

## Presidents Message

### Focusing on Effectiveness



Coming up April 11-13th , I have the privilege of being one of the three PMI-NNV Chapter volunteer leaders that will attend the 2013 PMI Region 7 Summit being held in San Jose, California. This is an annual event that provides a valuable opportunity for our Chapter representatives to network with other Region 7 leaders, to collaborate and elevate our effectiveness. And our Region 7 is one of the largest PMI regions in the United

States – consisting of 18 Chapters throughout the 5 states of California, Nevada, New Mexico, Arizona, and Hawaii. Lots of expertise together to network over several days! John Sheltren, Ken Ray and I will have plenty of learning opportunities and plan to bring back valuable information to share with you at a future event.

We PMs are in a professional role that seems more challenging today than ever before. Our March Meeting dinner speaker, Mr. William R. Ball, PMP of Quality Solutions LLC alluded to the pressures for greater effectiveness as he reviewed the PMBOK 5th Edition changes. He introduced us to the new knowledge area – Project Stakeholder Management and the 5 new processes: 4 in Planning, the management of scope, schedule, cost and stakeholders; and 1 new Control, that being Control Stakeholder Engagement. There is clearly even more emphasis on effective communications.

Leaders across organizations of all types – in business, finance, technology, manufacturing, service, research, health care and even government, are feeling the increasing pressures to perform more effectively. Pressures such as:

- Fewer resources to accomplish tougher goals

- Less room for error
- Insistence on more efficient operations
- The need for our people and systems to quickly adapt to changing technologies and changing economic conditions
- Demands for higher productivity

We all have an important role as effective leaders to turn these pressures into progress for our organizations. To help our businesses uncover and develop the new strengths needed to thrive in today's challenging world. Change has now become our constant companion. And our complex environments require us to continually grow our communication skills for building relationships, as we depend more and more on others for ideas, expertise, resources and support to increase our overall effectiveness.

How can we most successfully do that? We must become masterful at working with people, effectively fostering collaboration, involvement and initiative. The payoffs can be enormous – building stronger people, stronger teams, and stronger systems that will prove their lasting value. Also our satisfaction of growing personally and professionally is another big payoff. John, Ken and I have some topics to discuss with our fellow Region 7 leaders – if you have any areas you'd also like us to address, please let us know!

Carmen Jones  
PMI-NNV President

## Monthly Dinner Meeting

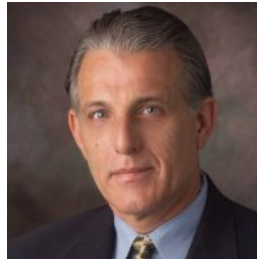
### Leadership vs Management

"Lead and inspire people. Don't try to manage and manipulate people. Inventories can be managed but people must be lead" Ross Perot. Of all the assets managed during a project, the one that has feelings, emotions, and can ensure a project succeeds or fails is the human being. This is where management is different than leadership. The issue today both in the private and public sectors is that management is emphasized. We do not develop leadership skills and yet those are the skills necessary to take the dream to become a reality.

Pieter Droog is a retired Army officer. His background is in logistics including aircraft maintenance, vehicle maintenance and closing two military bases. To successfully ensure equipment was "mission ready" or have employees literally work themselves out of a job, he had to establish a culture where the employee was the key asset. He established the goals, but the "how to" was left to the individual, commonly known as empowerment. His leadership skills ensured every organization achieved "benchmark" status for

the company, division or industry."Leadership is the art of getting someone else to do something you want done because he wants to do it "General Dwight Eisenhower.

Over the last 30 years, Pieter Droog has had the experience of observing strong leadership and weak leadership. During his career in both the military and civilian environments he has been able to analyze why one leader succeeds and another fails. During his presentation he will clarify the difference between management and leadership and provide insight as to what makes a strong leader.



Pieter Droog is in the midst of his third career. First the military, second in manufacturing and distribution culminating in as VP of Operations, and he is now the Branch Manager for ProNet Reno. His organization supports, trains and motivates unemployed professionals in the Northern Nevada area. Again, his organization is setting the standard. In PY13, he enrolled 198 new clients and exited to employment 207. The success of ProNet Reno has resulted in a documentary on KNPB in Feb 2013 called "The Unemployed Professional." He has also been invited to be a speaker at the National Association of Workforce Development Professional National Convention in May 2013 in Minneapolis, MN.

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

**When:** April 23rd 5:30pm - 8:00pm

**Location:** Twisted Fork Restaurant (1191 Steamboat Parkway, Suite 1400, Reno, NV 89521; Next to RC Willey).

**Time:** Networking from 5:30pm then dinner and announcements begin at 6:15pm, and the presentation begins at 7:00pm.

**Fees:** 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.

## **Monthly Lunch Meetings**

In addition to the PMI-NNV monthly evening meetings, we have 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.

**April 9th** 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.

**April 16th** Our monthly Reno lunch forum will be held every 3rd Tuesday of every month at Jack's Cafe (at 7671 S. Virginia Street) at 11:30 to 1:00.

## 2013 Board Elections

It's Time To Vote!!!

We have three open positions on our Board and need your vote! All PMI-NNV Members are eligible to cast their vote between April 1st and April 15th: The following Candidates can be viewed on our PMI-NNV.org Website along with their Bios—here is a brief glimpse to whet your appetite:

**Julia Childs** is running for President-Elect



**Joe Fitts** is running for Vice President of Marketing

**Tracy Sharp** is running for Vice President of Member Services



Head to the Elections Tab on our website to see more about each of candidates at PMI-NNV.org—(Only members that are logged in can view the Election detail). A member has to be logged in to the website to see the 2013 Elections on the main menu. Under that menu selection there is a link to Vote Now. That is where a member can vote for each of the candidates (Yes or No).

## **New Chapter Members and New PMPs**

Welcome new Chapter Members:

- Michelle LaRock

- Jane Hillerby
- Holly Jacobs

## **Congratulations New PMP's!**

- Jeffery Burkhart
- June Benedetti

### **April 2013- PMI NNV - 152 Members**

## **Project Management Is Change Management**

Not long ago, while consulting with a major airline on a project to roll out a new dispatch system for the airline's Dispatchers, the harsh realities of the challenges organizations face when implementing major projects became starkly apparent. Airline dispatchers are some of the most critical players in the safety and economics of a commercial airline. Just a few of their many responsibilities include:

- The safety and operational control of flights jointly with the Captain.
- Analyzing and monitoring meteorological information to determine safe and economical flight routes.
- Computation of the amount of fuel for safe completion of the flight according to type of aircraft, distance of flight, maintenance limitations, weather, and minimum fuel requirements for delays, holding patterns and alternate landings.
- Flight plans including maximum allowable takeoff and landing weights, field conditions, weather reports and many other components for safe completion of the flight.
- Delaying or cancelling flights if unsafe conditions threaten the safety of the aircraft or passengers.

Dispatchers tend to be very long-term employees of an airline and members of the airline dispatchers' union. They are deeply committed to the safety of their assigned flights. Their work stations may have as many as five monitors and a multitude of specialized applications. It was to be expected, then, that replacement of a 20-something year old system on which they are highly trained and exceptionally comfortable would bring with it much resistance, skepticism and, for many, fear of an inability to adapt or learn the new system.

Change Management became a major phase of the project plan, and took

almost a year to execute. Incorporating lessons from some of the best minds in the field of Organizational Change Leadership, here is an overview of our approach.

- **Planning Workshops** – In addition to the project team, we identified and included change leaders from the Dispatch community, union representatives, and IT staff who had worked on development of the system to increase buy-in from all stakeholder groups.
- **Comprehensive Communications** – Our strategy included –
  - Unified yet tailored strategy for all stakeholders with consistent messaging
  - Information sharing events and feedback mechanisms, e.g. town hall meetings
  - Open houses with demos, interaction with experts, lots of food and give aways
  - Project-dedicated website with updates, FAQs, testimonials and project-related news
  - Break room posters and handouts
  - Recognition and acknowledgement of small, quick wins
- **Extensive Training Syllabus** – Our training development and delivery strategy included –
  - Instructors who could answer 90% of the questions ... minimize "I don't know but I'll find out" responses.
  - Educate Dispatchers to the point of independence and ability to perform A-Z workflow comfortably.
  - Identified and deployed "super-users" and subject matter experts as coaches and mentors.

A few key learnings I can share from the successes of this project:

- Communicate, communicate, communicate!
- Be sure the organizational leadership is aligned on the vision and approach.
- Engage all stakeholder groups in ways that are meaningful to them.
- Empower people to act and remove barriers to their success.
- Appeal to the hearts and minds of those affected by the change.
- Remove or change practices that might pull people back to the old way of doing things so that the change sticks, is no longer seen as change, and is now just the way we do things.

Sharon G. Grundy, PMP, SCPM  
Vice-President of Professional Development

# Website Registrations will now offer PayPal & Credit Card options

We are pleased to announce our web site will be able to take your payments for chapter meetings via PayPal in addition to credit cards. This will also enable us to accept credit cards on a mobile phone at our meetings.

See the following screen shots to acquaint yourself with how the web site payment dialog will look going forward.

## Event Registration: Payment

Please wait while you are being redirected to PayPal to complete your payment...

PMI-NNV, Inc

Your order summary	
Descriptions	Amount
\$2 Test Event (Do Not Register)	\$2.00

Choose a way to pay


[Pay with my PayPal account](#) 

Log in to your account to complete the purchase

PMI-NNV, Inc

Your order summary	
Descriptions	Amount
\$2 Test Event (Do Not Register)	\$2.00
Item price: \$2.00	
Quantity: 1	
Item total	\$2.00
<b>Total \$2.00 USD</b>	

Choose a way to pay

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Log in to your account to complete the purchase

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PayPal. The safer, easier way to pay. For more information, read our [User Agreement](#) and [Privacy Policy](#).

# Scrum Master and Agile

The Sacramento PMI chapter is hosting a Scrum Master and Agile Training on May 2nd-4th. Here is a brief synopsis of the course and links to more information:

Certified ScrumMaster (CSM) Course May 2-3 (Thursday-Friday) 16 PDU's

Scrum Master Certification PMI-Agile Certified Practitioner (ACP) Exam Review Day

May 4 (Saturday) 8 PDU's When combined meet the PMI-ACP Certification training requirements of 21 contact hours in agile practices.

Registration: [pmi-svc.org](http://pmi-svc.org)

## PMI-RMP® and PMI-SP® Credential Exam Update

*(Sharing information from a PMI.org newsletter)*

As part of our ongoing effort to keep you informed, this message is a reminder that on 31 August 2013, the updated Risk Management Professional (PMI-RMP)® and Scheduling Professional (PMI-SP)® credential examinations will be released. The update to these examinations is based on the recently completed Role Delineation Study (RDS) conducted by PMI. In order to prepare for the transition to the new examination, PMI recommends that you utilize the following documents:

### PMI-RMP®

[PMI-RMP Examination Content Outline](#) which contains the blueprint for the updated PMI-RMP examination.

[PMI-RMP Update Frequently Asked Questions](#) about the PMI-RMP® RDS and examination update.

### PMI-SP®

[PMI-SP Examination Content Outline](#) which contains the blueprint for the updated PMI-SP examination.

[PMI-SP Update Frequently Asked Questions](#) about the PMI-SP® RDS and examination update.

Candidates that will be taking the examination after 31 August may have

questions, which the documents listed above, will help to answer. For those who are considering taking the exam in the near term will be encouraged to use the exam preparation resources currently available to them. These materials include the PMI-RMP® Examination Specification or PMI-SP® Examination Specification, as well as study guides, study groups, and training courses.

Please refer to the [PMI-RMP® RDS Update page](#) and [PMI-SP® RDS Update page](#) on PMI.org for more detailed information about the changes. Please visit these web pages for timely information regarding the PMI-RMP and PMI-SP updates.

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