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## Presidents Message

### Learn the Skill of Leadership in the 21st Century



I recently had the opportunity to attend a presentation given by Darren Hardy, the publisher of Success Magazine and leader in the personal development industry. He has mentored thousands of professionals, advised many large corporations, served on the board of several companies and nonprofit organizations, and is committed to helping others achieve their leadership potential. Darren spoke about the most important skill one must learn to rise to the top of our professions in today's competitive environment – and that is to learn the skill of leadership.

What it takes to be a Leader in the 21st Century requires is a different set of skills than those traditionally adopted and cultivated in the 20th century, primarily because of **CHANGE** – and the acceleration of change on so many fronts in the world today – technology, knowledge, globalization, and demographics. In the words of Charles Darwin, "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." And in today's work place leaders must effectively utilize human capital, collaboration and networking, rather than a structured set of controls and narrowly defined tasks. Darren believes the most successful leaders of the 21st Century will be skilled at developing other leaders rather than developing skilled followers. The most effective way of doing so is to "pull from the front" rather than prodding from behind. Bosses "tell you what to do", Managers "attempt to incentivize you to do it", and effective Leaders "model the behavior to be done". Leaders do it themselves first – they don't ask others to do what they are not doing

themselves. Darren's view of the 21st Century Leader is right in line with the Lead by Example leadership principle I've shared with you in the past. During his presentation, Darren talked about the attributes of a successful leader, growing future leaders, leading successful teams, and he shared many thought-provoking quotes that support developing the right leadership mindset. I'd like to share some of them with you:

"Lead and inspire people. Don't try and manage and manipulate people. Inventories can be managed, but people must be led." -Ross Perot

"If you want to be a leader who attracts quality people, the key is to become a quality person." -Jim Rohn

"There are no bad soldiers under a good general." -Napoleon Bonaparte  
"You can have everything in life you want if you will just help enough other people get what they want." -Zig Ziglar

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." -John Quincy Adams

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." -Jack Welch

Are you providing a positive example as an inspiring 21st Century Leader? Share your experiences with other PMs at our PMI-NNV Chapter networking opportunities so we may all learn and grow from your example.

Carmen Jones  
PMI-NNV President

## Monthly Dinner Meeting

In January 2013, The Project Management Institute released a new edition of *A Guide to the Project Management Body of Knowledge*. Major changes include a new Knowledge Area, Stakeholder Management, plus some new processes and realignment of others to a different Knowledge Area. There are also many minor changes to the names of processes, inputs, tools and techniques, and outputs. Bill Ball, PMP, and project management instructor for the UNR Extended Studies program, will talk about the recent changes to the PMBOK as it has evolved from the 4th Edition to the 5th Edition. Bill will review the major changes and talk about how the PMBOK has been revised and improved in this new version.



William R. Ball, PMP, MBA, BSCS, is the founder and owner of Quality Solutions, a training and consultation firm specializing in the delivery of project management, risk management, and software requirements engineering training to business clients nation-wide. With over twenty years experience in software systems development, customer support, and quality engineering management, Bill helps companies successfully complete highly complex, enterprise-level projects. He holds a Project Management Professional (PMP) certification from the Project Management Institute, and has a Baccalaureate degree in Computer Science and a Master's degree in Business Administration. Bill was primary author and editor of *A Guide to Software Quality System Registration under ISO 9001*, and has been a Submarine-qualified Naval Officer and Navy Supply Corps Officer.

### Meeting Time and **NEW** Location

The presentation is scheduled for the March 26 meeting of the Project Management Institute's Northern Nevada Chapter. It will be held at Wolf Run Golf Club (1400 Wolf Run Road, in south Reno's Arrowcreek area). 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 our lunch time meetings. The format will be the same for all lunch meetings: relaxed with lots of discussion about real-life experiences in project management. (**New location for Reno will be Jack's Cafe at 7671 S. Virginia Street**)

### March 19th

Our monthly Reno lunch forum will be held every 3rd Tuesday of every month at **Jack's Cafe** at 11:30 to 1:00.

## Value of PMI Membership

As a member of PMI we have unlimited access to a wide variety of information and resources right at our fingertips by accessing PMI's website.

I was recently using the PMI web site [www.pmi.org](http://www.pmi.org) and decided to explore the knowledge area section ( [www.pmi.org/knowledge-center](http://www.pmi.org/knowledge-center) ). While this particular section has a number of sub-sections, two caught my attention. First, PMI's Pulse of the Profession, and second, the Tools and Templates section.

PMI's *Pulse of the Profession* is an annual global survey of practitioners of project management leaders. This survey published in early 2012 provided some very keen insights that we as project managers can use within our own organizations as well as for our own professional development. Three of the key points in the survey

When asked what the most critical factors for success of their projects, PMO managers said ...

- *"the skill set of their project and program managers."*
- *"As organizations continue to strive for agility in order to leverage ever-shifting market conditions, change management and project risk management will become even more important core competencies. Many of the findings show the value of project management basics"*
- *"Despite tight economic conditions, organizations have been and will continue to increase their focus on benefits realization." The value added by project management practices is a key component to this benefits realization. The article continued "the most important skill for managing today's complex projects and programs is the ability to align the team to the vision of the project and design the projects organizational structure to align people and project objectives".*

Go to [www.pmi.org/business-solutions/pulse](http://www.pmi.org/business-solutions/pulse) to read the entire survey. I'm looking forward to the release of the latest survey results coming out this spring.

For those project management practitioners, like me, who are always looking for sample tools and templates to help organize your projects, the Tools and Templates section of the Knowledge Center is a handy resource.

This section has dozens of blank templates and forms arranged by topic areas from Change Management and Communications Management, to Requirements Management and Team Management.

As advocates of project management and the project management profession, PMI and the Northern Nevada Chapter are continually striving to provide opportunities for our members and the communities we serve to

grow personally and professionally. The PMI website offers many such opportunities. Give it a look.

John Sheltren  
PMI-NNV President - Elect

## Process Is Your Friend

Process comes naturally to project managers however this is not the case for many of the people we encounter in our professional lives. In a "past life" I worked as a project manager in a new software development team that happened to be led by a functional business manager who enjoyed the freedom of an environment with no constraints who was resistant to the restrictions that any process might impose. Needless to say my efforts to implement processes were not as successful as they could have been. That being said having a standard process that everyone follows for projects and other repetitive tasks has a number of advantages that you might want to pull out of your pocket if you're placed in a situation where you need to "sell" processes to your peers.

### Repeatability

In organizations where multiple teams or individuals are similarly tasked there are typically groups that excel above their peers. In many cases these same groups deliver again and again while others marvel at their success wondering what's in their "secret sauce". Smart organizations recognize that innovation happens in small teams and actively works to "institutionalize" these innovations across their company. How? By understanding what differentiates performance and then factoring this into standard processes across the company.

### Consistency

Repeatability does not guarantee consistency. Standards, templates, and guidelines all help to ensure that the output of a process meets a minimum quality expectation. Additionally review by independent parties aids in interpreting these standards and help to educate the organization in their application. Effective organizations have mastered the ability to leverage this as a positive change agent versus using it as a "stick" to beat people into submission – not an easy task!

### Improvability

Standard processes offer the possibility of leveraging improvements beyond a team. In fact processes are a perfect platform to facilitate efforts to refine

how businesses respond to the constantly changing marketplace. Having a standard process gives everyone a common basis for communication which facilitates discussion and problem solving. Additionally it provides a baseline for capturing metrics to measure the impact of change and evaluating its success.

Whether you view processes as your friend or foe depends on your perspective. Your ability to look at the situation from a "bigger" picture position might help others to see the benefits of embracing standard processes.

Ken Ray  
PMI-NNV - VP Finance

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