



PMI-NH Chapter News

The Journal of the New Hampshire Chapter of the Project Management Institute



PMI-NH's Shared Booth (with the MassBay and Central Mass Chapters) at Project Summit, 30/31 October 2006



From the President's Desk

Howie Lyhte, PMP

Although I'm writing this before Halloween, the newsletter you're reading is our November-December edition and the last one for 2006.

*The world's spinning madly, it drifts in the dark
Swings through a hollow of haze,
A race around the stars, a journey through
The universe ablaze with changes.*

I've always (well, ever since I first heard Phil Ochs sing that) loved the image of a universe ablaze with changes. In the intervening time, I've also learned just how maddening and also how rewarding those changes can be.

As I wrote here last month, we Project Managers are agents of change. We don't create change or block change, we facilitate change. Our Chapter is also changing. It is growing and maturing on its path to become a leading resource in New Hampshire for both the profession of Project Management and for the businesses and organizations that want to be successful

(Continued on page 8)

Inside this Issue

From the President's Desk	1
Editor's Challenge	1
Editorial— <i>The Art of 'No'</i>	2
Chapter Meeting Announcement.....	3
Featured Article— <i>Quality Trumps the Triple Constraint</i> .	4
Featured Article— <i>Good Portfolio Management</i>	5
Book Review— <i>Napoleon on Project Management</i>	6
Software Review— <i>WBS ChartPro</i>	7
From the Webmaster — <i>PMI-NH's Privacy Policy</i>	8
A Practical Guide to Earning PDUs	9
In Case You Missed It— <i>The Sept' 06 Meeting</i>	14

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.

*Please join us on the evening of
Wednesday, December 6th*

at

The Yard

in Manchester, NH.

Networking hour starts at 6.

Open to all.

See Page 3 for Details

This Edition's

Editor's Challenge

How do you build support for your projects?

In each issue we'll ask a question on how you might have implemented one of the processes out of the PMBOK, or how you addressed a certain situation, or some other clever or witty question we can come up with.

Send us one or two paragraphs on this question reflecting your personal experience and we'll print the best responses in the next newsletter. Email your responses to:

Communications@pmi-nh.org

BOARD OF DIRECTORS

Howie Lyhte, PMP
President

Robert Blaney, PMP
President-Elect

Michael Gregowske, PMP
Past-President

Rob Curran, PMP
Treasurer

Marie Candela, PMP
Recording Secretary

Thomas Baker, PMP
Vice President - Professional
Development

Gary O'Kula, PMP
Director of Ambassador Program

Nick Pangaro, PMP
Director of Communications

Larry Gagnon, PMP
Director of Marketing

Eric Johannesson, CPHIMS
Director of Education

Julie Wyman, PMP
Director of Sponsorship

Neil McCafferty
Director of Programs

Diane George, PMP
Director of Membership

Peg Duggan
Webmaster

HOW TO CONTACT US

PMI NH Chapter, Inc.
P.O. Box 4496
Portsmouth, NH 03801
Website: www.pmi-nh.org

**For sponsorship, advertising or
job placement ads and
inquiries, please e-mail us at:
sponsorship@pmi-nh.org.**

General E-mail Addresses

information@pmi-nh.org
education@pmi-nh.org
communications@pmi-nh.org
membership@pmi-nh.org
programs@pmi-nh.org

*Proud to be your local project
management connection.*

*PMI-NH is a member-supported
nonprofit organization.*

Editorial

Nick Pangaro, PMP—Director of Communications



The Art of 'No'

When my son was two years old, his favorite word was "No", emphatically stated with an exclamation point after it. His answer to almost every request was that emphatic "No!" Our "Time to go to bed" would get "No!", "Suppertime" - "No!". You get the picture, especially if you've ever had the experience. I suppose my parents experienced the same thing with me, as do all parents with their rebellious 2 year olds.

Somewhere along the way, we all seem to mellow out from that rebellious state, probably as we discover that the universe doesn't really revolve around us and we actually need to pay some attention and contribute to the needs of the society around us. As we seek acceptance from our peers, and especially our superiors, that emphatic "No!" somehow evolves into a "Sure, I can do that", especially when your annual reviews are filled with words like "You need to develop a 'Yes, we can' attitude".

But how many of us have heard ourselves give the 'Sure-I-Can-Do-That' answer, followed a few minutes later by "How am I going to do that?".

The fact is that good businesses and successful organizations are based in reality and not fantasy. All of those Sure-I-can-do-that's tend to pile up on our desks and in our task lists, until we become paralyzed with a lack of time and inability to get anything done.

As project managers, we should be very cognizant of the limitations of not only our project teams, but especially of ourselves. We've been equipped with concepts like the Triple Constraint and Prioritization, and need to apply those to the commitments we make in life.

And that's where the Art of 'No' comes in.

I'm convinced that sometimes the worst answer we can give is 'Sure-I-Can-Do-That'. 'No' doesn't need to have a negative connotation when we're asked to take on some additional commitments or responsibilities. 'No' can mean that there are some very real constraints that we're working under, including higher priorities, that mean we won't be able to devote the necessary energy or time to make those new tasks successful. Which can be a lot more helpful to the requestor than accepting a task that we just never get

(Continued on page 11)

PMI-NH CHAPTER NEWS

*The newsletter of the NH Chapter of PMI. See
the last page for publication details.*

EDITORIAL BOARD

Neil Craig, PMP
Larry Gagnon, PMP—PMI-NH
Director of Marketing
Mike Gregowske, PMP—PMI-NH
Past President
Ron Natale, B.S.E.E., MCSE, PM

Linda Sawicki, PMP
Subbakaran Singh, PMP
J.C. Trembley
Mark Weber
Nick Pangaro, PMP—PMI-NH
Director of Communications

Next PMI-NH Chapter Meeting

Bruce Kozuma

Case Study - IT-focused Project Management in a Biopharmaceutical Manufacturing Environment

The drivers of Project Management in a biopharmaceutical manufacturing environment are different from the usual cost, schedule, and resources constraints. Overriding concerns are compliance with regulations (cGMP, GAMP, CFR 21 Part 11, SOX) and supply of product to patients. The presentation will focus on the following topics of particular interest to PMI members:

- Overview of the project (implementing a suite of applications (ERP, MES, LIMS, Integration) to support a biopharmaceutical manufacturing environment).
- The vastly different definitions of Quality between PMBOK and a typical cGMP environment (i.e., Quality from a PMBOK perspective focuses on meeting customer needs broadly defined, while Quality from a cGMP perspective has a focus predominantly on compliance with FDA regulations, particularly cGMP, CFR 21 Part 11, and GAMP).
- The career skills necessary for Project Managers to break into and thrive in such an environment (e.g., understanding drivers in a regulatory environment, negotiating/facilitation/coordination skills, ensuring the proper proper governance, clearly defined roles/responsibilities/expectations).

Bruce Kozuma, PMP (2004), is a member of the Mass Bay PMI chapter. He is the Manager of the Project Management group within Biotech Information Services department for the Andover/Wilmington sites of Wyeth Biotech (Technical Operations and Product Supply), a division of Wyeth Pharmaceuticals. He has background in fields such as Physics, Technical Writing, Software Development, and implementation/support of systems such as ERP, MES, PDM, and QMS.

To register: <http://www.acteva.com/booking.cfm?binid=1&bevalD=120466>

MPMM™ Project Methodology Driving your projects to success

To deliver projects successfully, you need to have a clear roadmap for navigating the Project Lifecycle. MPMM™ gives you this roadmap, by explaining every step needed to Initiate, Plan, Execute and Close projects.

MPMM steers you in the right direction, by telling you how to complete each step in the journey. It also includes all of the processes, templates and forms you need to complete each step quickly and efficiently.

Stay on track and drive your projects to success by using MPMM™ today.



MPMM 

Special Offer
Buy now and get free upgrades for 12 months.
Download a Free Trial, from www.MPMM.com today!



PMI-NH President Howie Lyhte greets author Mark Kozol-Howard at the September meeting. Were you there? See the meeting review on page 14.

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.

Featured Article

Title: What if the Triple Constraints Aren't the Most Important Aspect of Managing Your Project?



Author: Nora C. Colliton, MBA, PMP

Copyright Nora Colliton 2006 (Printed with permission)

How many articles and books have we read and seminars attended as project managers that have emphasized the importance of managing using the triple constraints? And what project manager would not manage the scope, budget and timeline of a project? An equally large number of studies have proven the effectiveness of managing the triple constraints. But what if the triple constraints are not THE most important aspects of project management?

This article serves as a lessons-learned and shares my experience in managing system implementation projects where triple constraints were less significant.

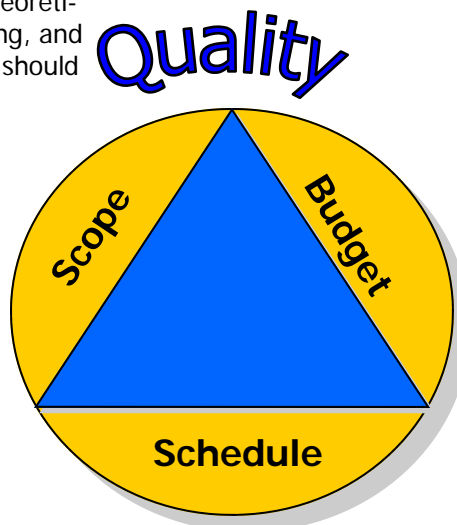
PMI Principles

Traditionally, as project managers, we have seen the triangle that represents the triple constraints. Each leg of the triangle represents scope, cost, and duration. The triangle is often drawn as an isosceles triangle. But rarely do scope, cost and duration remains in balance. But all project managers know the close link between and necessity to manage them.

Sometimes, but not always, we also see the circle enveloping the triple constraints. This circle represents the quality of the product being monitored throughout the project. Quality is, theoretically, all encompassing, and all project managers should ensure quality throughout the life of the project. But in practice, for me, quality has played fourth fiddle, at best.

Quality is King!

So what could possibly be more important to a project manager than



*What could be more important to a project manager than scope, cost, and duration? **QUALITY**, also known in the biotech industry as **compliance**.*

scope, cost, and duration? QUALITY, also known in the biotech industry as compliance.

In an industry that's highly regulated by the FDA and other regulatory organizations, anything that affects safety, identity, strength, purity and quality (SISPO) of the product reigns supreme. This includes implementation of systems that track the manufacture of the products, documentation related to products, and documents outlining the processes and procedures related to the products. These systems require "validation" to ensure they meet all FDA regulations.

Defining Quality

In the biotechnology industry, quality has a much broader definition. Quality relates to the process of implementing a "validated" system. Implementing a "validated" or "qualified" system is much more involved than a non-validated/non-qualified system, for example. Due to compliance with FDA and other regulations, more documentation is required, particularly related to

traceability and reasons for actions. Additionally, testing and qualification requirements are more involved from the very beginning of the system development life cycle. In fact, testing can involve post-implementation monitoring activities. In general, quality in these projects is not an afterthought.

Impact on the Project and Project Manager

The most significant impact is on the triple constraints. With quality as the primary element, scope, cost and duration increase as quality requirements increase. Pictorially, instead of quality being outside encompassing the triple constraints, quality is at the center pushing out scope, cost, and duration depending on quality requirements.

There are many positives with quality as king. For example, testing and documentation for the system implementations are more robust. Moreover, testing is not compressed. And in fact, post-implementation monitoring en-

(Continued on page 10)

Featured Article

Title: The Need for Good Portfolio Management

Author: Mark Lucas, PMP

Copyright Mark Lucas 2006 (Printed with permission)

Many large companies do a fairly good job at project/program management but fail to keep control of their overall portfolio. The project/program is just one piece of an otherwise larger puzzle that needs to be completed to have successful and efficient project operations. The loss, or disconnect, of the "big picture" in many cases does not have a noticeable short term impact but can lead to a long term quagmire. With several projects of different timelines, as well as new revisions, a portfolio usually has kind of a "meta" timeline that continues over a long period of time, even indefinitely. Problems usually start with prioritizing short term "wins" and forgetting about the long term goals. This long-term portfolio needs to be managed as effectively as the underlying projects in order for an organization to truly succeed.

Problems usually start with prioritizing short term "wins" and forgetting about the long term goals.

Managing a Portfolio of Projects

My former employer is a large hardware/software manufacturer that did a lot of internal application development. This tended to be beneficial because the core software knowledge gained by developing internal applications could also be used to support the software products we sold. My particular organization was about 700 people at its height, mostly Software Engineers but with a fairly large population of Managers, PM, SQA, REs, Tech Writers and BA/TAs. We certainly had the resources to be successful and produced many complex applications that were used by several thousand customers and internal users. We had a PMO office and we used a company mandated stage gate engineering methodology as well SixSigma and RAD methodologies when necessary. We produced results that our management wanted, but something did not seem right at the PM level. We worked on projects with 3 to 12 month timelines and usually a short stint afterwards developing new releases of those applications. We would then pass that application over to the Program Sustaining Group and immediately start working on new initiatives in support of management priorities. Unfortunately we would often find through requirements analysis, that we were either re-inventing something already created or we had a dependency on some legacy application that would require integration

code. To replace the whole legacy application would result in huge scope creep. Long-term this would probably be the better solution, however it was not considered acceptable to delay the priority functionality the stakeholders were expecting. Decommissioning and consolidation were always second priority to new development.

The result over time was a large inventory of live applications providing specific functions that often overlapped. At the same time these applications were customized enough to a particular user's need that they could not easily be replaced. In some cases duplicate projects were canceled before release in favor of similar implementations; however the sunk cost to the organization was still considerable.

In addition, new programs/projects were managed by separate VPs and/or Directors that were funded to grow their program areas in accordance with their own specific goals. The organization goals would theoretically be aligned at a higher level, however this only amounted to lip service because down at the tactical level there were definitely conflicting goals. Collaboration between the different departments was there but not enough true integration to pull together a cohesive portfolio. Each development group had its own set of goals and requirements that they had to deliver on overlap or not.

The result was an enormous cost and resource drain on the organization to maintain many custom applications, keep specific user groups functioning, and support a continuous feed of new applications. Most would say "Why not consolidate or decommission those apps into one or two new applications"? The problem is there is always pressure to develop new applications to support new initiatives. Replacing and/or decommissioning the overlapping applications would require less resources in the long run and therefore allow the organization and the company to run more efficiently. However, a substantial short term resource commitment would be necessary in order to successfully transition to consolidated applications. Focusing resources on consolidation requires short term sacrifices, difficult to commit to in a fast paced company

(Continued on page 11)

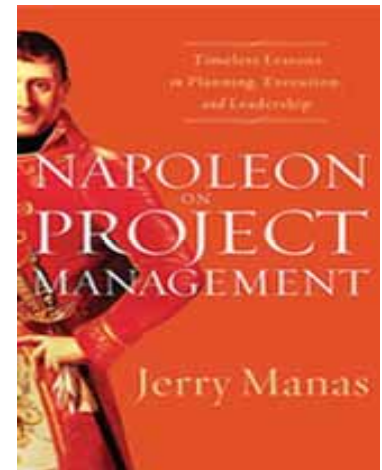
Book Review Corner

Title: Napoleon on Project Mangement

Author: Jerry Manas, PMP

Publisher: Nelson Business, 2006

Reviewer: Neil Craig, PMP



List Price: \$22.99

Amazon Price: \$16.32

Barnes and Noble: \$20.69

Ebay Listing: \$10.65

Relevant Websites

- Author's Website (<http://manasbooks.com/>)
- Thomas Nelson Publishing (www.thomasnelson.com)

Ratings

- **Amazon** (www.amazon.com): 5.0/5.0, 2 reviews
- **Leadershipnow** (www.leadershipnow.com) 4.5/5.0

What the book is supposed to do:

This book compares and contrasts the managerial technique of Napoleon to modern day PM theory. By distilling a management approach to the six fundamentals of exactitude, speed, flexibility, simplicity, character, and moral force, the author provides a sound framework for motivating PMs that are looking to drive their effectiveness to the next level.

What the book did for me:

In my arguably sick passion for project management knowledge, I've browsed many books that have nothing new to offer other than a snappy title. I find that books with titles using words like 'secret', 'art', 'effective', or 'applied' do little more than cover some basics of the PMBoK. Seriously, how many times can you read about work breakdown structures?!? This book was both a history lesson and a PM motivational tool. The author does reference some tried and true PM terminology but does not instruct on PM theory. This book is really a book on leadership that uses Napoleon's career as a series of illustrative examples. I found it easy to read and easier to retain information based on this approach.

It should be said that this isn't a Napoleon worship/fetish book. Manas also goes into details as to how Napoleon had his downfall and contrasts that to failed projects as well. I found that this section had me

(Continued on page 10)

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:

Neil.Craig@mksinst.com

Software Review Corner

Title: WBS Chart Pro—Project Planning and Graphing Software

From: Critical Tools

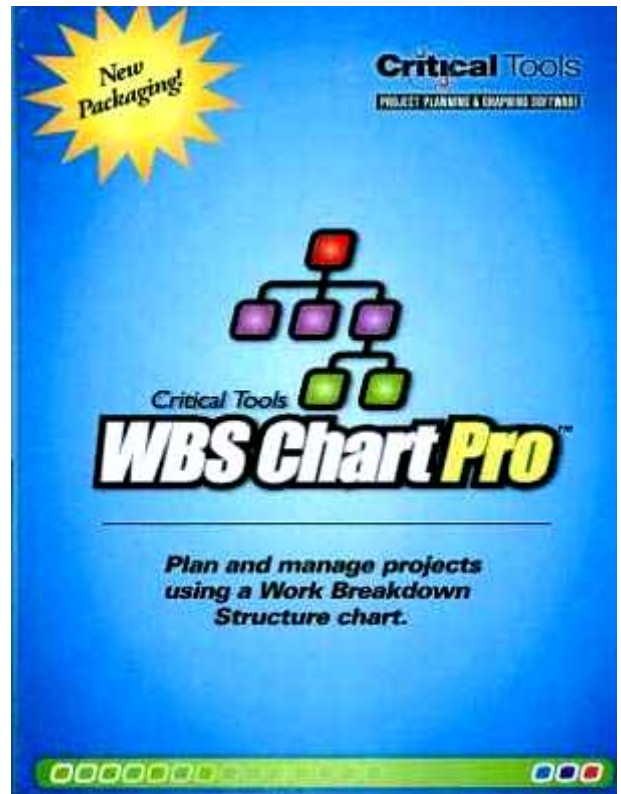
Reviewer: Terry Yetsko, PMP,
NE Project Management Consultants

License: Free to try; \$199.00 to buy

Website: Critical Tools
(<http://www.criticaltools.com>)

Ratings

- Download.com—5/5 Stars (3 reviews)
- WindowsMarketplace.com—4.5/5 Stars (2 Reviews)



The WBS is probably the single most important component in the project plan, not only because it indicates what should be done, but equally important, it indicates what should NOT be done. Over the years, I have slowly drifted into the mode of providing stakeholders with an MS Project generated outline as the mechanism for defining the scope of the project. This was partly due to my dissatisfaction with how well MS Project integrated with Visio in order to create graphical WBSs. However, for most people, a graphical WBS is much easier to read and understand than an outline and is a much better mechanism for communicating the scope of the project and managing stakeholder expectations. WBS Chart Pro provides this capability and more.

WBS Chart Pro is Windows based and the manual indicated very frugal system requirements (Windows 95 and

up with only 16 Mbyte of RAM). Compatibility with MS Project 98 through 2003 was also indicated. I guess there still may be some Project Managers using MS Project 98. WBS Chart Pro will run standalone, but the real benefit is in its ability to integrate seamlessly with MS Project. For the record, I test drove Version 4.5 of the application on a Dell Inspiron 300m laptop with 1.1 Gbyte of Ram running Windows XP SP2, with MS Project 2003 Standard.

As a planning tool, WBS Chart Pro let me quickly generate a top-down work breakdown structure while collaborating with one of my project teams using a digital projector. It is fast enough and flexible enough as to not detract from the task at hand and within a consultant/client relationship at least, certainly adds a level of sophistication and profes-

(Continued on page 12)

About the Reviewer:

Terry is a Principal with **NE Project Management Consultants** with over 25 years of engineering and program management experience. Terry spent over 15 years with General Electric Automated Systems, 10 of those years as a Program Manager. Since leaving GE, he has been a Project Manager in the commercial industry, managing projects spanning a wide range of technologies and industries. These projects range from production and custom test equipment to control systems for both the extrusion coating industry and high powered radio-navigation transmitters. He's a graduate of Lehigh University with a B.S. in Electrical Engineering and is currently enrolled in the MBA program at the University of Phoenix. His email address is tyetsko@nepmc.com.

PMI-NH's Privacy Policy

By Peg Duggan, Webmaster



The PMI-NH Privacy Policy statement was recently added to the website. You can find a copy at the bottom of the home page – <http://www.pmi-nh.org>. As part of the privacy law compliance, we are required to inform our membership of its existence.

Why Have a Privacy Policy?

Briefly, as soon as you ask for personal information, you are required by law to create a privacy policy and provide a statement, on demand, to anyone who requests a copy. A copy the PMI-NH privacy policy statement is posted on the PMI-NH web site.

What Does the Privacy Policy Include?

Briefly, a privacy policy statement includes the types of information collected, or not collected, how the information is used, and with whom the information is shared. It also includes statements about what is NOT done with the information.

What Information Do We Collect?

PMI-NH collects only information needed to conduct business with our members. It primarily falls into the following categories.

- Name and email address – to send email communications
- Contact information – for Event Registration, ballot voting
- Credit card information – to process payments for chapter events

- Survey information - to gather information to use to improve our programs.

How Do We Collect Information?

PMI-NH receives information about your request to join this chapter from PMI headquarters.

Your name and email is added to our email database base to receive communications about chapter events. Non members can also add their names and email address through the sign-up (opt-in) forms on our web site. Remember, you have the option to be removed or opt-out from our email database at anytime though the link at the bottom of our email communications.

Event registration information, including credit card information, is collected through a registration service, which will process the credit card payment. Remember, you can register for an event and pay once you attend the event.

In Summary

We are committed to protecting the privacy of your information. We do not sell or share your information to any third parties, except to conduct transactions or as required by law. Remember, PMI-NH will not ask for credit card information over the phone. For your protection, only provide credit card information on calls that you initiate.

If you have any questions regarding our privacy policy, please send email to any member of the board of directors.

(Continued from page 1)

through the use of Project Management. But we need to foster this change and help the Chapter grow. The first phase will be our Mission and Vision Project. (Due to unforeseen changes we have had to delay the formation of the project team.) This will be a short term project, involving one or two actual meetings and the rest of the communications will be done via phone and email. The resulting Mission and Vision Statement will be the foundation upon which the Chapter's growth will be built. If you can contribute to this team, please let me (president@pmi-nh.org) or Larry Gagnon (marketing@pmi-nh.org) know by the end of the next

Chapter meeting, which will be on December 6, in Manchester.

Year end is always a natural time to reflect on where we've come from and where we're heading. My wish for all of us is that the best of the past year will match the worst of the next.

The closing thought this time is by John Wyndham: "But life is change, that is how it differs from rocks, change is its very nature."

Hope to see you at our next meeting.

Howie Lyhte, PMP
President, PMI NH Chapter

A Practical Guide to Earning PDUs

Gary O’Kula—
Ambassador Program Director



Now that I’m semi-retired, I am following my passion and working as a Project Manager in the residential construction field and have begun teaching project management at the local universities. Up to the point that I retired, I had relied on my employer to assist me in meeting the daunting task earning those 60 PDUs every three years. When I was working full time, I was able to attend a few conferences and seminars at my employer’s expense, which was a great way to earn PDUs. But now with a limited budget and working on completing my 3rd cycle, I find I need to take advantage of some of the less expensive means of earning PDUs. So, as an experienced ‘PDU-earner’, I thought I’d offer some guidelines on earning PDUs, and hopefully some answers to some of those perplexing PDY questions. Naturally, for further information please refer to the PMI website.

There are five categories for reporting PDUs, covering formal education, professional activity, chapter, registered and non-registered educational institutions and service PDUs.

Category 1

Formal Education PDUs are earned if you are enrolled in a formal education program related to Project Management. You can earn up to 10 PDUs per semester.

Category 2

This category covers professional activities & self-directed learning. PDUs can be earned if you are involved with project management at work. Do you spend more than 1500 hours per year as a project manager? You can earn 5 PDUs as a PM practitioner per year.

Category	Description	PDUs
2A	Write article for a refereed journal.*	30 PDUs for an Author/20 PDUs to Co-Author
2B	Write article for a non-refereed journal.**	15 PDUs for an Author/10 PDUs to Co-Author
2C	Speak at a PM conference.	10 PDUs
2D	Speak at a PMI Chapter meeting.	5 PDUs
2E	Panelist at a PM conference.	5 PDUs
2F	Write a PM textbook.	40 PDUs Author/ 20 PDUs Co-Author
2G	Develop PM content for structured learning	10 PDUs
2H	PM Practioner 1500 hours/year	5 PDUs (15 max per cycle)
2SDL	Each hour of learning activity)	1 PDU (15 max per cycle)

* “refereed journal” A publication, usually scholarly, in which articles are reviewed by a panel before being accepted for publication. (Project Management Journal)

** “non-refereed” journal is an industry publication or newsletter. (PM Network, PMI-NH Chapter Newsletter)

Category 3

PDUs in this category can be granted by PMI Registered Education Providers (REPs) and earned by attending activities sponsored by REPs, by participating as a PMP mentor, and of course, by attending chapter meetings

Category 4

This category covers PDUs claimed by attending seminars from non-registered institutions. You may convert relevant CEUs from organizations not registered with PMI.

Category 5

Service PDUs (20 per cycle) can be earned for participating in the chapter leadership or assistance to non-profits.

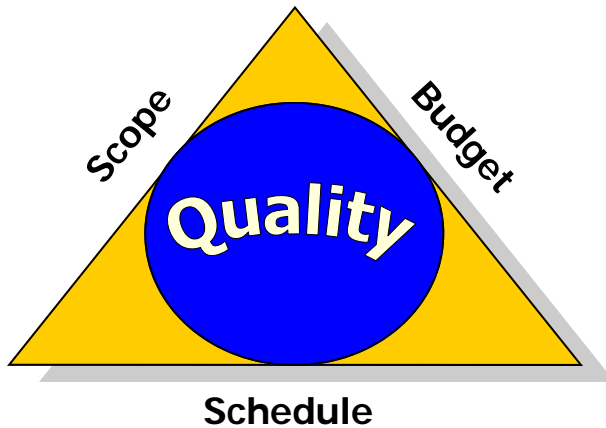
Description	PDUs
Chapter Officer/ Director	10 PDUs per year
Chapter Committee member	5 PDUs per year
Provide PM assistance to a non-profit	5 PDUs per year

If you have any questions on this, you can contact Gary at:

gokula@pmi-nh.org

(Continued from page 4)

sure customer satisfaction with the system. Additionally, all aspects of documentation – testing documents, scope changes procedures, and all project documents – become part of the project deliverables, and are, therefore, completed. In this environment, both testing and documentation are more formalized, following such industry standards as GAMP.



The project manager on a biotech system implementation project is highly trained, not only on project management standards, but on numerous government regulations and validation standards, such as GAMP. There are also strict requirements on staying current on training. The project manager's ability to understand what might be required, the ability to build those requirements into the schedule very early on, and maintain a good relationship throughout the project lifecycle is critical to the progress of the project.

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.

(Continued from page 6)

looking at my own projects and trying to pick out similarities... OK yes, I found a few and am presently acting to fix them!

Favorite Features

- **Viva la France!** I liked the historical aspects of the book.
- **References**– The author takes the time to recommend other books that can expound on the topics he is discussing.
- **Good and Bad** - It's always nice to know what not to do as well as what to do.

Buy it, borrow it, or burn it.

This book is a certain buy. An excellent case study of long term project management. As it is roughly 250 pages and contains no liquids, this is an excellent book for a plane trip.

I hope you enjoyed this review. If you have any comments or know of a good PM book others might like, feel free to email me at

Neil_Craig@mksinst.com



Diane George (Director of Membership) and Mike Gregowske (PMI-NH Past President) handle registrations at the September PMI-NH Chapter Meeting



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.

(Continued from page 5)

with a tight cash flow. In this company, as in many, consolidation does not fall inline with their main goals. The result of this short term focus was an under staffed program sustaining organization responsible for supporting 400 applications spread over 1400 systems. In addition, there was a constant influx of new applications. At some point the resource burden created by these live applications will be so great that some type of consolidation will be mandated, however this situation can be avoided.

The cause of this is usually a lack of executive management focus and control of the portfolio. Where project and programs are staffed with qualified project managers, many portfolios are run by executives who do not understand good portfolio management. Furthermore, executive management and their organizations can change so frequently that long term goals get lost or changed in the shuffle. Short term gains will always get priority and seemingly rarely do top executives keep to long term plans. In addition, a portfolio can be spread across several organizations and under the oversight of multiple executives. This can cause overlapping scopes which leads to more inefficiencies by way of non-productive inter-organizational competition. Without solid overall project management, the portfolio can be disjointed and fragmented to a point where there really is no true portfolio, just a set of programs. This is very unfortunate because good resource management and cross staffing is very difficult in this situation. All modern companies need to be able to move resources quickly and efficiently to fill pro-

Even a stage gate development process may not be enough without a long term commitment by upper management. Stage gate must take into account all programs and their various stages from conception through delivery.

ject staffing gaps, an ongoing occurrence.

The Need for Long-Term High Level Commitment

The answer is a long-term commitment by upper management to use a portfolio management methodology. Some times a stage gate development process is not enough if management does not take into account all programs and their various stages from conception through delivery. The "big picture" must always be taken into account and managed at the appropriate level. A portfolio scope must be established and adjusted over time as changing organization goals and staff will dictate. There must be active, formal participation and collaboration between the executive stakeholders interacting with all Program/Project Managers. There should be high level work-flow reviews of all pro-

jects from a technical and business perspective and decisions need to be made via a consensus of all executives involved. Duplicate projects must be consolidated, troubled projects re-evaluated or canceled, and projects in line with portfolio goals must be given full support. The process should allow for shifting resources and budgets from one project to another accompanied by proper communications throughout the entire organization.

Good portfolio management at the executive level should be looked at as a necessity in today's highly competitive business environment. Companies will not be successful without solid control of short term goals valued against long term requirements which is the product of effective portfolio management.



Mike Gregowske and Subbakaran Singh at the September, 2006 Chapter Meeting.

(Continued from page 2)

around to doing, but which someone is relying on.

So the next time you're asked to do something, or the next time you realize your priorities have changed and you need to shed some responsibilities in order to maintain your sanity, take a lesson from that mellow two-year-old that still lives within you, and use the gentle and politically correct Art of 'No'. Your peers and superiors will respect your ability to live within your own limitations, and the work you do will be higher quality.

We always encourage you to write in with your comments for a Letters column. Send your comments to:

communications@pmi-nh.org

(Continued from page 7)

sionalism. I think the days of creating a WBS with sticky notes on a white board are now numbered.

I did have some trouble initially with understanding where new tasks would be inserted when using the application. WBS Chart Pro provides four controls to insert a new task (Insert Left, Right, Above, and Below). However, the position chosen relative to the currently selected task is based on the orientation of tasks within the current WBS branch. Five minutes with the manual would have eliminated this confusion, but in typical engineering fashion, I jumped right in. This is not to say that using the software is not intuitive, and once I understood the insertion mechanism I was able to easily fly through the creation of a top-down WBS. However, I would recommend a dry run with the application before your first real world use, especially if that use is in front of a customer or client.

WBS Chart Pro does provide the ability to enter task information directly, either by modifying the information displayed in each box (box content is easily configurable in each of the views) or pulling up a Task Information dialog box. It uses most of the data in the Project task table but not all. However, in my use of the application so far, I have not run into any task field that I thought I needed that was not there. Some things, such as task dependen-

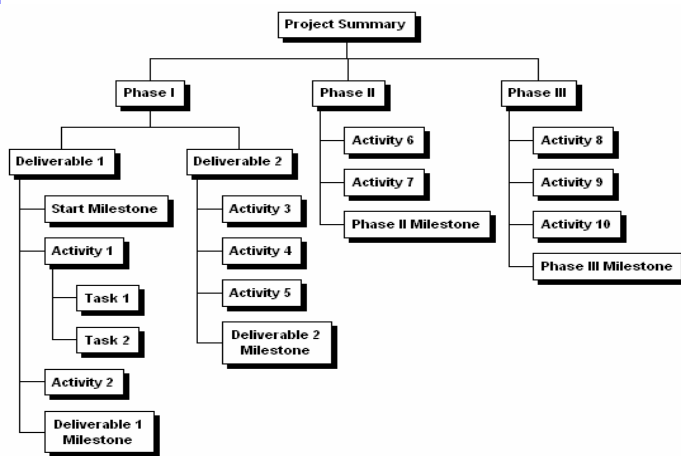


Figure 1. Planning View

cies, are probably better left to after the WBS is linked to a project file. However, in order to be standalone, it must provide these capabilities. One other ability to note is that it does include the ability to add a hyperlink to each task.

It provides several pre-defined views as well as the ability to create and save your own, depending on how much

task information you want displayed. I modified the progress view to include additional fields and think I may switch to carrying that when updating and discussing project status with team members. Modified views are saved within the current WBS file but can selectively be available for global use if desired.

Box styles can be individually changed but the functionality I really liked was having the box formats determined automatically based on specific project criteria, such as whether the task is on the critical path, whether specific flags are set, or even several progress related criteria such as whether the task has been started, is in progress or has been completed. I anticipate that this capability will be extremely useful for developing custom views for distribution to specific levels of stakeholders.

Charts based on the current view can be easily saved as pictures for stakeholder distribution. The application sup-

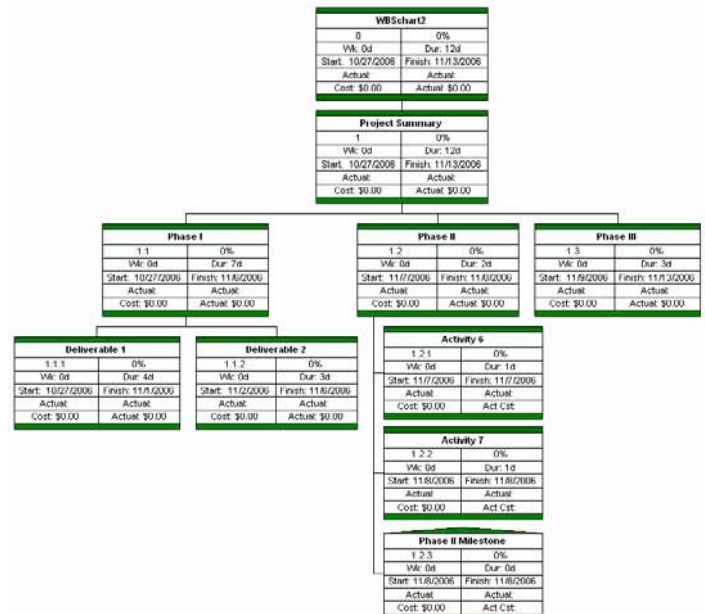


Figure 2. Progress View with Phase II Branch Expanded

ports *.jpg, *.png, *.tif, and *.bmp but does not support *.gif or *.pdf. This was a non-issue for me as I already have a *.pdf printer set up on my machine. They can also be saved as a web page and a basic template which can be edited is provided. Although I did not try the web based functionality, I can already imagine some potential applications with remote clients.

Once you are ready to create the project schedule, one button opens MS Project in the Gantt view and displays

(Continued on page 13)

(Continued from page 12)

the tasks and their summaries based on the information entered into WBS Chart Pro. These two files are now

linked, and changes within either application will be reflected in the other. In my mind, this is certainly the most powerful feature of this application.

Linking is based on the entire path so if files are moved around the link will need to be re-established. This is as simple as browsing to the new file location but it is something to keep in mind, especially with network installations.

From my perspective, the only shortcoming was that any line item in the project schedule is going to show up as an element on the WBS chart. In contrast, creating a Visio WBS from MS Project does allow selecting which tasks will show up on the graphical WBS. However, given that WBS Chart Pro provides so much more capability, careful selection of how tasks are organized and collapsed should allow working around this issue.

The Bottom Line: The software has been around for a while and I wish I had found it sooner. It will clearly save me time and effort and is definitely worth the price of admission. A demo is available for download that limits you to printing only 50 tasks, which makes it easy to test drive. Once you try it, I am sure you will agree that this tool will help improve your productivity.

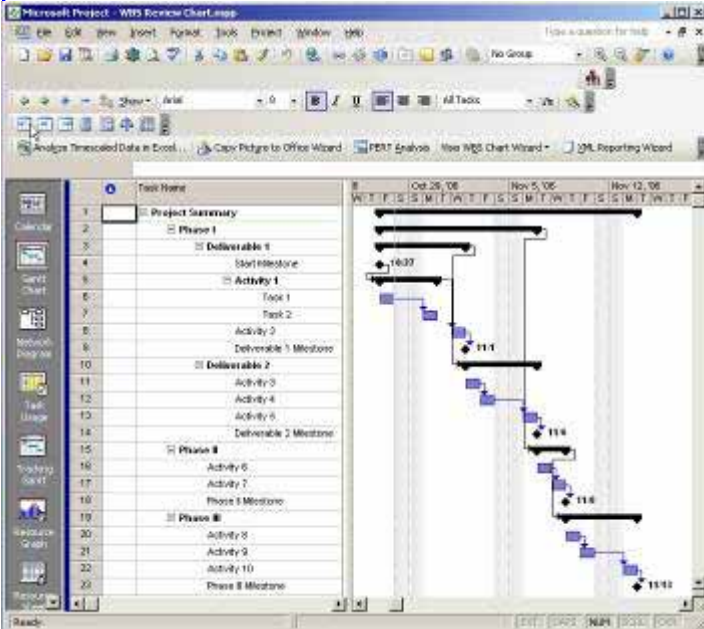


Figure 3 . MS Project 2003 Schedule Created from WBS Chart Pro



September 2006 Chapter Meeting
at the Yard in Manchester, NH.



In case you missed it.....

September 2006 Chapter Meeting

Ask 100 people why the Titanic sank, and most will tell you because it struck an iceberg. A few will tell you it sank to give Leonardo DiCaprio and Kate Winslet a chance to do a movie together. And there will be at least one who will blame UFOs or Big Foot. Almost all, however, will focus on the immediate cause of the sinking (the iceberg), neglecting the root causes of the disaster.

But ask Mark Kozak-Holland, our speaker for the September chapter meeting and author of **Avoiding Project Disasters. Titanic Lessons for IT Executives**, and he'll give you a history of the project that built the ship. He'll tell you about how the original goal of building the safest ship ever was derailed by management wants, how the lack of adequate change control jeopardized the ship, how non-functional requirements were downgraded so they could no longer support the functional requirements of the project, and how schedule pressures affected product quality, until the disaster was nothing more than an inevitable outcome.

Sound familiar for some of your projects? Mark's weaving of project management lessons learned with this historical event kept the audience in their time machine as he went back and forth in time between the building of the Titanic and modern IT projects to illustrate his points. As I looked around the room at the Yard, the audience was focused and attentive to the story being told. Whether they were enthralled by the speaker's story or his message is unknown but their postures indicated they were taking it all in.

If you missed the September Chapter meeting, you missed a great opportunity to hear a great story and some important reminders for our work as project managers. And you also missed the real cause of the disaster, bad management.

Oh, PS - the ship didn't really strike the iceberg, more like ran aground onto it. You missed that part too.



PMI-NH members at the September 2006 chapter meeting.

About the PMI-NH Chapter News

The PMI-NH Chapter News is the Newsletter of the New Hampshire Chapter of the Project Management Institute (PMI-NH). All material is Copyright PMI-NH 2006, except as noted.

The Newsletter 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 newsletter 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

2006/7 Publication Dates

Issue	Proposals Dues	Submittals Due	Target Publication
Sept/Oct 2006	14 Aug. 2006	11 Sept. 2006	18 Sept. 2006
Nov/Dec 2006	25 Sept. 2006	30 Oct. 2006	6 Nov. 2006
Jan/Feb 2007	15 Nov. 2006	8 Jan. 2007	15 Jan. 2007
Mar/Apr 2007	19 Jan. 2007	12 Mar. 2007	19 Mar. 2007
May/June	14 Mar. 2007	7 May 2007	14 May 2007

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.