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Mark your calendar:

--- Q2 Events ---

April

[April 15th Scottsdale PDM](#)

[April 16th Phoenix PDM](#)

[April 17th Scottsdale Breakfast PDM](#)

[April 24th Northwest Valley Breakfast PDM](#)

[April 24th Chandler Breakfast PDM](#)

May

[May 14th Book Discussion Group](#)

[May 20th Scottsdale PDM](#)

[May 21st Phoenix PDM](#)

[May 22nd Scottsdale Breakfast PDM](#)

[May 29th Northwest Valley Breakfast PDM](#)

[May 29th Chandler Breakfast PDM](#)

June

[June 13th 4 Day PMP Exam Prep Boot Camp\(four Saturdays\)](#)

[June 17th Scottsdale PDM](#)

[June 18th Phoenix PDM](#)

[June 19th Scottsdale Breakfast PDM](#)

[June 26th Northwest Valley Breakfast PDM](#)

[June 26th Chandler Breakfast PDM](#)

From the Desk of the President



Greetings PMI Phoenix!

When I came into my first PDM meeting 4 years ago this time of year if someone said I would be president four years from now I would have said "you've got to be kidding". This team has tremendous comparable leaders who are great at leading our PMI Chapter.

I'd have to say, the leadership fervor and passion and energy to serve this chapter was contagious. That was one of the primary motivators for me to want to get on board, and begin to serve this chapter and membership. With such a tremendous group of leaders, volunteers, business associates, and partners *how could I not volunteer*, I thought.

With a Passion for PMI, Project Management, and most importantly the People here living in The Valley of the Sun, I wanted to get engaged to support. I am looking forward to supporting you as president for our PMI Phoenix chapter in 2009. I would also like to thank many of you for your nominations and votes.

Vision

- “ Value: It’s about adding value to people, their professional development, adding value to corporations, where people work - Community Organizations like Habitat for Humanity, to Academia at ASU and to our PMI Profession Nationally and Globally.
- “ Passion: It’s about continuing the tremendous passion that has turned this chapter into it being the Best of The Best.

Goals

- “ I plan to continue the vision and goals of the past PMI-Phoenix Board, which is to transform the PMI Phoenix Chapter into the model chapter among 250 worldwide. We want to add 100 fold in Value for our members, to our community, and to the project management profession worldwide. It is to continue making PMI Phoenix the spectacular chapter that it is with an even stronger Value Proposition to Corporations, Community at large in the Phoenix valley.
- “ My goals would also be to bring continued successes in collaboration, volunteer services, and PMI Phoenix Value to our Valley of the Sun Corporations, Community and beyond Phoenix for us to be a mentor to other chapters. We want to be a storehouse providing a win-win in the marketplace - providing jobs to Project Managers, and providing Project managers to corporations. We plan to take that to the next level!
- “ I have a strong commitment to synergy and “sharpening the saw” and organizational behavior in collaboration. My key mission will be to have PMI Phoenix chapter continue in the strong vein of team synergy, excellence in team collaboration and outstanding partnership among PMI Phoenix volunteers that exists today

One of my favorite quotes is from leadership author John Maxwell who says “ **“A great leader’s courage to fulfill their vision comes from passion, not position.” *John Maxwell***”

- “ The highlight of 4th quarter 2008 has been to attend the Denver PMI Global Congress Leadership Institute Conference, and accept our Component of the Year Award for our chapter as well as Excellence in Collaboration & Volunteer programs for 2007. This was truly an honor and we have pictures and video on our website. *For more see my notes from the conference. "PMI Leadership Institute Global Congress LIM Denver 2008 [Doug Orlando's LIM review](#).*

In Closing...

- “ In time, I've adopted much of John Maxwell's leadership styles; I have met John and resonate with him. I recommend his book “Winning With People” which our book discussion group read in November. For more see my notes: *Winning With People*” by John Maxwell - November 2008 [Doug Orlando's Book Review](#).
- “ I have a passion for “adding value to people” and “multiplying value to leaders”, as John Maxwell would say.
- “ Life is all about relationships and people helping people, serving people.
- “ We have a tremendous Value Proposition with our Phoenix chapter.
- “ Join me, Join our team, Sign up today, contact VP of Membership
- “ We need your help; you are making the chapter what it is today!
- “ The Component of the year for 2007 and 2008 and beyond
- “ Let's take our chapter to the next level Together
- “ Increasing our Value and Value Proposition for the Phoenix Community
- “ We have new Partner, Russ Christ, Public Relations marketing company
- “ I thank you for the honor and privilege to be your president for the 2009 PMI Phoenix.
- “ Come along for the ride and partner with us in 2009!
- “ Thank you for your membership and support! Please let us know how we can help you.
Contact me at president@phx-pmi.org or our membership leadership team
membership@phx-pmi.org

Doug Orlando
President PMI Phoenix Chapter

Communications Is the Key to Project Success

It seems to be the root cause of the success or failure of a project to deliver the expected results to the stakeholders always comes down to one item – ‘communications’. How well the project team performs is directly proportional to the timeliness and effectiveness of the teams’ ability to communicate status among each other. Go back and look at project postmortems, or PIR’s (post implementation reviews), or the new politically correct term of ‘project retrospectives’ and you’ll find a reference to ‘lack of’ or ‘mis-communications’ referenced in some manner or form. Research has proven that when projects fail, someone in the team knew it was going to happen beforehand – but because no one asked the knowledge could not be acted upon.

Between 1967 and 1975, The US National Aeronautics and Space Administration (NASA) embarked on perhaps the most grand and complex project to date – landing men on the moon with the Apollo Program. From creating launch and recovery vehicles to completing a risk assessment of landing on the lunar surface – all of the communication was completed with typewriters and rotary dial phones. It seems amazing these days then, with audio bridges, livemeeting, email, SharePoint, communicator, and other modern collaborative tools we use that any issues in communication could happen.

However we believe it comes down to one simple equation that any good program and project manager should know which is: $\frac{N(N-1)}{2}$. Some of you reading that are PMP (Project Management Professional) credentials will recognize this as the standard communications formula where ‘N’ equal the number of team participants.

Using the formula, let’s take an example with a small project team of 5 people where the formula calculates that there are

10 possible channels of communication as: $\frac{5(5-1)}{2} = \frac{5(4)}{2} = \frac{20}{2} = 10$. So for the PM must ensure that 5 people on their team are communicating real time and there are no gaps in everyone’s’ understanding that they need to manage only 10 communication channels among the team. Fairly easy to do. However, let’s look at examples as the project team grows.

# of Project Team Members	# of Lines Of Communication	# of Project Team Members	# of Lines Of Communication	# of Project Team Members	# of Lines Of Communication
6	15	15	105	50	1225
7	21	20	190	75	2775
8	28	25	300	100	4950
9	36	30	435	200	19900
10	45	35	595	500	124750

If you double the size of your project team from 5 to 10 people the number of communication channels increases 4.5 times from 10 to 45. Another way of stating it and in reality what it means is that the PM needs to theoretically spend four and a half times the effort to ensure the project team of twice the size keeps informed. Think about it – one of the biggest challenges a project manager has is to keep everyone on the team in lock step as to the project status at any point in time. If one person on your team misses a piece of key information then that can have an impact on others or the whole team. If a team member has to check with more members of the team to get something done then that often not only increase the time to do the task (often to get consensus) but the potential risk that it will take if a single team member is miss informed in some manner along the way.

Following the chart above, expand the team from the original 5 to 20 members (or 4 times the members) and the lines of communication increase nineteen times! Now the majority of the PM’s time in managing the project is consumed in effectively communicating with

the team members and almost guaranteed that now ‘Team Leads’ are required to help optimize the traffic flow of detail. Any larger then 20 people on a team and the whole approach to the project changes and most likely the project manager is now acting and performing tasks of a program manager and a project type organization with Program and Project Managers, Leads, etc. starts to be clearly recognizable. The person in charge of the project or program now clearly depends on several others to help ensure all the team members’ messages are answered. We are not referring to just phone calls and emails but any and all tasks performed on the project as anything required to complete the project regardless of the size and scope has some eventual impact to the project outcome – positively or negatively has some impact understood. Keep in mind for project and programs the tools used such as project schedules, meeting minutes, metrics (PM Dashboard), Teambuilder are also a means of project communication and the larger the team the larger the opportunity for something to be wrong and therefore time spent not only in communicating the problem but in successfully resolving it.

Looking at the size of a project team in tiers from a different perspective you can directly see the difference in approach:

Opening the door to successful project management...

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Project Team Members	Potential Lines of Communication	Project Team Dynamics	Communication Role of the Project Manager
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2 to 10	45	<ul style="list-style-type: none"> > Small team and everyone know each other and responsibilities often overlap. > The groups work more informally and statistically very successful in meeting planned objectives. > FTF and/or 1:1 contact with everyone is usually often. There is a high degree of socialization. 	Fairly easy to keep everyone informed
10 to 25	300	<ul style="list-style-type: none"> > Medium sized team with varying relationships. > PM needs to have structure and often depends on leads for specifics areas. > Not everyone sees or talks to everyone else for varying periods of time. Still a fairly social environment. > Communications are more written in nature to ensure everyone is clear and to provide records. 	Need to keep a good focus and dedicate time to ensure everyone is informed
25 to 50	1225	<ul style="list-style-type: none"> > Large team and more of a program team than a project team as a layer of management needs be provided. > Meetings with key individuals then subsequent meetings with their team. > Most likely one or two specialized roles that drive adherence to processes and expectations. > Lot of email traffic generated with everyone copied vs. need to know. > People know their group and aware of the others on the team. > Interface with who they need to for completing the task at hand. > Recommended configuration management. > Team can easily become dysfunctional if everyone is not clear. 	Primary task of the position and detail have to be delegated to ensure effective
50 to 100	4950	<ul style="list-style-type: none"> > Very large team and there are focused efforts to keep everyone aligned. > Open forum type progress meetings required. > Communications is centralized from the senior manager. > Several people have specialized roles. > Requires good configuration management. > People spend up to 20% of their time just keeping informed. 	Focus on ensuring the 2 layers of project management under you are clear

Over 100	Infinite	<ul style="list-style-type: none"><li data-bbox="560 136 1101 231">> Same applies as above however communication time is in reality more like 30% of a persons' time.<li data-bbox="560 231 1101 325">> Each person as the minimal communication risk as a 15 person team alone.	Challenge to ensure the first management layer is clear
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In closing we'd like to give you an AR. It will only take a few minutes to complete the steps. Feel free to use the [attached Excel tool](#) to check your math!

First: count the number of all the people in your program or project team and do the calculation. Let me use 17 for

example so $\frac{17(17-1)}{2} = 136$ lines of communication.

Second: Review your Outlook Calendar and email inbox and send for the prior week and filter for the emails done directly for your project and count the # and then estimate the total time in minutes you spent reading and responding to those emails. Being a savvy project manager you can use the PERT estimate calculation of: (Optimistic + (2x Most Likely) + Pessimistic) / 6 = Estimated Time Spent on Emails for the week.

Third: Review your Outlook Calendar for the same week and add up the total time in minutes spent in meetings including 1:1's with team members directly related to the project.

Fourth: Add up the email estimate time and the calendar estimate time to give you the total # of minutes spent and then divide by the # of project team members. Convert minutes back to hours and that gives you an indication of the time you dedicate to each person on your team. So for example you estimated 822 minutes of email and 570 minutes of meeting time then:

$822 + 570 = 1392$ total minutes ... $1392 / 17 = 82$ minutes per person or let's say an hour and 20 minutes per person.

Lastly take a goal to reduce the time you spend on average communicating on average per project team member without compromising the quality required. Even if on 5 minutes or in our example: $82 - 5 = 77$ minutes.

Think of actions you can do to reduce that time starting with affirming that all project team members need to be on your time still at this point in time. Continue those strategies for 5 weeks and then redo the steps above and see if you met your goal. Here are some ideas to get you started in identifying your own personal time savings techniques. Of course, not all of them will work in all situations – but perhaps they will provide you a place to start:

- Communication Blackout Periods - Consider closing your communication tools one hour a day to get more work accomplished.
- Get A Conference Room... For Yourself – or “They Can’t Bother You If They Can’t Find You” – If you’ve got a particularly detailed piece of work to accomplish such as a straw man for your project’s charter, consider getting a small conference room to eliminate random cube visits and to lower distractions from other’s phone conversations.

- Consider 30-minute 1:1s – or “This meeting self destructs in 30 minutes...” Data will fit the pipe. If you give your project team sixty minutes, the conversation will take that long. Many times shorter meetings have the same number of high quality deliverables in half the time.



[Jeff Hodgkinson](#) is the PMO manager at Intel in IT Operations Service Management Delivery. He is a 29-year veteran of Intel and holds numerous credentials in project and program management. He is located in Chandler, AZ, and also volunteers as the director of Special Programs for the Phoenix PMI Chapter.

When Passion Meets Recession

By Michelle LaBrosse, PMP®, Chief Cheetah and Founder, Cheetah Learning

Think of the recession for just a moment as a person, let's say Mr. Recession, and that person is someone who has been visiting your house for too long, and you want Mr. Recession to leave and go back to where he came from. In a typical household, how might we get Mr. Recession to leave? We might ask the kids to turn up the volume on the things they love to do that drive us crazy. Crank the Metallica up extra loud for ultimate vibration. Practice Guitar Band while Mr. Recession is listening to more doom and gloom on the news. If you don't have kids, but you live with your sweet heart – ignore the fact that Mr. Recession is even in the house and get busy being passionate with whatever you love to do. You get the picture. Basically, unleash your passion and do what you love – who cares about what the lingering lout Mr. Recession is up to?

Whether you can get Mr. Recession to leave tomorrow, or if he decides to stick around for a while longer, just get on with your life. Use whatever it is you're passionate about to propel you forward, and if your passion is Project Management, this is a tool that can actually help you capitalize on volatile times. Yes, you can actually capitalize on the recession with Project Management.

Top Five Ways to Profit from your PM Passion

- 1. Create goals with gusto.** Your goals need to inspire you and your team, and they need to be clear and focused. Once you've written down your goals – either personal or for a project – ask yourself what are the biggest barriers to success? How you will jump over those barriers needs to be in your project plan. Don't shy away from what's standing in the way of your success. Instead, call out the barriers clearly and focus every day on how you will overcome them. Be clear and make it measurable because a wise woman once said, "What gets measured, gets done!"
- 2. Track time and dollars spent with exacting enthusiasm.** Dollars always matter, but when times are tough, they matter even more. It's hard to make decisions about where to cut costs if you can't clearly identify where they are. When you can show your boss and your team exactly where you are, both in terms of time allocated and actual dollars spent, you're speaking their language. Nothing makes upper management more confident than knowing exactly where they are on a mission-critical project.
- 3. Get that deadline buzz.** You know how good it feels when you're meeting deadlines. It's the buzz of accomplishment, no caffeine necessary. Set deadlines that are real and have impact, so when they are met, they have meaning. Avoid false deadlines. They are the business version of "Crying Wolf." Always use deadlines to measure progress and as an open forum for discussion about what is and isn't working on a team or within a

project plan. When you understand what impedes meeting deadlines, you can get answers that not only put your project back on track, but save your organization time and money.

4. **Become a project archaeologist.** When you unearth the hidden gems in your project agreement and documentation, you are digging out valuable information for your team going forward. Too many people mistake documentation as busy work instead of using it to get at its real value. When you close out a project, don't literally put it to bed. Instead, ask these questions: Did you have enough resources allocated to this project? At what points did this project falter and why? What was behind the cost variance between our original budget and actual budget? If you don't capture the intelligence in your documentation, understand it and share it, you've missed a huge opportunity to make you and your team more productive, effective and efficient.

5. **Create a consistent and standardized approach to Project Management.** I know this seems like a no-brainer, but I see companies every day that expect their people to learn Project Management by osmosis. I know you've seen this too: "Let the new people shadow Susan for a few days because she's a great project manager." This is a good start, but you can't have enterprise-wide impact from Project Management unless you have a consistent way of approaching Project Management. This is why the PMP certification has become important to many businesses and government. These organizations have started to see the value of having whole teams and whole departments and even entire companies working from the same body of knowledge.

Hug the Bottom-line like Your New Best Friend

So, plug into your PM passion and see what happens when Passion Meets Recession. Think of your bottom-line like the ally it is, and use your PM skills to boost it. The bottom-line is not just for accountants and executives. It's a sure-fire way for project managers to show their value and make themselves a valuable player in any financial discussion.

Get 20% off our Capitalize on the Recession course (this teaches how to profit from PM skills in tough economic times):

Take our **Capitalize from the Recession course** and put the unsavory houseguest Mr. Recession to work. Use PROMO CODE "pmcapitalist" and enjoy 20% off when you register by April 15, 2009.

Chief Cheetah Podcast Is Yours for the Downloading:

Want to hear what Michelle LaBrosse, PMP, and Chief Cheetah has to say about the power of Project Management? Download our podcast at <http://podcast.cheetahlearning.com/podcastgen/> and hear the words straight from the Cheetah's mouth.

About Cheetah Learning and 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. Visit www.cheetahlearning.com to learn more about Cheetah PM, the fastest way to learn about Project Management and get your PMP. You can also get your career in gear with [CheetahWare](#), free Project Management tools from Cheetah Learning.

About the Author



Michelle LaBrosse, PMP, is an entrepreneurial powerhouse with a penchant for making success easy, fun and fast. She is the founder of [Cheetah Learning](#), the [author](#) of the [Cheetah Success Series](#), and a prolific [blogger](#) whose mission is to bring Project Management to the masses.

Cheetah Learning is a virtual company with 100 employees, contractors, and licensees worldwide. To date, more than 30,000 people have become “Cheetahs” using Cheetah Learning’s innovative Project Management and accelerated learning techniques.

Recently honored by the Project Management Institute (PMI®), Cheetah Learning was named Professional Development Provider of the Year at the 2008 PMI® Global Congress. A dynamic keynote speaker and industry thought leader, Michelle was previously recognized by PMI as one of the 25 Most Influential Women in Project Management in the world.

Michelle’s articles have appeared in over 100 publications and web sites around the world. Her monthly column, the [Know How Network](#) is carried by over 400 publications, and her monthly newsletter goes out to more than 50,000 people. Her radio program, [Your World Your Way](#), is a weekly broadcast that is an inspiring and practical look at how Project Management fuels success.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you’ll often find her kayaking, hiking, and riding her motorcycle.

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