

Wednesday, 05 September 2012 | [view it in your browser](#)

[2011-2012  
Board of  
Directors](#)

[President's  
Message](#)

[Monthly  
Dinner  
Meeting](#)

[Monthly  
Lunch  
Meetings](#)

[Honor You](#)

[Effectiveness](#)

[Inbox](#)

[PMI-NNV Home](#)

[Events Calendar](#) [Login](#)

## Presidents Message

### PMI-NNV Needs Your Help

The PMI Chapters of Northern and Southern Nevada are working together toward a common goal; that is, to bring recognition to Project Managers across the state of Nevada. We are teaming together to invite Nevada companies to celebrate International Project Management Day. And we need your help.



It is our intention to inform companies operating within our state that Governor Sandoval has proclaimed November 1, 2012 as International Project Management Day for the State of Nevada. Our communication will also provide company representatives with ideas on how to promote this day and recognize their project managers.

Chapter volunteers are currently in the process of compiling this contact list, and it is our personal goal to reach as many companies as we can that employ project managers now as well as those that will employ project managers in the future. The list of companies is large, but for many we don't yet have contact information. First and foremost, we want to assure we reach out to the companies that employ our PM-NNV members and readers of our PMI-NNV Newsletter. That's what we need from you - contact information, to assure we reach the right people in your organization: people managing project managers and managers in your human resources department.

We need names, titles, and contact information for your managers and HR representatives; including email address, phone number and your company address. Any information you can provide will save our volunteers a lot of research time, and assure we're reaching the right folks. We will be sending our IPMD announcement out very soon now, so I ask you to take a moment and email your company contact information to our VP of Marketing, Julia

Childs at [vp-marketing@pmi-nnv.org](mailto:vp-marketing@pmi-nnv.org) as soon as you can.

Thank you for your help!

Carmen Jones

PMI-NNV President

## Monthly Dinner Meeting

### The Human Factor In Project Management

One of the biggest challenges to successful project implementation is the evolution of the project team. An organization will invest time, money, and effort detailing the scope, selecting experts for the team, choosing a project manager, and then leave them on their own to "make it work." The challenge of taking a group of individuals, with varying backgrounds and experience, from different functional areas, and placing them on a project team with a PM who is not their direct supervisor, can severely undermine the success of any project.

In "The Human Factor in Project Management," Kevin Ciccotti explores some of the common mistakes organizations make and offers strategies for creating highly functioning teams. This includes guiding them through the team development process and getting them to work together more effectively from the outset. He will discuss the powerful forces at work in our lives that determine our thoughts, actions, and ultimately the course and quality of our lives.



Kevin Ciccotti, CPCC, ACC, is a Certified Professional Coach and founder of Human Factor Formula, a company founded to help organizations to develop powerful, sustainable relationships among their employees in order to drive engagement, improve productivity, and lead to greater levels of success. He has been a student of peak performance, interpersonal communication, and human behavior for more than 25 years. He has created a program specifically to serve the Project Management Community, which he calls, "The Human Factor in Project Management." In it, Kevin focuses on the key behavioral elements that drive human performance and decision-making, and provides Project Managers with tools to better understand themselves, their coworkers and their teams, and to find sustainable methods for creating breakthrough performance on a consistent basis. Kevin is the current President of the

Nevada Professional Coaches Association.

### **Meeting Time and Location**

The presentation is scheduled for the September 25 meeting of the Project Management Institute's Northern Nevada Chapter. It will be held at Firkin & Wolf restaurant (13971 S. Virginia St in the Sierra Summit Mall, Reno). Networking begins at 5:30pm, dinner and announcements begin at 6:15pm, and the presentation begins at 7:00pm. The charge for dinner and presentation is \$25 (\$20 members); \$10 (\$5 members) for the presentation only. Register on-line at <http://www.pmi-nnv.org/>. One PDU can be earned for attending. Additional information can be obtained from Wynnlee Crisp, NNV PMI Program Director, (425) 681-7887.

## **Monthly Lunch Meetings**

In addition to the PMI-NNV monthly evening meetings, we will continue having two lunch time meetings so that you may attend the location most convenient for you. The format will be the same for all lunch meetings: relaxed with lots of discussion about real-life experiences in project management.

### **September - Stakeholder Impact Analysis**

#### **September 11th**

Our monthly Carson City lunch forum will be held every 2nd Tuesday of every month at High Sierra Brewing Company at 11:30 to 1:00pm.

#### **September 18th**

Our monthly Reno lunch forum will be held every 3rd Tuesday of every month at Firkin & Wolf at 11:30 to 1:00.

## **City of Sparks Plans To Honor YOU**

Sparks City Councilor Ron Smith (speaker at our February 28 dinner meeting) understands the importance of project management and the work that you do to keep projects under control. The City Council has put proclamation of International Project Management Day (IPMD) on their agenda for October 22. The purpose of IPMD is to recognize the benefit provided by project management and to acknowledge the importance of

skilled Project Managers in controlling cost, time, scope, and quality.

Issuance of the proclamation is scheduled for 2pm, October 22, in Council Chambers at 431 Prater Way, Sparks. Please come to the meeting and show your appreciation of elected officials who are showing their appreciation for what you do to benefit companies, government agencies, and citizens of this area and around the world. If you want to tell IPMD NNV Director Wynnlee Crisp that you plan to join him at the meeting, he can advise you of any change of date/time ([hwcrisp@aol.com](mailto:hwcrisp@aol.com) 425/681-7887).

## Improving Decision Making Effectiveness

For the August lunch meeting our discussion topic was "Decision Making Techniques". As usual I did some research the night before to see what I could find on Google to provoke some thought and group discussion. Common themes I found included:

- Clearly defining the goal
- Gathering information and facts
- Identifying/evaluating options
- Deciding on the best option

Beyond this there were dozens of different techniques for evaluating options including financial tools such a net present value (NPV), return on investment (ROI), etc. all of which on the surface seem very quantitative and definitive. True enough the financial formulas are standard however they depend on data that is often based on assumptions about future performance which tend to be less clear and open to personal judgment. To be effective project managers it is important that we consider these assumptions and help others to take this into account when evaluating options.

At our lunch meeting this led into a discussion of the human factors which influence decision making. When ever people are involved there tends to be a group "bias" that is driven by a number of factors including:

- Personal power/influence
- Communication skills
- Preferences towards favorable vs. unfavorable outcomes

Again these human factors need to be understood and the project manager needs to ensure that these factors do not derail a pragmatic decision making process. This is a tricky proposition as people can become quite defensive

and there is a risk that discussions can deteriorate into personal arguments. To avoid this you should make an evaluation of the human factors a standard part of your decision making process so that people are not blind sided when this is explored.

Another important element towards improving decision making is ensuring that there is a feedback loop which factors actual results attributed to decisions back into future decision making efforts. This works well in cases where there is a repetitive decision making process which is based on common attributes. A standard time period should be established after which a post implementation review is performed to evaluate actual results and document lessons learned. To get the full value from these insights past lessons learned need to be considered when evaluating options as part of the decision making process.

Ken Ray, PMP  
VP Finance, PMI-NNV chapter

## Save Our Inboxes!

Yes, we are aware of the irony of an article about email being referenced in this Newsletter, but some members thought this was a good piece of advice to share with everyone to get people to think about how to communicate in the electronic world that we live in now. (Source: <http://www.emailcharter.org/> )

### 10 Rules to Reverse the Email Spiral

#### **1. Respect Recipients Time**

This is the fundamental rule. As the message sender, the onus is on YOU to minimize the time your email will take to process. Even if it means taking more time at your end before sending.

#### **2. Short or Slow is not Rude**

Let's mutually agree to cut each other some slack. Given the email load we're all facing, it's OK if replies take a while coming and if they don't give detailed responses to all your questions. No one wants to

#### **6. Tighten the Thread**

Some emails depend for their meaning on context. Which means it's usually right to include the thread being responded to. But it's rare that a thread should extend to more than 3 emails. Before sending, cut what's not relevant. Or consider making a phone call instead.

#### **7. Attack Attachments**

Don't use graphics files as logos or signatures that appear as attachments. Time is wasted trying to see if there's something to open. Even worse is sending text as an attachment when it could have been

come over as brusque, so please don't take it personally. We just want our lives back!

### **3. Celebrate Clarity**

Start with a subject line that clearly labels the topic, and maybe includes a status category [Info], [Action], [Time Sens] [Low Priority]. Use crisp, muddle-free sentences. If the email has to be longer than five sentences, make sure the first provides the basic reason for writing. Avoid strange fonts and colors.

### **4. Quash Open-Ended Questions**

It is asking a lot to send someone an email with four long paragraphs of turgid text followed by "Thoughts?". Even well-intended-but-open questions like "How can I help?" may not be that helpful. Email generosity requires simplifying, easy-to-answer questions. "Can I help best by a) calling b) visiting or c) staying right out of it?!"

### **5. Slash Surplus cc's**

cc's are like mating bunnies. For every recipient you add, you are dramatically multiplying total response time. Not to be done lightly! When there are multiple recipients, please don't default to 'Reply All'. Maybe you only need to cc a couple of people on the original thread. Or none.

included in the body of the email.

### **8. Give these Gifts: EOM NNTR**

If your email message can be expressed in half a dozen words, just put it in the subject line, followed by EOM (= End of Message). This saves the recipient having to actually open the message. Ending a note with "No need to respond" or NNTR, is a wonderful act of generosity. Many acronyms confuse as much as help, but these two are golden and deserve wide adoption.

### **9. Cut Contentless Responses**

You don't need to reply to every email, especially not those that are themselves clear responses. An email saying "Thanks for your note. I'm in." does not need you to reply "Great." That just cost someone another 30 seconds.

### **10. Disconnect!**

If we all agreed to spend less time doing email, we'd all get less email! Consider calendaring half-days at work where you can't go online. Or a commitment to email-free weekends. Or an 'auto-response' that references this charter. And don't forget to smell the roses.

**Connect with us:**



## Our Sponsors:



[Safe Unsubscribe](#)

[Change your subscription](#)