



PMI WA-Chapter Newsletter

March 2009

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PMI Professional Awards

To Honor Excellence in Project Management and in Contribution to PMI

As you may be aware, every year PMI bestows its Professional Awards on those who manage successful, innovative projects, conduct research, publish excellent books, create outstanding training products, and help their communities prosper through the use of project management.

Many of these award recipients are honored at the Awards Ceremony that has traditionally happened at the PMI® Global Congress—North America. Those who win the PMI Distinguished Project and the PMI Eric Jenett Project Management Excellence Awards are recognized at their organizational events or other occasions that make the most sense in each specific case.

Awardees receive coverage in electronic and print publications that PMI puts out. Information about them is permanently featured on PMI.org.

Award winners also receive a PMI winner medallion, an emblem they can use on their websites and in other materials. They are also provided with the video that is specifically created to recognize their achievements and is played in their honor at the PMI Awards Ceremony. This video can be posted on their sites as well.

The PMI Professional Awards are different from PMI Chapter Awards. Professional Awards honor service to the profession and PMI while Chapter awards mainly focus on the contribution to PMI and its communities.

Chapter leaders may also nominate their Chapters for one Professional Award – PMI Community Advancement through Project Management (PMI Chapter category). This award recognizes significant pro bono achievement that improves the well-being of a

community by applying project management principles.

Most PMI Professional Awards nominations are due on 27 April 2009. Nominations for PMI Eric Jenett Project Management Excellence Award and PMI Distinguished Project Award are accepted throughout the year.

At www.wapmi.org.au, you will find the 2009 PMI Professional Awards Program brochure that highlights the eligibility requirements and deadlines for each award. Or you can get all the information you need to nominate for a PMI Professional Award online at www.pmi.org/Awards.

If you have further questions, please contact me or email PMI at awards@pmi.org. Gordon Bartlett, PMP—PMI Component Mentor-Region 10 pmicm.region10@optusnet.com.au

Project Management Institute (PMI)
**NO BEST
 OF THE
 BEST**
 IN PROJECT MANAGEMENT
 AWARD WINNER

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WA PMI Chapter's President Address

Last month I indicated that 2009 was going to be a busy year for the new Board.

It's certainly shaping up that way.

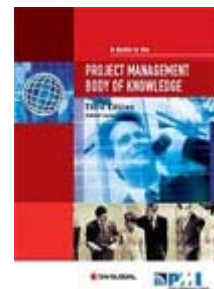
Three of us were fortunate enough to attend the Leadership Institute Meeting in Kuala Lumpur last month.

The meetings are extremely valuable professional development of Board Members, providing training in component governance, management, and providing the opportunity to meet their peers in other Chapters, the region's Asia Pacific Service Centre and PMI Global.

Interactive educational tracks provided us with opportunities to develop our leadership skills and to gain tips and techniques on how to improve the running of the Chapter.

There were lively discussions during the component learning and sharing sessions as leaders brainstormed new approaches particularly in light of the economic downturn.

This month kicks off with the annual Strategic Planning Day. Many thanks to those members who responded to our survey – your responses will be taken into account during the planning day, to ensure that we do our best to meet your membership needs and expectations.



FIRST IN, BEST DRESSED.

The PMI WA-Chapter has a limited number of PMBOK 3rd Editions available at the below-cost sale price of \$50 each. The 4th Edition will be released in the second half of 2009; however, changes are minor. GET IN QUICK !!

Nigel Rarp, PMP
 PMI WA-Chapter President

Turning Business Strategy Into Business Benefit Reality ... with Project Management

Training and education is a lifelong commitment.

We have all heard that saying **“You are never too old to learn”** or **“You learn something new every day”**.

My commitment to you as your director of education on the PMIWA board, is to do whatever, I can to help you continue your exciting journey of training and development in project management.

I furthermore encourage you, to make contact with me, should you wish to share learning and development ideas, that you feel will help me achieve my commitment to our valued members.

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Business, in its ceaseless evolution, has a way of turning its own paradigms on their heads in the never-ending quest for 'a better way'. This sacrificing of elder systems and the anointing of younger, more innovative ones is a corporate ritual that is increasingly being played out in the gathering speed of today's age of technology. It is a restless energy of change.

To my mind, the greatest change of all is the ever-increasing need for the disciplines of project management. A management method, once reserved only for the engineering and the building industries, has become critical to the project success of all industry sectors. In my opinion, most companies have caught on to this and have taken the necessary steps to ensure that a project management methodology is in place and that their corporate projects run like clockwork. But, this is only one part of the corporate success picture.

Today, in the boardrooms of many major companies, the same question is being asked before major projects are undertaken: "Is our project portfolio in line with the company's strategic intent and will it deliver the business benefits we need to compete and survive in a changing and ever increasing global market place?"

This common question supports the powerful thought that projects actually start in the boardroom and they end in the boardroom. Now, if we take this scenario to be true, then a straightforward project management methodology, which is designed to handle individual projects, is just not going to do the job. It has become increasingly apparent that companies now need a management methodology that will manage the alignment of strategic intent to the project portfolios at all levels.

To explain this in simpler terms - organisations have a strategy and they have pro-

jects, so they think left and act right. There's no real alignment between their projects and their strategy. Their strategy talks about all the wonderful things they want to achieve and their projects are doing the complete opposite. This classic misalignment of strategy is what I call 'strategic drift' and it is this strategic drift that is thwarting senior management today.

There are different forces driving strategic drift. These are essentially either internal or external in nature and each company is unique in this respect. For example 'internal' forces could be the need to re-engineer an organisation or perhaps develop a new product line. On the other hand, 'external' forces could be new competitive challenges, changes in legislation, the advent of overseas competition and so on. The danger of course is that year after year, critical projects are rolled over, or just as damagingly. There is also mistaken allocation of priorities, due to a variety of factors - internal politics, the influence of strong personalities and so on.

It is said that the road to business disaster is paved with good intentions. That is because a company can lose its way in prioritising projects based on subjective considerations. Typically the time spent at the think tank identifying the company's strategic needs is small relative to the input necessary to ensure actual roll-out of strategic projects.

I believe that the result of 'strategic drift' is that the 'ground forces' don't have a direction within which to work. There is an absence of accountability, co-ordination and no clear direction. The result, at best, is the haphazard implementation of some projects, partial implementation of others and the shelving of the balance, some of which may actually be critical to survival.

Year after year, there is a mistaken allocation of priorities, due to a variety of factors - internal politics, the influence of strong personalities and so on. The company therefore gradually loses ground to its competitors. I say gradually advisedly because the window of opportunity in the business scenario opens and closes far faster now than in the past.

To overcome this strategic drift problem most companies are facing; is to firstly analyse forces impacting on a company and define a vision and a mission in terms of strategic intent. This is the classic think tank stage. Secondly, bridge the gap between the strategic wish list and the practical implementation of projects by tapping into the critical business imperatives and identifying an optimum project portfolio and thirdly, to undertake the traditional project management function by running the respective projects, utilising elements that would include training, facilitation, administration and taking accountability.

The end result is concrete direction with strategic delivery through a tactical portfolio, for what might otherwise have been the proverbial 'loose cannon' in project management terms. That, in turn, implies correct use of valuable resources to achieve rational business goals and that critical 'edge' on the competition.

Though in essence, project management has been practised in business and industry – and even in private life - for centuries, in that it encompasses an activity or activities intent on accomplishing a specific goal within given time, budget and resource constraints, it was only formalised in the nineties. Its explosive growth was stimulated by the canny realisation of shrewd managers – most of whom at the time were ordinary employees appointed to "extraordinary" ... —>
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Turning Business Strategy into Business Benefit Reality with Project Management

As part of my contribution to the PMI WA-Chapter monthly newsletter, I will be providing articles that aim to add value to our profession of project management and I trust that in some small way, that what you read will help you in your commitment to lifelong project management learning.

Clinton in't Veld

<— ... duty in managing some particular task – that they were in effect creating a new category of employee.

They were quick to promote this new profession. Developing and marketing their specialisations and skills to several clients would be considerably more interesting – and profitable – than plodding the full-time track.

This was born the project manager (PM). Of course the genesis of the PM coincided with notable upheavals in corporate thinking about the importance of employees, the savage reduction of middle management that took place in the nineteen-nineties, a renewed emphasis on cost and resource containment, and a growing awareness of the importance of focusing on “core competencies.”

Projects by definition have a beginning and an end and therefore dispense with the need for full-time staff. They focus on very clearly identified objectives, generally beyond the experience, ability and resources of available employees or the scope of normal business. Hence the need to outsource.

Originally, as business resorted increasingly to projects, those appointed to manage them were ordinary employees, frequently those singled out for promotion. Senior or executive management wanted to see how they would perform under circumstances removed from their normal work ambit, what leadership qualities they evinced, and whether they could produce the goods within the defined parameters. While some businesses might still apply this somewhat outmoded method, most now have recourse to the professional project manager. Here they find skills and expertise gained across many industry sectors and applied to very clearly defined objectives. They also benefit from efficiencies created through experience.

Project managers have to offer a wide range of qualities, including superior verbal and written communication, leadership, conflict management, contingency planning, damage control ability, problem-solving, and the like, most of which are common to the run-of-the-mill corporate manager, but above all, they probably need a sense of humour more than most. Among the tongue-in-cheek check-list of caveats found on project management websites, is the awareness that if anything can go wrong, it will, and at the most inappropriate moment. Being able to handle people, costs, and resources and especially, difficult clients, in those conditions requires the ability to see the lighter side of things.

Yet, though the PM must define the project, produce the work breakdown, set the final objectives, manage resources and ensure milestones are met, the project manager does not carry out the actual project work. Managing it is work enough. The PM has to inspire their teams to complete set tasks in time and with available resources. The PM must ensure constant communication – to clients on project progress and any eventual problems (and hopefully, solutions), to colleagues, to employees and occasionally to media. The PM has to be an expert in risk management, since projects are notoriously subject to risks from a number of sources, including strikes, relationship problems, labour-related disputes, inclement weather, badly designed plans and objectives, budget over-runs, and the like. It follows that the PM has to be supremely flexible and able to roll with the punches. And the PM must also be computer-literate.

Over the years, as projects have increased in complexity, so software programmes have been developed to assist project managers – but the warning is frequently sounded that project management should not be confused with

computer programmes. Software merely provides one of the many tools available to the professional and should not be seen as an end in itself.

The Internet abounds with sites aimed at project managers, providing advice, courses, books on new methodologies, techniques and trends. Inherent in all of them, is the awareness that what it all comes down to in the end is the final result.

This fact is brilliantly illustrated by a joke recounted in an article aimed at aspiring project managers:

A preacher and a taxi driver arrive at the Pearly Gates.

Saint Peter gives the taxi driver a silk robe and golden staff and ushers him in with fanfare.

The preacher receives only a cotton robe and a wooden staff.

“Why does the taxi driver get better rewards?” he complained, “I’ve brought a lot more people into the fold than he did.”

Saint Peter’s response was clear, “Sure, but when you preached, people slept. When the taxi driver drove, people prayed.”

The moral?
It’s the results that count.

Clinton in't Veld
Education Director,
PMI WA-Chapter

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AUSTRALIA



The Western Australia Chapter of the Project Management Institute (PMI®) was established in December 2001 as a not-for-profit Australian organisation.

PMI is the largest international professional organisation for the project management profession and is well known for its international defacto standard publication called the "Guide to the Project Management Body of Knowledge" (PMBOK®).

The WA Chapter's vision is "To be the leader in promoting Project Management best practice, professional development, and standards in Western Australia."

www.wapmi.org.au

Member contributions welcome.

Please contact the Editor at: communications@wapmi.org.au

Errors and omissions to communications@wapmi.org.au

Herman Veltkamp, PMP
Communications Director

Building professionalism in project management.™

Project Management Institute

Doing a Good Turn ... How YOU can Help

Dear 'Ed'

Recently, I was a patient at Royal Perth Hospital (RPH).

When I left, I handed in to the Ward Staff the magazines I bought while I was there because I had well and truly read them cover-to-cover.

You would not believe how excited everyone was to get new magazines!

Many of the magazines others before had left behind are from around 2002 ... SEVEN YEARS AGO !!

So, here's the deal: Let's ask the WA PMI members and Friends of WA PMI to save the magazines they no longer need and to bring them in to our next meeting (April 8th).

Now, I do not mean the really old magazines ... this is not a dumping exercise!!

Anything from August 2008 I think is reasonable.

RPH will come and collect the "truck load" from us at the April meeting!

Men's magazines are always in short supply (not the ones under your beds boys, please!!), women's magazines, home, design, garden, fitness, fishing, health, puzzle books, etc, etc, etc.

Signed,

"Grateful to have survived"

Dear "Grateful"

Thank-you for your heartfelt and self-less thought.

Hey! For those reading this ... So, how about it?

Let's not throw out those magazines! Let's have an Autumn clean-up at home, the office, and bring the no longer wanted magazines to our meeting in April!

RPH can be a tough place to be in, believe me, so a little light relief for patients and staff is something we can do for little effort.

Please pass on this good idea to other magazine collectors, friends / colleagues, who also may be able to help.

Thanks! "Ed"