

Please join us on the evening of

**Wednesday,
September 19th,
2007**

at

The Yard

in Manchester, NH.

Networking hour starts at 6.

Open to all.

**See Page 3
for Details**



Changing of the guard—Outgoing President Howie Lyhte (right) hands over the symbol of ultimate power in the chapter (his badge) to incoming president Bob Blaney. Diane George (left), incoming PMI-NH President Elect, accepts that badge from Bob.

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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

Bob Blaney, PMP

To the PMI-NH Chapter Membership,

I want to start this letter, my first as the President of the Chapter, by thanking you for expressing your confidence in my leadership by electing me President for this year. I want to extend two additional thank you's. The first *Thank You* goes to our current Past President, Howie Lyhte for turning over the duties to me in an organized fashion and for mentoring me in the more obscure corners of my responsibilities. The second *Thank You* goes to the Board of Directors for its ready support and willingness to move forward with a dynamic agenda.

My term, ends next June 30, so I need to get busy I will focus on continuing to encourage change where necessary for the PMI-NH Chapter to:

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BOARD OF DIRECTORS

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HOW TO CONTACT US

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*PMI-NH is a member-supported
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Editorial

Nick Pangaro, PMP—Director of Communications



The Future of the PMI-NH Journal

This issue is the first in the second year of my tenure as Communications Director of PMI-NH. I'm proud to say that over the first year of that tenure, we've made this publication not only a vehicle for our members to publish high-quality articles, but also one way for our members to communicate with each other.

Now it's time to kick it up a notch. So, with all due respect to Emeril, here's what I'm thinking:

- **BAM!!!!** — a What's New column where members tell us what's happening in their lives
- **BAM!!!!** — opening the journal to other chapters, so we can see what's happening throughout New England
- **BAM!!!!** — guest editorials and columns from prominent project management professionals throughout New England
- **BAM!!!!** — Interviews with our members to 'draw out' those experiences that would make us all richer.
- **BAM!!!!** — a 'Project of the Year' contest.

I can't promise all these will come to pass—this is a pretty big effort and, to use that phrase that we all love to use, *'resources are limited'*. But we'll give it a go.

Oh, and we're still looking for input on the journal—tell us what you think, or how we're doing.

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

communications@pmi-nh.org

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

Cross Cultural Project Management: Employing Diplomatic Tactics in Managing Projects

Presented by: Nora C. Colliton, MBA, PMP

See Nora's Article starting on Page 4.

To register:

<http://www.acteva.com/booking.cfm?bevoid=133871>



Playing 'PMI Taboo' at the June B
Beginning-of-Summer Gala

PROJECT SUMMIT

Boston: Oct 29 – Nov 1, 2007

Boston Marriott Burlington • Burlington, MA

The goal of Project Summit & BusinessAnalystWorld is to deliver timely world-class education in a professional, thought provoking and challenging atmosphere. Project Summit & BusinessAnalystWorld's key to success is "*learning together through networking, sharing, and enjoying the experience of your fellow professionals.*" Attendees of the event will experience up to four days of focused Symposium tracks sessions and full-day workshops that will provide not just food for thought, but detailed and actionable initiatives to build your PM skills and grow and advance an existing project, portfolio, program and/or office.

For more details, please visit:

www.projects summit.com or

Attend All 4 Days & Earn Up to 25 PDUs!



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Featured Article

Cross Cultural Project Management: Project Manager, The Diplomat



Author: Nora C. Colliton, MBA, PMP
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You've just been assigned a high profile project that includes some of the best people in your company. As the project manager, you feel great about this project: you have upper management support; your project team has been identified and informed; their managers fully support your project; and your PMO provided project templates and processes ready for use. Your project team is located all over the world, to take full advantage of the companies' best and brightest. This project promises to solve many major issues, so everyone is eager to start the project. And the kick off is tomorrow celebrated with a lavish breakfast at Headquarters!

Fast forward 3 months.... None of the initial milestones have been hit. There are early signs that the design process will take 40% longer than scheduled. You can't imagine what will happen to the rest of the project schedule. Team members, however, are not communicating potential risks and issues prior to their occurrence. Project documents circulated for feedback are returned with comments such as "Looks good" or "ok", but nothing more. Project team incentives don't appear to work. Escalating issues to team members' managers have only had detrimental effects on the team. And there are clear signs that your project team is frustrated and divided. And, these appear to be just the beginning.

You, the once-excited PM, are perplexed. What did you do wrong? You followed the company processes and templates. You have cross referenced these processes against the PMBOK© as a sanity check. You know this is beyond team dynamics of storming and norming. You've talked to fellow project managers and followed their advice. What more could you have done to avoid this situation? There seems to be something more afoot.

Chances are, from a project management perspective, you did nothing wrong. You, the diligent project manager, did everything right. But in today's global and cross-cultural project teams, project managers need skills beyond their PM training or, even, those touchy-feely soft (people) skills. For today's projects, the project managers

must act like diplomats preparing to be deployed to their countries of assignment – project managers must research and understand the cultures within and with whom they will work on projects, even though they may NEVER leave the comforts of their countries of origin.

So your high profile and global project is behind schedule, over budget, and in trouble. What went wrong? You did everything right! But in today's global and cross-cultural project teams, project managers need skills beyond their PM training or, even, those touchy-feely soft (people) skills.

I'm a project manager. Why should I care about culture?

When a diplomat receives an overseas assignment to an unfamiliar country, he will research and try to understand how to be effective immediately, without making "les faux pas" and, potentially, losing credibility early in his assignment. He will learn some key words in the local language, if not learn the language entirely. He will explore articles on how others have succeeded. He will

try to understand how information is received and how much required, societal hierarchy, who makes decisions, etc. Generally, the diplomat will go beyond the surface to gain an understanding of the peoples and cultures with whom he will work.

Similarly, when companies send employees to their overseas post for long-term assignments or business trips, employees receive preparatory material on the culture, suggestions on business interaction, and appropriate behavior.

Today's project teams include more cultures than project teams of 10 years ago. In some projects, team members are physically located all over the world, linked together by email, shared document repositories, voice and/or video conference call numbers, and shared outputs. Other project teams are collocated, but include members from several states of the US and cultures from around the world. In technology-related projects, for example, project teams are almost always cross-cultural.

Regardless of whether project managers travel or not, project managers must incorporate cultural preparation as part of their education and training. In today's business environment, many project teams are a collection of

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cultures. In short, project managers must be culturally competent and understand how cultures will affect all the phases of their projects. The consequences of not being culturally competent are (a) missed critical deadlines, (b) poorly defined scope, and (c) increased cost. But even more importantly, not being culturally competent can be detrimental to the project manager's reputation, affecting communications on future projects. This is particularly significant if the project manager hopes to lead other projects involving these same international players or their colleagues.

Oh no! Another buzzword!

"Cultural competence" is not a new buzzword. "Cultural competence" is currently extensively used in delivering nursing care effectively to specific groups of people. Being culturally competent, nurses are able to deliver care that will be culturally acceptable to patients. In this field, there are training programs to help professionals become culturally competent and a National Center for Cultural Competence at Georgetown for resources.

From the business perspective, some textbooks explain "cultural competence" for those who will be traveling abroad.

I argue that project managers must gain cultural competence whether they remain in their country of origin or travel to their team due to today's growing global cultural diversity.

So, what is "cultural competence"?

Cultural competence is a deep understanding of how one's culture affects one's attitudes and interactions. Many of today's project teams, particularly in computer-related projects, consist of members from different cultures. Cultural competence allows the project managers to take full advantage of the strengths of their team members to deliver a high quality product within budget and on schedule.

There are various aspects of culture that differ significantly and the list varies depending on the author. Having an understanding of the following can serve project managers well ^a:

- Environment – Whether a culture tends toward "go for it", "don't make waves", or matter of luck attitude to the world around.
- Time – one task at a time, multi-task, time is the driver, not taking time into account, and how past/present/future is regarded
- Action – doing vs. being

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BUSINESS TRAINING CENTER AT NHTI

The Business Training Center at New Hampshire Technical Institute in Concord provides training programs which focus on the continuous improvement

of the individual, the organization, and the customer relationship. NHTI designs and delivers industry-focused training that is responsive to business strategies.

The Business Training Center specializes in assisting small and medium--sized businesses which often do not have adequate resources to develop their own internal training programs. NHTI finds cost effective solutions that can be delivered either on our campus or on- site.

One of our most popular training programs is the **Project Management Training Series**. This seminar series presents methods and techniques that Project Managers can use to effectively initiate, plan, control, and report on their projects. The series focuses on tools, tips and real-life examples of the project life cycle. A structured approach is emphasized to ensure a well planned project where scope is managed, risks are assessed, and stakeholders are rewarded with a quality product produced on time and on budget. PDUs will be awarded and may be applied toward the requirement for the PMP examination. The instructor is Gary O'Kula, PMP, a project management consultant with over thirty years of project experience in the engineering,

construction, and information technology fields. He is the past President and a charter member of the PMI NH Chapter. He earned his BS in Civil Engineering from the University of Massachusetts, Dartmouth.

Other training programs include:

- Front-Line Management Certificate
- Geographic Information Systems
- Programmable Logic Controller
- Customer Service Essentials
- MS Office Applications
- Technical Writing
- Web Site Design
- SolidWorks

PMI-NH members will receive a 10% discount off the Project Management Series.

For more information, call (603) 271-6663 or e-mail dsmith@ccsnh.edu or visit our website:

<http://www.nhti.edu/businesstraining/>

Featured Article

Buying Time: How to Put More Hours in Every Day

Michelle LaBrosse, PMP, Chief Cheetah, Cheetah Learning

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How often do we say to one another: I just wish there were more hours in the day? Well, there can be. When you use Project Management techniques to your advantage, you can be singing the Rolling Stones classic, *Time Is on My Side*.

Here are some of my favorite time-saving tips that you can apply both to your business and home life.

1. **Avoid the Long, Rambling To-Do List.** One thing that gets many of us in trouble is when we have enormous To-Do lists that have no prioritization, and they just continue to grow like a pile of laundry. What's dangerous about this, is that we get overwhelmed and the To-Do list starts to become the enemy instead of our ally.
2. **Prioritize.** At the beginning of every day, look at what you have to do and prioritize it. What's red hot and time specific? Do that first. What do you need to do today to move forward on some of your Big Hairy Audacious Goals? What's at your Bus Stop? These are things you are waiting for from others. What's on your passion list? This is what you will do to recharge your batteries and give you energy.
3. **Eating Your Spinach.** It is human to dive into what is fun, but think of all the procrastination time you save when you tackle the tough stuff first. It's like eating your spinach before you can have the hot fudge sundae for dessert. It's also important to tune in to the time of day when you have the most energy. That's the best time to do your most difficult tasks.
4. **Save Time for Murphy.** When you over-schedule your day, you create stress for yourself because there is no time for Murphy's Law – the inevitable things that go wrong that we might not foresee. Try to leave at least two hours of your workday unscheduled.
5. **Rebooting Your Brain.** Sleep deprivation might have been a sport in college, but when you're working and trying to be effective in all aspects of your life, you need to get enough sleep. If you think of your brain as your own personal hard drive, it needs time to sleep to function at its best and keep all the data in the right places. When you're rested, you give your brain the

*Remember Mick Jagger strutting the stage singing?
'Time is on my side, yes it is'
Time is on my side, yes it is'
Want to get time on your side?*

white space it needs to do its best work. Nothing is a bigger time waster than when you're not in top form, and you have to keep doing the same things over and over again.

6. **Know Where your Time Is Going.** If you don't think you know where your time is going, spend a week logging it, and then evaluate the results. This simple exercise will often give you insight into what you should NOT be doing.
7. **One of These Things Is not Like the Other.** When you group like tasks together, you can save an enormous amount of time and really get momentum going. Look at what you have to accomplish, and set up the flow so that it builds logically and saves you having to back track.
8. **Make Technology Work for You.** If you feel like you're doing the same things over and over again, automate or standardize those tasks. Learn how to manage your e-mail so it is a productivity tool, not a time waster. If you find that you spend all day responding to e-mail, but not enough time completing tasks, you need to evaluate how you're spending your time, and build an e-mail culture that works for your team and organization.
9. **Make Meetings Matter.** Someone once told me about a CEO of a company in New Hampshire who had conference room tables with no chairs. The message was clear. Get to the point, and make the meeting matter. Don't have a meeting if it can easily be handled in an e-mail or a conference call. Have a meeting when being face-to-face has an important impact on the outcome, and set the expectation that everyone's time is valuable, so no meeting can be called unless there is an agenda and a clear objective.
10. **Stretch.** Building in breaks for exercise and stretching is critical to maximizing your time and making sure your brain is working at its peak performance. We see this time and time again in our training, and that's why we believe strongly in integrating stretching and breathing into our classes.

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Book Review Corner

Leading Change

Review by: Neil Craig, PMP

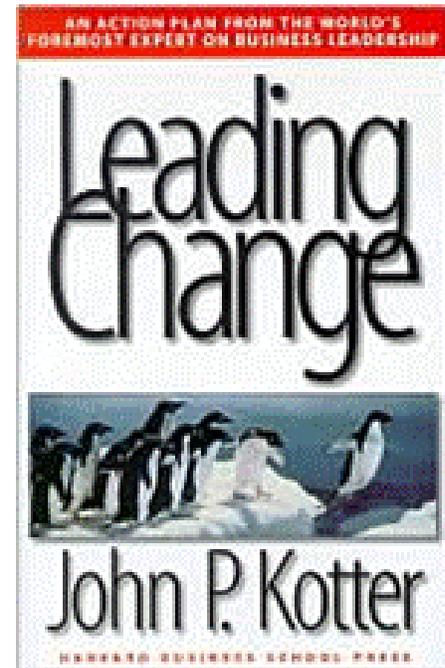
Author: John P. Kotter

Publisher: Harvard Business School Press,
1996

List Price: \$26.95

- Barnes and Noble: \$16.97 (with membership)
- Amazon: \$17.79

Ratings: Amazon 4.5/5.0 (64 Reviews)
Barnes and Noble: 4.5/5.0 (5 Reviews)



What this book is supposed to do:

Leading Change provides a framework for... well... leading change. Specifically, what steps are needed when you want to introduce something to an organization and get it to stick. This can be anything from a new corporate direction down to a new process for changing the printer toner. Anyone working to get a PMO going or simply trying to get folks to work with a product management methodology will find direct application of this book.

Essentially, Kotter describes an eight stage process for leading change:

1. Establishing a Sense of Urgency
2. Creating a Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision

5. Empowering Employees for Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

Each stage is described with examples and consequences for skipping it.

What this book did for me:

OK, I'm a glutton for punishment. I've worked at implementing six sigma and project management at the same time. Needless to say I wasn't very successful. People are stubborn and set in their ways and will find ways to slow change down. Now I won't say this book is a bunch of dirty tricks to help you get your way but... it kind of is. It goes into great detail in the psychology and

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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:

craig@hitite.com

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- Communication – information needs (high vs. low), direct vs. indirect (open vs. conflict avoidance), emotional vs. issue-oriented, and formal vs. informal culture.
- Space – public vs. private oriented
- Power – hierarchy vs. equality-oriented
- Individualism – individualistic vs. collectivist, universalistic vs. particularistic
- Competitiveness – competitive vs. cooperative
- Structure – order vs. flexibility-oriented
- Thinking – deductive vs. inductive, linear vs. systemic

In general, cultures lean toward one or the other of these areas. An American, for example, is more individualistic than someone from another culture where community is more important. Some cultures give no immediacy to time, deadlines may be ignored. Some cultures may not communicate problems as easily as we Americans do. Understanding the general attitudes of your team members can ease struggles and misunderstandings, and help build relationships for successful and effective business interaction.

Beware the pitfall!

“Cultural competence” provides generalizations on groups of people. Project managers should use these generalizations as a starting point to get to know a teammate’s attitudes and perspective. Without refinements, these “generalizations” will become stereotypes, which is contrary to the purpose of this article and detrimental to team interaction!

But I’m a project manager, not the HR person!

Our culture determines who we are, what we do, when we do it, and how we do things: whether we show up to meetings on time, whether we offer “feedback” on a team member’s documents, what motivates us, how we negotiate (or not), how we communicate and information needs, who, when, and how we make decisions, types of people we hire, and many other aspects. If we consider that business and professional behaviors are culture-based, each project manager must understand HOW culture shapes her project team.

The payback for understanding each team member is putting each team member in a position of strength such that your team can deliver the project scope on time and within budget, as well as preserve (or buttress) your reputation as an effective, cross-cultural project manager thus establishing a reputation as an able communicator and motivator within a global, cross-cultural team.

What’s a project manager to do?

For project managers who lead cross-cultural teams, below are some guidelines to keep in mind. These guidelines may not be specific to a project.

1. Read to gain cultural competency on cultures that make up your company’s project team. In some cases, your company may have already prepared documents and formal training on doing business with your partners in Ireland, India, and other countries. READ and continue to learn! Know that there are, at least, 10 areas that are shaped by our culture: environment (single or multi-task), concept of time, action, communication (high or low information needs), space, power, individualism, competitiveness, structure, and thinking.
2. When dealing with other cultures, be OPEN MINDED. Expect the unexpected! Do not assume that everyone has your point of view.
3. As the project manager, remember that you set the tone for your team. Be informed. Be a cultural leader. Be patient. Lead your team members toward understanding the different cultures within your team and the advantages for the project.
4. When communicating with non-native English speakers, it is recommended that you limit your vocabulary to the first 300 words usually learned in the first 2 years of language study. For example, don’t use words that may have several meanings.
5. In your project planning, remember these elements:
 - Establish relationships early with individual team members.
 - If at all possible, meet team members in person.
 - Include potential cultural issues in your risk assessment.
 - Adjust the schedule to reflect time differences.
 - Provide adequate time to explain scope, particularly when not all team members share the same first language.
 - In the Communication Plan, outline methods of communication required.
 - In the Roles and Responsibility Matrix, identify the real decision makers, who may not be key stakeholders.
 - Remember that not everyone will jump right in and DO, DO, DO! Some, depending on their culture, will ANALYZE, ANALYZE, ANALYZE! Leverage tendencies you learn from your cultural training.

During the monitoring & control, remember these elements:

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- Communicate with respect and in a non-confrontational, non-frustrated manner.
- Clarify expectations during regularly scheduled meetings.
- Touch base individually with project team members, not just as a group.
- Build on relationships – this sometimes mean talking about subjects other than work.
- Tailor your approach to individual members and cultures. If you don't know, ask.

Summary

As project managers, we communicate, lead, and ensure the successes of our projects. But as project team members become more cross-cultural, project managers must adjust and acquire new tools and techniques to continue to ensure successes in our global, business environment whether we travel to our project teams abroad or stay at home. We, like our political counterparts, must be "diplomats" and research and analyze our business partners in order to succeed in a changing environment. We must include cross cultural training in our curriculum, as we would include new ideas on project management and process improvements.

Cross cultural training and seminars may be obtained through formal sessions offered by many organizations. Many can be found through internet searches. Keep in

mind that most of the training is geared for those individuals traveling abroad.

Books and other resources address all or part of the list of aspects affected by one's cultures. One such book is **Doing Business Internationally, Second Edition: The Guide to Cross-Cultural Success**, by Danielle Medina Walker, Thomas Walker, Thomas Walker, Joerg Schmitz, Terence Brake.

How effectively and successfully we lead and communicate with our multicultural teams affect the triple constraints as well as ensure a prolonged career in project management.

Footnotes:

a—Terms used are from Walker, Walker & Schmitz.

About the Author

Nora Colliton, MBA, PMP is a hands-on project manager with over 12 years experience in the financial, insurance, travel, and biotech industries. She worked on medium to large projects on both coasts of the United States, in several states, and in Europe. Prior to project management, Nora contributed to projects as a business analyst, quality tester, and report programmer. Having this varied experience gives Nora an advantage when managing projects.



The Winners!! - The winning team from the June 'PMI Taboo' game at the June Beginning-of-Summer Gala.

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11. **Know Your Shine Time.** If you're a morning person and that is prime time for you, make the most of that time, and get up a little earlier to maximize your shine time. Likewise, if you're a night owl or get a burst of energy in the late afternoon, recognize your energy surges and take advantage of them.
12. **Recharge Your Batteries with Passion.** Passion creates energy. When you are passionate about something, whether it's fly-fishing or doing the tango, it helps you recharge your batteries. Make sure to leave space on your calendar for something that you love.
13. **Don't Put Off Professional Development.** When you invest time in your professional development, you save time because you often accelerate your career. Take the time you have to invest in yourself, and get your PMP® certification or take a Project Management course to beef up a skill set that will help propel you forward. Look at the options available to you – online and offsite – and commit to making every minute matter more.

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.

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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, 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: *Euro-pean CEO Magazine*, *Plant Engineering Magazine*, *Industrial*



*Playing 'PMI Taboo' at the June
Beginning-of-Summer Gala*

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 post-graduate 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.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.

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sociology of change and how to overcome the natural hurdles that seem to come out of nowhere.

I did actually apply some of these techniques and did get some traction where previous efforts failed. So I can say from personal experience that this book's content has some merit.

Favorite Features

- This book was very clearly written and kept the topics interesting with illustrative examples.
- Established a process for integrating change that is clear cut.
- Penguins on the cover.

Buy it, borrow it, or burn it

In many cases, knowledge is power. As change leaders (Project Managers) that have to influence others to buy into our projects, I can't see how this book wouldn't help the effectiveness of any project manager, novice, journeyman or master. If you borrow this book, you will likely pick up your own copy or steal the one you borrowed.



Playing 'PMI Taboo' at the June Beginning-of-Summer Gala



What's New?

We're looking for information about our members. So if you have some announcements about yourself, your company, your business, or anything else that the chapter may find interesting, please send it along to communications@pmi-nh.org.

Dave Connors, PMP, PMI-NH's Assistant Director of the Ambassador Program, was approved as a Registered Education Provider on 7/1/07. As one of PMI's newest REPs, PM Intervention, is located in Hampton, New Hampshire and conducts project management training in a corporate setting with class sizes between six and thirty people. He specializes in two specific areas— Risk Management and PMP Certifications.

Dave incorporates his experience and background (in software development) into his presentations. Please contact him for further information:

David F. Connors, PMP
President, PM Intervention
(603) 380-0556
PMIntervention@aol.com

Eric Johannesson, CPHIMS, PMI-NH's VP of Professional Development has recently joined Hallmark Health Systems in Massachusetts. Eric will be running the IS Project Management function for the multi-hospital system that also includes a number of outpatient medical and diagnostic centers, a comprehensive outpatient cancer center, a large physician services group, home health services and a nursing and medical radiology school. In his new role, Eric will be responsible for the development of the Corporate Project Management methodology, all processes, tools and training as well as for the overall management of the IS project portfolio to ensure alignment with corporate strategic goals. Eric is a Certified Professional in Health Information and Management Systems and specializes in project management for health care.

Using Social Bookmarking in Project Management

By Peg Duggan, IT Director



Picture this. It is late; you are at home working on a research report for a project and need to site a reference from an article you found on the Internet. You have been researching information for several months and have lost the hard copy with the URL information. But wait, you remember you had bookmarked it so you can find it again. But wait, the bookmark is located on the computer in your office. What are you going to do now? Sound familiar?

Making a List

Web browsers have included bookmarking functionality since the early 1990s. When you think bookmark, think Internet Explorer "Favorites", Mozilla Firefox "Live Bookmarks", Netscape "Bookmarks" or Mosaic "Hotlists". These browsers have built-in features to allow you to bookmark interesting web sites. Bookmarks are lists of URL links and act as shortcuts that take you directly back to the web page. Bookmarks can also be categorized by topic. The biggest problem is bookmarks are not easily accessed from other computers, making sharing bookmarks with others, including yourself, difficult.

Social Bookmarking Comes of Age

What if you could store your bookmarks on the Internet, access them from anywhere, and even share your bookmarks with others? That is what social bookmarking offer. Social bookmarking is bookmarking on the global level. With an account on a social bookmarking website, you can:

- Store links to articles, photos, music, video or blogs.
- Share links with others. Or not.
- Add comments.
- Tag links with search keywords.
- Find links others have collected.
- Import / Export lists.
-

Bookmarks are lists of URL links that act as shortcuts to take us to a web page. But when we work on more than one computer, it seems our bookmarks are always on the wrong machine. What if you could store your bookmarks on the Internet, access them from anywhere, and even share bookmarks with others?

Collaborative Bookmarking in Business

Collaborative bookmarking takes social bookmarking into the business and allows groups or teams to work together and share information. As projects progress, team members bookmark links, organize the bookmarks, provide comments or feedback, and share knowledge. These bookmarks can then be shared cross-projects, across the company or with partners.

Collaborative bookmarking is also a perfect tool for research projects. While search engines make it possible to find information, it takes a lot of time sorting through the number of results. Tagging bookmarks with key-

words allows you to search for lists already developed and shared by others. Besides storing and keeping track of all the links used during research, adding notes and comments, you can export the list in academic formats such as MLA, APA, or Chicago citation. Using bookmarking saves time and effort.

Social Bookmarking Services

There are many services and each has its unique features. Here are a few of the bookmarking services to get you started.

- Del.icio.us – <http://del.icio.us>
- StumbleUpon – <http://www.stumbleupon.com>
- Digg – <http://digg.com>
- Reddit – <http://reddit.com>
- Furl – <http://www.furl.net>
- Flickr – <http://flickr.com> - photos
- Slashdot – <http://slashdot.org> – an original
- YouTube – <http://www3.youtube.com> – video
- Popurls – <http://popurls.com>

Additional Resources

- Wikipedia – Bookmark (computers) http://en.wikipedia.org/wiki/Bookmark_%28computers%29

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- Accommodate a growing membership;
- Vigorously address Chapter needs; while
- Persisting in fostering the growth of the organization in its service to the membership and the wider community of New Hampshire and New England.

The key to these points and their success is quite simple, your individual participation. I would like all of you to take a moment and assess why you joined the PMI. I would ask you to add service to your list of motivators, if it was not on your original list.

We have a position open for Director of Volunteer Recruitment. The work involved will be to reach out to the membership and find members willing to volunteer. Some may want to organize an event. Some may want to teach a Saturday class in something that will benefit other members. Some may wish to publish an article in our Journal or give a presentation at a Chapter meeting. Some may wish to help the board in the myriad of change opportunities that we are evaluating. And then again, some may want to take a class in a particular topic area or prepare for the PMP exam. There is much work and opportunity to tackle. Take it from me, there is nothing quite like joining a peer team of volunteer project managers and creating pro bono results. It may not get you into heaven, but you will have the satisfaction of knowing that you have done something simply because it was good. And who knows, there may be some PDU's thrown into the mix.

I ask for someone to step forward to take the role of Director of Volunteer Recruitment and I challenge the member-

ship to come forward with ways to serve the Chapter and the Community. You can pull any of these levers by simply sending me an email to start the conversation (president@pmi-nh.org).

I will take on the challenge of making your PMI-NH experiences more meaningful, if you will all take up the opportunity to help me succeed. After all, what do project managers do? They drive success for their Team and then move on to making another group successful. I ask you to simply practice your skills in, and with, the Professional Association to which you have chosen to belong.

Meeting attendance is usually higher in Manchester than in Portsmouth. I would like to see our Portsmouth members join together at the next Portsmouth area meeting and demonstrate that you can generate attendance that will put the local Manchester members to shame. I would be thrilled if in a two month series, I could count all members in attendance. Join the fun. Widen your network, make friends and support your organization. Participate. The PMI-NH is **YOU**.

I will wrap up by thanking you again for your confidence in me and I thank you in advance for the effort that you will give to the Chapter to make it a stronger and more vibrant community. It can happen without me, but it will not happen without you.

Sincerest Regards,

Bob Blaney, PMP
President PMI-NH

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- Wikipedia – Internet Bookmarks http://en.wikipedia.org/wiki/Bookmark_%28computers%29#Internet_bookmarks
- Wikipedia – Social Bookmarking - http://en.wikipedia.org/wiki/Social_bookmarking
- Wikipedia – Collaborative Bookmarking - http://en.wikipedia.org/wiki/Collaborative_bookmarking
- **About – What is Social Networking?** By Wendy Boswell
- http://websearch.about.com/od/blogsforumssocialsites/f/social_web.htm?terms=social+bookmarking

- **Social Bookmarking Services and Tools: The Wisdom of Crowds That Organizes The Web** by Robin Good – http://www.masternewmedia.org/news/2006/12/01/social_bookmarking_services_and_tools.htm
- eWeek – **Social Bookmarking Apps Provide a New Knowledge Management Platform** — <http://www.eweek.com/article2/0,1759,2168745,00.asp>

I am looking forward to feedback from you. Tell me (webmaster@pmi-nh.org) what your favorite web tools are or what you would like to read about.



Howie Lyhte thanks Eric Leighton for his presentation at the May 2007 PMI-NH Chapter Meeting.



'Real' Power lies in the pen
—Marie Candella hands over the tools of her position to incoming Recording Secretary Lynda Sawicki.

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 2007	13 Aug. 2007	10 Sept. 2007	17 Sept. 2007
Nov/Dec 2007	24 Sept. 2007	29 Oct. 2007	13 Nov. 2007
Jan/Feb 2008	14 Nov. 2007	7 Jan. 2008	15 Jan. 2008
Mar/Apr 2008	18 Jan. 2008	11 Mar. 2008	19 Mar. 2008
May/June 2008	13 Mar. 2008	6 May 2008	14 May 2008