- Support – a number of Company X's contracts call for support for applications they developed and delivered under previous contracts. The types of work coming in on these contracts consisted primarily of "mini-projects" – one day or less level-of-effort support items that are difficult to plan or anticipate.
- Staff Augmentation – Company X provides personnel to clients to work at the client site to lend their expertise or efforts to client-directed projects.

From the standpoint of project management within Company X, the above types of 'projects' may not strictly fit the definition of project as we normally know it. Company X maintains a portfolio of these project types to provide a service level to their clients, and, in the past, these types of projects had been a mainstay of Company X's portfolio. The portfolio model had been changing, however, over the

previous year to increase the number of projects in the third area:

- Project-based application development. Company X realized that this was the most lucrative portion of their portfolio; however, this area was also the riskiest. Application development projects could be taken on either a Time and Materials or Fixed Price basis. Company X's management realized the chances of success for delivering applications on time and budget rested with appropriate project management processes.

Implementing a PMO is one way of bringing Project Management discipline, and project success, to many companies. The incentive for this is often a failed or troubled project. This case study represents one instance where a troubled project led to a long term strategy for implementation of project management.

At any one time, approximately 20 projects were active within this environment, with about a half dozen falling into the third area. While not ignoring the first two areas, the immediate focus of our work was in this third area.

The Pain

Company X had established a project management model that was common for small software consulting companies. A single project manager had been engaged to manage all projects in the portfolio. In the Company X case, this proved problematic in that a single person could not keep up with the amount of work required to track progress on each project, and larger projects were not being given the amount of time necessary to keep them on track. In addition, this model was not scalable - i.e, it became difficult to add projects, since that single person proved to be a "choke point" for communications and responsibilities on projects.

This became apparent when Company X's management was not able to determine the status of their largest Project-based application development project, for an important retail-based client. The frustration in the inability to obtain information such as how the project was performing versus budget and schedule plans caused management to review their project management practices. We were engaged at that point to review these practices, initiate new practices and processes where necessary, and establish a long-term solution to their project management issues through the establishment of a Project Management Office (PMO).

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sions to judge their effectiveness, it's important to analyze each one carefully so you can learn from them. Make sure you understand the reasoning behind the right decisions as well as the wrong ones.

Acquiring and Developing New Management Skills

As you move up the management ladder and assume more responsibility, you will need to acquire new skills and strengthen others to operate successfully at each level. In general, effective managers have the ability to

- Make conscious choices to set the right examples – to lead in directions we want people to follow
- Communicate and distribute information clearly, succinctly, and in a timely way
- Feel sense of urgency by responding quickly and decisively to changing situations and others needs
- Motivate others to work effectively both as a team and individually
- Listen to team members in all directions of the chain of command (a mantra to master)
- Get along with others and display good will and humor
- Mentor, coach, and support junior staff members

These skills are pretty basic, but they are powerful and most important. Without them, you cannot be a successful manager. The responsibility for acquiring and developing these skills resides with both you and your manager. When you assume your new position, you should collaborate on a skills development plan with specific goals and timelines and then review it together periodically. Although this will

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easier and our efforts more efficient. But we should not/must not forget all the 'soft' skills that got us here. Things like how to motivate our teams, how to negotiate with out upper management, or how to effectively communicate information to those who need it. Technology can supplement these skills, and make them easier to implement, but technology will never replace them.

Oh, the CEO that had his secretary print his e-mails? He didn't survive. Being on the wrong side of the digital divide was but one of his problems.

If you have questions or comments on this journal, please contact me at:

communications@pmi-nh.org

require a considerable investment on your supervisor's part, ultimately it will save him or her time and trouble of having to "clean up" problems that might otherwise arise from lack of mentoring and coaching. Management training programs can also be helpful, and field experience with customers, peers, and upper management can provide invaluable benefits and insights.

Other key requirements for a successful manager and a leader are trustworthiness, integrity, and sound ethics. Your team is now watching you. Everything you say, everything you do will be observed as they try to figure out what makes you tick. It doesn't matter how smart you are or how much experience you have: If your team thinks you lack of any of these essential attributes, then it will be hard for you to gain their respect. And if you don't have their respect, then you have lost the ability to lead the team.

About the Author

Subbakaran Singh (Karan) is Manager of Application Management System at Deloitte Consulting; where he manages and implements various complex initiatives in New HEIGHTS Welfare System maintaining for the Department of Health and Human Services (DHHS), State of New Hampshire. His responsibilities included building a professional services and implementing project management best practices at New HEIGHTS.



Howie Lyhte thanks Mike Nollet for his Risk presentation at the PMI-NH March Chapter Meeting.

Featured Article

Cross the Digital Divide and Get Where You're Going Faster

Michelle LaBrosse, PMP, Chief Cheetah, Cheetah Learning

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I was recently at a conference of women business owners, and I attended a break-out session about blogging. By the end of the session, I was struck by how many of the women in the room were digitally challenged. These were highly successful and intelligent women, but it seemed that many of them were fearful of technology. With technology affecting all aspects of our lives exponentially, I realized that their digital fear could become paralyzing and get in the way of their personal and professional success.

When we think of the digital divide traditionally, it focused on access to the Internet, computers, software and education. That division hasn't gone away. It has shifted, but it's still a critical issue – especially when we look globally at the developing world.

In the United States, there is an income digital-divide with more than 62% of households with incomes over \$100,000 subscribing to high-speed broadband at home, while just 11% of households with incomes below \$30,000 subscribing.

There is also a rural/urban digital divide: Only 17% of adults in rural areas subscribe to broadband compared to 31% in urban and 30% in suburban areas (*reference — speedmatters.org, a site managed by the Communications Workers of America*).

Beyond the socio-economic factors, I think there is another digital divide that is perceptual. If you have the access to technology, but you don't use it to your advantage, you're throwing away your ticket to the great digital concert. You're wasting an opportunity that many people don't have and potentially affecting your ability to succeed in the future.

If you see yourself as a digital disaster, it's not too late to learn and take the digital dive.

Five Ways to Take the Digital Dive

1. Think of what technology or software skills would improve your performance. Sign up for a class online and experience e-learning.

2. Spend time with your IT friends or colleagues. Pick their brains. Ask them what they read online and what sites and blogs they visit.
3. Choose a topic that you're passionate about, do an Internet search and begin reading and participating in a blog that speaks to you.

Technology changes so fast, but, as project managers, it's incumbent on us to be on the right side of the digital divide. How else can we even pretend to answer the question: Can this be automated?

4. Watch your children or the youth around you. See how they communicate. Text message your favorite niece. Build a profile on Facebook or MySpace. Get in the groove with where the next generation is going.

5. If you're a project manager, make sure you're using technology to automate processes. Always ask yourself: Can this be automated?

In Project Management, being digitally proficient is a key part of your success. You can use web-based tools like the Wiki to manage your teams and projects or web meetings to bring a virtual team together. The more technology is working for you, the smarter your workflow will be.

How technology savvy are you? Try our technology crossword puzzle and see how you rate. No matter what you score, remember the game isn't over, it's just beginning. So, get out there and change your view. See yourself as part of the digerati, and you will be. See you online!

About the Know How Network

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere.

About the Author

Michelle LaBrosse, PMP, is the founder of [Cheetah Learning](#), and [author](#) of *Cheetah Negotiation* and *Cheetah Project Management*. The Project Management Institute,

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measure your success, based on recognition from your managers and peers.

As a manager, you get recognition through your team. When your team succeeds, you succeed, and when they fail, you fail. Most new managers wonder, "How will I know whether I'm doing the right things?" The answer always lies with your team: If it is performing and meeting objectives, then you're on the right track. As a manager, you will often have to defer your own needs and desires to accomplish this. Too often, I see managers competing with their teams for recognition or visibility. It's important to remember that building a high trust team environment and forging relationships is an essential part of your job and the key to a high performance team.

This is not to say that new managers should never expect recognition from upper management. By experience, nothing is more satisfying than having your teams achieve goals and be recognized for their hard work. At the same time, the high-level managers who promoted you should take advantage of opportunities to publicly acknowledge your achievements. They should also provide consistent and relevant feedback whenever possible. As a new manager, you will naturally feel concerned about what you are doing and how much you are contributing, and you will be eager for advice on what you can do to be better. Clear and frequent communication and coaching can do much to reduce this anxiety. If your supervisor isn't offering it, then don't be afraid to ask for it.

Managers must see the 'Big Picture'

As an individual contributor, you were mostly concerned with how things affected you directly and indirectly, and what you could do to contribute. You had what is called a "bottom up" or "vertical" approach to work situations. Now, as a manager, you must take a broad, "top down" or "horizontal" approach to your work. You must see the big picture and how it relates to the goals and objectives of the entire project, people in the organization. Then, you must guide your team to ensure that everything the team does contribute to meeting these goals.

I recall a software engineer who was promoted to lead a group of four software engineers in designing an application system. This fellow was an expert software application designer, but he had a hard time letting go of the details that were important to his previous job and focusing instead on meeting project schedules, reducing costs, communicating with his teams, and keeping management informed. Unfortunately, he never really did make the leap. After struggling for a time, he eventually retreated to his

previous assignment as a software engineer. In this instance, good mentoring and communication might have made a critical difference. Instead, his own manager incorrectly assumed that since the lead was a top-notch engineer and worked well with others, he would instantly excel at this new position. In fact, the lead could never see beyond his own area of expertise to understand what was important to the client, business, or upper management.

For technical people like this software engineer, developing a top down, horizontal perspective is especially difficult. Why? Because technical people tend to see the world as a design problem and they are comfortable engaging with problems analytically, referring to data to perform analyses and reach definitive conclusions. While this is an excellent approach for a technical or design environment, it is not effective for problem solving in a management environment, which frequently requires taking into account ambiguous information as well as people's opinions, desires, fears, and personalities.

It is critical for high-level managers to understand that the demand for a new way of thinking and seeing the world may create frustration and anxiety for a new manager as well as his or her team. New managers need close mentoring as their thought processes evolve to accommodate their new role, as well as help with avoiding and mitigating potential problems that could undermine their confidence or -- even worse -- their credibility.

Timely Decisions by Experience - Continual Learning Process

Where individual contributors such as an analysts or software engineers often have the luxury of putting off a decision until the 9th hour and waiting for all the relevant information to be assembled, managers must be able to make timely decisions based on whatever information is currently available.

How do you develop the ability to make timely and good decisions? Experience. Until you have gained enough experience to truly understand your thought processes and build confidence in your ability to make these decisions, you may feel uncomfortable with them. Remember that, in general, you will learn more from failing than you will from succeeding, so you must put aside your perfectionist tendencies and not become discouraged if you sometimes make the wrong call. As you become more familiar with your new business or project environment, you'll acquire the knowledge you need to understand what is acceptable and possible. It's a continual learning process, and the key is to adapt to new situations as they arise. In addition, when you have enough time and distance from your deci-

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ful to leave with.

Another way to get involved is to be a mentor. Our PMP Prep Classes are successful because of the people who volunteer and make it happen. It's a great way to maintain your own knowledge as well.

Joining the Board of Directors, either as an elected officer or in an appointed role will help you learn how organizations are run and will give you first hand experience in leadership. It is also a wonderful opportunity for you to serve. In the coming year we will be expanding the opportunities to volunteer for shorter and/or smaller projects and programs.

Getting involved can be reading a book, participating in a webinar, getting your certification, taking a class. Learn something, and then apply it and share it and you're in-

involved! The more you learn the more you grow, and in doing so you bring the Chapter one step into the future as well.

So, let me close with this quote from Steven R. Covey, author of **The Seven Habits of Highly Effective People** and many others:

"I am personally convinced that one person can be a change catalyst, a 'transformer' in any situation, any organization. Such an individual is yeast that can leaven an entire loaf."

I look forward to seeing you at the next Chapter meeting!

Howie Lyhte, PMP

President

PMI New Hampshire Chapter



Mike Nollet speaking on Risk Management at the March PMI-NH Chapter Meeting.

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The Immediate Need

As mentioned, the trigger for establishing the PMO was the recognized troubled project. Consequently, our initial efforts went into reviewing that project's status, and configuring processes that would resolve the issues on that project. This approach also allowed us to focus on the management deficiencies identified in this project as models for other projects.

We undertook a multiple step process for addressing PM issues on this project:

- Identify scope issues – What was the original scope of the project, and how had it changed as the project progresses? We found that there had been several additions to the project that were outside the original scope, but no appropriate change to budget or schedule had been made.
- Identify and schedule budget issues – How was the project progressing versus planned expenditures? Because appropriate tracking processes had not been instituted, it became difficult to answer this question. Company X employees track their time appropriately; however, a viable Work Breakdown Structure had not been implemented to appropriately track the effort. After some effort, it was discovered that the expenditures for the initial portion of this project were significantly over budget as a result of poor project management and delays for various reasons.

Once these issues were identified, several steps were taken to alleviate these problems and allow the project to proceed:

Scope issues were remedied through the implementation of a Scope Management Process, including scope change controls. This was later used as a model in the enterprise-wide project management processes. The client was presented with a list of our-of-scope issues, and agreement was reached on funding on those items.

Budget and schedule issues were resolved through re-evaluating the work remaining on the project, and establishing a workplan with reasonable estimates.

Other items were also implemented to insure against a recurrence of these problems, including:

- naming a new project manager who had a foundation in the technical aspect of the project,
- establishing an appropriate tracking procedure for both project and schedule,
- implementing a process for reviewing deliverables (with the side benefit of determining when a task was

“done”), and

- reorganizing the project team.

Establishing a PMO

In order to alleviate the issues found with the previous Project Management model at Company X, a new model for project management was implemented, using the PMO as the centerpiece. In the new model:

- Each project has a named Company X Project Manager. While one person may manage multiple projects, there is no single project manager who is responsible for all projects within the portfolio.
- The PMO provides support to PMs through coaching, administrative support, and inter-project coordination.
- The PMO reports to upper management to bring problem areas requiring attention at those levels.

This model provides the benefits that Company X is seeking in its PM processes:

- Scalability – as the company grows and expands its offerings, the model is scalable by increasing the number of Project Managers and/or the size of the PMO. The model is not limited by the ability of one person to manage all projects.
- Consistency of PM Practices – The PMO is charged with establishing and maintaining common PM methodology.
- Common reporting – all projects are subjected to a common reporting practice, making project-to-project comparisons valid, and facilitating decisions based on those comparisons.

In addition, the PMO was charged with conducting project audits on a routine basis to identify problems and identify and follow up on corrective actions. Other items for the PMO include:

- High level project status reporting
- Providing input to resource and staffing requirements
- Facilitating Lessons Learned sessions and modify PM Processes
- Coaching project managers
- Establish relationships with managers in client organizations
- Providing feedback into performance reviews
- Establishing an Enterprise-Wide Project Management Methodology

Following the efforts on this initial project, the processes developed for this project were expanded to application to

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all projects within the Company X portfolio. We initially conducted a review of all other projects in house to identify other areas that required addressing. Based on this extensive review, we identified a number of areas of concern, including:

- Project Governance
- Project Initiation
- Scope and Scope Change Management
- Establishing Workplans with Defined Tasks
- Financial Management
- Communications Management
- Risk Management
- Issues Management
- Quality Assurance
- Project Management Training

I will not go into detail on all of these items, but will focus on the more important below.

Governance

The issue of project governance became evident upon attempting to identify project managers for all of Company X's projects. While some projects had defined project managers, in some cases, that was in question, or the PM had not been notified of their responsibilities on this end. As part of establishing the PM procedures, the project initiation process was modified to identify a Project Manager and formally recognize a Client Manager for all Company X projects. The Governance process also identified Client Business and Technical Sponsors. Appropriate documentation (in the form of templates) was established to document these for all projects. Appropriate roles for all current projects were also identified, and personnel involved were notified of their responsibilities.

Scope Management and Control

One of the most important items identified as critical to project success within Company X was scope management and control. We found while scope change was recognized by most project teams, a consistently applied methodology for dealing with this was not in place. This resulted in 'scope creep' finding its way into some projects, without consequential increases in schedule or budget. Company X's business model depends on delivery of projects within budget and timeframe, and a scope management process which will make appropriate changes to those is critical to the health of the business itself.

As part of the project initiation process, we implemented a scope definition sub-process to assure that all projects

have a defined scope. An enterprise wide Change Management Process was also defined with appropriate modifications for the Company X paradigm. As part of this process, all changes to scope recorded, tracked, and dealt with in a consistent fashion.

Quality

Company X has a reputation with its clients for (and prides itself on) providing high-quality and good workmanship products. This reputation has allowed Company X to establish itself as a preeminent supplier of application development services, and has allowed expansion of the business into new areas.

We found, however, that much rework was being done during the systems testing phase of application development. To alleviate this, we implemented a process to identify bugs and deficiencies by increasing the value of unit testing (done primarily by the developer immediately after completion of development of a single item). By pushing this into the development process, the rework during systems testing (which was difficult to estimate or plan) could be reduced.

The process instituted here included:

- Reviewers were identified to go through requirements with developers prior to start of development of each individual piece of the application.
- When developers felt their portion was completed, the reviewer was engaged to confirm compliance of that deliverable to the specifications.
- Developers were charged with proving that their piece was complete to the reviewer before moving on to their next work package.

This process had a side benefit – it provided a definition for 'done' for each of the development packages. The reviewers act as a 'gate' that developers need to cross to move on to the next item, and project managers were able to track 'completeness' more readily.

Workplans

We also implemented a process of decomposing projects into Work Packages with assignments, due dates, and estimated level-of-efforts. This allowed the obvious benefits of splitting the projects into manageable tasks, but also allowed management to track the ability of estimators to provide accurate estimates for proposals, and to make accounting adjustments to future estimates.

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challenging (and also most rewarding) job of my career. If I had my druthers, there would be many more productive hours in a day, without reducing the hours available for family, fun, and something I seem to recall being called "sleep".

PMI-NH: *What are your lessons learned, both personal and professional, from your term?*

HL: One of the first project management aphorisms I ever heard was that no plan ever survives its first contact with reality unscathed. I keep finding that reaffirmed in so many ways, and my term as President has been no exception. I've said it often, that as project managers we are agents of change and that change is neither our friend nor foe, but the commodity we constantly trade with. The more we do it, the better we get at it, and the more we step out of our comfort zone, the wider the zone gets.

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Communications

As part of the PM process implementation, we developed standard Periodic Status Reports for all projects. Clients were provided with this as part of the initiation process (and as part of the standard offering), and templates developed. Items addressed in the standard Status Report included:

- Project Health (Budget/Schedule/Scope)
- Budget Detail (Total Budget/Spent/EAC)
- Milestones Met/Missed
- Deliverables/Achievements
- New Risks/Issues/Changes
- Issues Resolved

We also provided a Communications Plan Template, and developed a standard Project Team Status Meeting Agenda, for use by the PMs.

Defined PM Responsibilities

Perhaps most importantly, as part of establishing the PM Practice at Company X, defining the responsibilities of the individual PMs proved critical to its success. 'Project Manager' was defined as a role, not a position, at Company X. PMs are primarily technical staff, and project management responsibilities are built into their job descriptions. The only professional project manager (or managers, if the company grew larger) at Company X would be within the PMO. While training would be made available for these PMs, it was important to identify, specifically, the expectations of the role.

Results

The results of these efforts were fairly immediate and tangible within Company X. Having a mandatory project governance process for incoming projects alleviated the question of "who's in charge?" and allowed PMs to mold projects before major work commenced. A defined process for change control was proving invaluable in dealing with clients wanting to change requirements in midstream. And high level reporting was providing a higher comfort level for senior management and allowing resource allocations in appropriate projects.

One of the more interesting aspects of this work, though, was the positive results from a negative situation. Company X needed assistance in controlling a problem project—this eventually resulted in implementation of processes to prevent this situation from repeating.

About the Author

Nick Pangaro is a principal with NE Project Management Consultants (www.nepmc.com) and has over 25 years experience in Project Management. Nick has managed projects in a wide range of disciplines, including engineering, IT, and financial. His PM experience includes regulatory compliance and waste management projects for several chemical and pharmaceutical manufacturers; business intelligence projects for several clients, including a large Fortune 5 corporation; and operational efficiency projects for a large financial institution.

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with the U.S. military, government agencies, utilities, and multi-national corporations in the United States and in select overseas locations, including Afghanistan and Iraq. Effectively managing such geographically dispersed projects requires remote teams to have real-time access to critical project management data and applications without disrupting the security of the company's internal network or sensitive project documents. How, then, should this internal network be protected?

From the outside - in.

By using an outside-in approach, external threats are mitigated by deploying multiple layers of security and access control from the public side to the internal resources and

zero access from the internal network to the public Internet. Furthermore, IT professionals need to be focused on external threats, so they are able to assess and update software and operating system vulnerabilities in real-time rather than in weeks or months that is typical of most corporate networks.

This presentation will provide attendees with:

- Insight into the current issues and trends affecting secure remote access
- A framework for defining business-critical vs. mission-critical, in order to prioritize and apply appropriate security initiatives
- Guidelines for implementing an outside-in security approach



Students taking advantage of the PMI-NH PMP Preparation class in Dover, NH

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www.pmi.org, recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected from the training and education industry. She was featured in the October 2006 issue of PM Network Magazine, and also graduated from the Harvard Business School's Owner President Managers (OPM) program in March 2006.

Her articles have appeared in publications such as: *European CEO Magazine, Plant Engineering Magazine, Industrial Engineer Magazine, Control Engineering Magazine, Journal of the American Association for Medical Transcription JAAMT, NSSEA Essentials Magazine, ASTN Network Magazine, Radio Sales Today, Sprinkler Quarterly & Technology Magazine, The Federal Credit Union Magazine Online, Business Quarterly Online American Society of Landscape Architects, ACRP Wire Association of Clinical Research Professionals, American Council of Engineering Companies Association* and more.

With a B.S. in Aerospace Engineering, and an M.S. in Mechanical Engineering, LaBrosse has done extensive postgraduate work with the Massachusetts Institute of Technology Center for Advanced Educational Studies and with the University of Washington Industrial Engineering Program in accelerating adult learning with respect to meeting core business objectives.

Last Word – The Future of the PMI-NH Journal

This issue represents the sixth issue of the journal published since last summer, which meets the goals we established at that time for this publication. In those 6 issues, we're proud to say we've been able to publish several high-quality articles from our members and from outside sources. We hope you enjoyed them, and learned something from them.

In the next year, we intend to extend the coverage of the journal outside our chapter, if, for no other reason than to seek other resources for articles and, my favorite, 'war stories'. We also intend to start pro-actively engaging our members through a new 'Interview With' column. This should make things a bit easier for you to get involved with the journal.

We're going to take the summer off from journal publication, re-group, gather our wits, and get re-energized. Our next issue will be in September, coinciding with the start of the new PMI-NH meeting schedule.

We're still looking for input on the journal—tell us what you think, or how we're doing. We'll see you in September!!

Nick Pangaro

Director of Communications
PMI-NH

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 2007, 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

2007/8 Publication Dates

Issue	Proposals Dues	Submittals Due	Target Publication
Sept/Oct 2006	13 Aug. 2007	10 Sept. 2007	16 Sept. 2007
Nov/Dec 2006	24 Sept. 2007	29 Oct. 2007	5 Nov. 2007
Jan/Feb 2007	14 Nov. 2007	7 Jan. 2008	14 Jan. 2008
Mar/Apr 2007	18 Jan. 2008	11 Mar. 2008	18 Mar. 2008
May/June	13 Mar. 2008	6 May 2008	13 May 2008