

# NEWSLETTER



## From the President's Desk

Dear Fellow PMI-DVC members and Project Management Professionals,

We look forward to a great year as we celebrate the Chapter's 35<sup>th</sup> Anniversary of serving its members and promoting excellence in Project Management.

Founded in 1979, our Chapter has grown in membership to over 2,800 members, and about 65% of us hold a PMI credential. PMI-DVC offers many opportunities for both our credentialed and non-credentialed members to network with colleagues in the same industries or different industries. We offer training for members and non-members to achieve and maintain their certifications by earning PDUs by attending or volunteering for our chapter events.

This year, in celebration of our 35<sup>th</sup> Anniversary, our Members night will bring our members, partners & sponsors to celebrate the 35 years of serving our members, so save the date for October 9<sup>th</sup>. This will be a very special night for us, please watch our newsletter and website for more details in the coming months.

Look for our Chapter Partner, The Judge Group, to host two free networking events this year.

The Judge Group has been a great partner in helping us to keep our finger on the pulse of the profession and provide our members with the latest information and trends in the profession. Bring your resume to any chapter event or talk to them about job opportunities for you or staffing for your company.

Through a long-standing partnership with Villanova University, of more than 20 years, we offer as an R.E.P. for Project Management Foundations and certification preparation for CAPM & PMP. We have expanded our offerings with new partnerships with Temple University and University of Delaware to expand to additional areas where our members live and work. As a R.E.P., we can also offer corporate training tailored to your work schedules.

We support and are actively involved with PMI Educational Foundation Scholarship Program (PMIEF) and the Student Practitioner Awards. Please check out our website under Education for more details.

In November 2013, our Board convened for our Annual Strategy Meeting. This is an all-day meeting where we look at our Vision and Mission statements to ensure that our strategic and operational goals are in alignment. The deliverable from this meeting was the following Strategic Objectives for the next 3 years:

## IN THIS ISSUE

[From the President's desk](#)

[Get to Know Your Volunteer](#)

[Article 1: What Makes a Good Great Project Manager](#)

[Article 2: Critical Thinking: It's Not Always About the Schedule](#)

[Article 3: PMO Leaders, Get Ready to Deliver "What Makes Sense for the Business"](#)

[Welcome new members](#)

[Congratulations newly certified members](#)

## 2014 Strategic Plan

**Theme:** Recognize and promote the **35<sup>th</sup> anniversary** of the chapter.

<b>STRATEGIC OBJECTIVE #1</b>
<b>Facilitate project management professional development and educational opportunities.</b>
<b>KPIs:</b> <ul style="list-style-type: none"> <li>A. Increase effectiveness of our Chapter events               <ul style="list-style-type: none"> <li>a. Participation rate (enrollment, PDD attendance)</li> </ul> </li> <li>B. Increase effectiveness of educational programs               <ul style="list-style-type: none"> <li>a. Student satisfaction (enrollment, surveys)</li> </ul> </li> <li>C. Improve Operational Efficiency.               <ul style="list-style-type: none"> <li>a. Continuous infrastructure, operational improvements</li> <li>b. Volunteer placement effectiveness</li> </ul> </li> </ul>
<b>STRATEGIC OBJECTIVE #2</b>
<b>Provide opportunities to apply project management through community service projects.</b>
<b>KPIs:</b> <ul style="list-style-type: none"> <li>A. Conduct community service pilot project</li> <li>B. Increase effectiveness of current community outreach projects (YMIC, Veterans).               <ul style="list-style-type: none"> <li>a. # of projects completed, Speaker, Classroom projects</li> </ul> </li> </ul>
<b>STRATEGIC OBJECTIVE #3</b>
<b>Increase and strengthen organizational/industry connections and alliances.</b>
<b>KPIs:</b> <ul style="list-style-type: none"> <li>A. Leverage current organizational alliances.</li> <li>B. Form new alliances (how - identify corporate ambassadors)</li> <li>C. Increase number of sponsorships</li> </ul>

To ensure that we continually strive to meet these objectives, we developed a set of KPIs to measure our success against these objectives. Board members have developed KPIs for their respective areas. Examples of these KPIs are listed under each objective. We invite you to look for ways to volunteer to help us achieve these objectives for the chapter.

I thank our many chapter volunteers, who are indeed the backbone of the PMI-DVC chapter. They contribute their time, hard work, expertise, and dedication which is sincerely appreciated. If you are interested in becoming a volunteer, we are constantly looking for additional volunteers, and I can assure you that you will receive much more in return than you give to the chapter.

Many exciting events will take place during the remainder of this year. We encourage each of you to visit our website [www.pmi-dvc.org](http://www.pmi-dvc.org) regularly to see if we have an up-coming event that is of interest to you. Also, please be sure to keep your e-mail address current with [www.pmi.org](http://www.pmi.org) so that you will receive our PMI-DVC communications.

In closing, we are always looking for new ideas and ways to serve our members and our community that will enhance your membership experience. Please do not hesitate to contact me or any member of the Board with your ideas or feedback

Kristi Baldwin, PMP, RYT  
 President  
 PMI- Delaware Valley Chapter

## Get to Know Your Volunteer: Sanjoy Bhattacharjee, PMP



### Director of IT

I would like to start by sharing a quote from Henry Ford, a great leader and one of my heroes. "If everyone is moving forward together, then success takes care of itself."

I had been working in IT with a communication services provider when I was exposed to Project Management. I started to gather more information about the certification and began to prepare for the exam. I became a PMP in 2008 and wanted to continue my association with the local chapter. Since I had been working in IT I decided to support the website design and chapter member communication activities. I remember my first PMI-DVC dinner meeting when I got to meet Jim Snyder. Over the years I have come to appreciate his dedication for the chapter activities as a true founder and organizer.

Soon after Angela Eby joined as VP of Technology. I thoroughly enjoyed working with her through all the challenges of technology changes and evolutions. I got the opportunity to work with other volunteer members and developed my professional and leadership skills. The team was well supported by Board member Ruth Anne Guerrero. She was a dynamic leader and always willing to go the extra mile. We successfully launched the chapter quarterly newsletter in 2011 and followed up with biweekly eNews. Thanks to Stasia Walsh for her untiring efforts in developing the contents for eNews.

Through the "PMI Technology Birds of Feather" forum I was able to meet leaders from other chapters and participate in sharing best practices and knowledge. I learned about Agile Project Management and its importance in delivering the right results to stakeholders. I took the required training, exam and earned Agile Certified Professional in 2012. Since then I have also participated in Agile Community of Practice and got to learn the experience of different teams as they navigate the agile path.

In closing, I'd like to share that my experience serving as a volunteer for the PMI-DVC board has been a lot more than just building an incredible network of peers and well-wishers. I attribute my current professional and personal achievement to the association with this great family. I will continue to serve the chapter and bask in the warmth and glory.

---

## What Makes a Good Great Project Manager

*Debbie Crawford, PM College*

In 2000, I wrote an article "What Makes a Great Project Manager" which was published in *PM Network* magazine. As I revisit this topic after a dozen years, taking into account new research, I am somewhat surprised, though I probably

shouldn't be, that the behavioral characteristics of a good project manager are still the same, just more expanded and better validated. However, as we start talking about a **great** project manager, new attributes are emerging. We are seeing great project managers with stronger business acumen, who are more strategically focused. "Analytical, conceptual, and visionary" have become key attributes of a great project manager.

What do we really mean when we say that great project managers possess strong business acumen? We mean they demonstrate an acute understanding of how a business works and what it takes for the *enterprise* to make money. They combine financial literacy with business literacy. When combined, a great project manager will recognize how strategies, behaviors, actions, and decisions not only affect the numbers but also drive profitable and sustainable growth.

Thus, great project managers need to be "business driven." The business drivers need to come down from the strategic level, and be identified for each project during the portfolio process. Project managers however must understand and be able to articulate these drivers, and keep them in the forefront of their thinking while implementing core project manager practices. This is a big witnessed real time in today's environment.

Some things have not changed, of course. I still contend that common threads are woven into the personalities of successful project managers:

- Love of their work ... and embracing the challenges
- Clear vision ... and communicating this vision
- Strong team building skills ... and setting positive tones
- Structure and alignment ... creating the environment and direction
- Strong interpersonal skills ... listening to and leading their teams
- Discipline ... completing each phase of the project properly
- Communication skills...knowing when and to whom to communicate

These threads go by various nomenclatures -- "enthusiastic, optimistic, self-controlled, direct, team builders," but the fabric is the same.

Another area I see emerging as we witness good project managers evolving into great project managers is a stronger *leadership* role.. Great project managers command authority naturally and never let their team see them sweat. They possess quick sorting abilities, knowing what to act on and what to ignore. They are problem solvers, proactively exploring solutions outside their normal environment. The great project manager instinctively knows how to balance a situation and get the job done.

Project management itself has evolved over the last decade. It has crept into the business side of organizations linking projects and strategies, combining a strategic focus with a business process for selecting and prioritizing projects. So, too, must the great project manager.

Your organization will thrive if you choose a project manager who takes a broader view of project management, integrating closely with the requirements of executives and the business impact of their projects. A great project manager will possess the critical business attributes to execute strategic initiatives quickly and effectively to help their organizations respond to the rapid pace of change.

So where do you stand ... are you good, or are you great??

Debbie Crawford ([dbcrawford@pmsolutions.com](mailto:dbcrawford@pmsolutions.com)) is the Executive Vice President of PM Solutions. As the President of PM College, she is responsible for the fiscal management and quality assurance of the PM College program. Over the last decade, she has authored numerous articles in PM Netw ork, Chief Project Officer, and Optimize magazines. Ms. Crawford is also editor of the third edition of Project Management Essentials. She was made an Honorary Fellow for India's premier CEPM-PMA organization. She has presented a variety of papers as a speaker at international symposia and conferences, and is a member of the National Association of Female Executives and the Project Management Institute.

## Critical Thinking: It's Not Always About the Schedule

*Chad Gallagher, PM Metrix*

The other day someone asked me what is the secret to achieving success on a consistent basis when executing projects. Contrary to popular belief, it is not the schedule— or even the art of dynamic scheduling— that guarantees success. Of course, we know that true project success is always multifactorial and the schedule is certainly important, but the one key factor that keeps projects continually focused and value-driven is CRITICAL THINKING.

The primary driver behind this assertion is the fact that projects by their nature are temporary, dynamic and highly uncertain. Project work is vastly different from operational work, where the jobs are repetitive, often predictable and rarely uncertain. It is in this fog of project management uncertainty that the art of critical thinking provides the discipline and the skill to navigate the project to meet its objectives.

The reason most project teams fail with critical thinking is that it takes a good deal of proactive effort, continual mindful attention and the time to do it well. This is often hard to achieve, especially in the face of aggressive deadlines, colorful team dynamics and resources that are seemingly always already leveraged. It takes a courageous project manager to stop the clock and make the time on the schedule to validate (and sometimes re-validate) assumptions and to gather the facts necessary to make tough decisions.

In a world of increasing technological noise, the path to real critical thinking gets cloudy, the teams get tired, and the proverbial knees start to buckle. It is a physiological fact that when we are tired it is more difficult to exert the required mental energy to continue to challenge the assumptions that often get us into trouble. It is also the time when it is most important. It has been my experience that project managers add the most value when they devote the time to perform critical thinking not only at the beginning of the project but throughout the project to ensure success.

How do we do this? In addition to following the PMBOK framework, it is essential to explore adding a critical thinking framework such as the one developed by Richard Paul noted in the figure below.

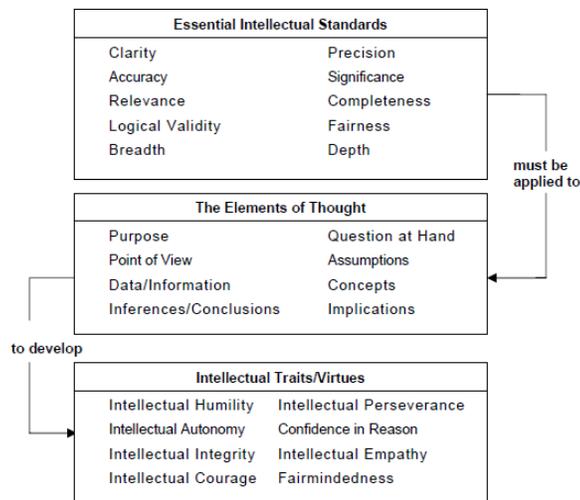


Figure 1: Richard Paul's Critical Thinking Model.<sup>1</sup>

I have found that there are three critical inflection points during the life of the project that requires a significant amount of critical thinking that will ultimately impact the end result. The first inflection point is the creation of the business case, the second is the finalization of the requirements and the third is maintaining control of meeting the finalized requirements.

For example, how many times have you been at the receiving end of a business case that was never properly defined? How many times have you seen requirements that don't make sense to the customer? Lastly, how many times have you seen change control processes go off the tracks along with the value that was promised to the customer in the first place?

Described here is a pattern that is unfortunately all too common. And, due to the habitual nature of human behavior, these project destroying patterns seem to continue on in perpetuity. In simple childlike terms, we humans tend to like the shiny objects. We are naturally attracted to them. But the shiny objects may be far off the critical path to project success. It is imperative that we spend the time to validate assumptions and to decide if a focus on the shiny objects will help us reach the goal. Many times, the shiny objects are not only *not* important, but they can also derail us and can delay (or even destroy) success.

So, how can we get better? What tips or tricks can we utilize to get our projects on time and on target so they deliver the value promised to our customers? Try these three tricks:

1: Insist on validating the assumptions in the business case try to catch any faulty assumptions as far upstream as possible.

2: Validate the requirements with your customer and make sure you understand what it is you are trying to achieve. A simple phrase such as 'Help Me Understand' goes an incredibly long way.

3: During execution of the project, establish a cadence of one agenda driven weekly meeting that is 100% dedicated to project issues that require critical thinking. For example, I often groom my email based on issues and task updates. The issues build out my agenda for my weekly "critical thinking" meetings. I have found this approach ultimately improves the overall value of the project. Why? The cost of the project is what you pay, but the value is what is ultimately delivered and the ability to think critically on several key issues that arise during the course of the project will chart the course for its success. By having one weekly meeting dedicated to this type of work— and specifically *not* dedicated to task updates— PMs can foster a culture of critical thinking which allows the team to proactively think through issues, validate the assumptions and gather the facts. By doing this, teams can leverage their combined brain power in order to generate productive energy and positive project momentum.

In conclusion, critical thinking success can come from merely allocating time to an issue in a "safe zone" devoid of multitasking, rich with the spirit of challenge and ripe with focus. Next time you are in a meeting observe how many people take the time to validate assumptions and focus on the task at hand and use these simple reminders to gain clarity around the truly important issues facing the success of your project and your ultimate goals. You may be surprised how little critical thinking goes on, even in the most sophisticated projects.

Charles (Chad) Gallagher is the Managing Partner and founder of PM Metrix ([www.PMMetrix.com](http://www.PMMetrix.com)). Chad started PM Metrix in 2005 as a successful, project management consulting firm specializing in value driven project management. Chad has over 17 years of pharmaceutical experience ranging from drug development to enterprise wide information technology projects. Chad has a degree in biology from Ursinus College, a post graduate degree in biomedicine from Philadelphia College of Osteopathic Medicine and an MBA from Penn State University. He is a certified Project Management Professional (PMP), scrum master (CSM), and also holds certifications in supply management (CPSM) and Lean Six Sigma.

## PMO Leaders, Get Ready to Deliver “Whatever Makes Sense for the Business.”

*Jeannette Cabanis-Brewin, PM Solutions*

Even though, according to PM Solutions CEO [J. Kent Crawford](#), “In some companies, PMO is a bad word,” that may still be good news for project management leaders.

Crawford, just back from a few days onsite with a PM Solutions client in the manufacturing sector, described one example where process integration is at the core. The client had asked him to work with a Continuous Improvement (CI) group to integrate the PM Solutions PM Maturity Model with their CI Maturity Model. The company is using Organizational Change Management (OCM) to drive PM process improvement, but after less-than-stellar project management performance in the past decade, setting up a separate organizational structure for project management isn’t a popular strategy. Instead, says Crawford, “The company is using this integrated process model to ensure that the processes they are developing become enculturated within the organization. They are trying to create an overall methodology that unifies the various process life cycles. And they are looking at all facets of process, from executive buy-in to user adoption.”

At other companies, Crawford says, employing Six Sigma practices on all initiatives has become an organizing theme, one which requires project management for success but does not place a PMO at the center. “Big data” initiatives can also take center stage: at a recent event, Crawford said, he heard a business leader from a major grocery chain describe how, using big data, they analyze traffic flow at individual stores to optimize resource assignments in order to reduce lines at the checkout counters. This kind of predictive analysis, says Crawford, is a project with a “product” that is informational and feeds into other projects (training, store design). The groups that oversee these initiatives may not be called PMOs but they function like PMOs. They work on both tactical and strategic projects that are often aligned with each other by a common theme, even though they may not be thought of as a formal program that needs PMO oversight.

### Elevating PM’s Role

What can we learn from these examples to help us elevate project management’s role in organizations? “We have learned to think that the organizational trajectory leads upward through the PMO to the strategy level,” says Crawford, “but today, the way forward lies in merging project management with other processes such as Continuous Improvement, Organizational Change Management, and Six Sigma.” This can mean restructuring the organization in ways that PMO leaders might not anticipate.

One former enterprise PMO director that Crawford has met who lost the “enterprise” title and with it, the cachet of reporting directly to the CEO, in the restructuring that followed a merger. This might have been viewed this as a demotion, but Crawford’s advice was: “Embrace it! Really, PMOs don’t establish strategy, nor should they. They should support it.” In the new structure, he explained, “You’ll have more clarity about what winds up in the portfolio, which makes your position stronger.”

As this example illustrates, today’s PMO leaders need to be ready for all sorts of new organizational configurations. Crawford quotes another colleague’s recommendation that PMO directors become “agile dancers” ... and he isn’t referring to Scrum but to professional flexibility that welcomes change and capitalizes on it (for more, see the sidebar to an online version of this article at <http://www.pmsolutions.com/resources/view/new-roles-for-the-pmo/>). “The merger and acquisition space in particular is one that is ripe for the benefits that project and program management can bring,” Crawford notes. “But it is disruptive in nature, to both organizations and processes. Project management leaders need to be ready for whatever organizations need from them – even when it means our cherished notions about what organizational structure or career paths should look like.”

Continuous Improvement, Six Sigma, Organizational Change Management, predictive analysis ... the need for project management has not diminished, but more and more it becomes integrated with other business processes. Crawford is optimistic. “I think the future will see PMOs shift and adjust to whatever makes sense from the business point of view. And

whatever makes project and program management more deeply integrated into the business is a win for the project management profession.”

Jeannette Cabanis-Brew in ([jcabanis-brewin@pmsolutions.com](mailto:jcabanis-brewin@pmsolutions.com)) is Editor-in-Chief for PM Solutions Research and the co-editor, with Paul Dinsmore, of The AMA Handbook for Project Management, Fourth Edition (forthcoming in June from AMA COM Books), and a former editor and staff writer for PM Network. Follow her and other PM Solutions experts on the Projects & Strategy blog at [www.pmsolutions.com/blog](http://www.pmsolutions.com/blog).

---

## Welcome new PMI-DVC members

PMI-DVC would like to extend a warm welcome to our new members. Please click on the link below to view the list of new members.

[Welcome new PMI-DVC members](#)

---

## Congratulations new PMPs and CAPMs

PMI-DVC is proud to congratulate our newly certified members. Please click on the link below to view the list of newly certified PMI-DVC members. Way to go!!!!

[Congratulations new PMI-DVC PMPs](#)

[Congratulations new PMI-DVC CAPMs](#)



PMI-DVC extends its gratitude to the [Judge Group](#), our Chapter Partner for their generosity in support of our efforts.

---

Your company information could be here. Contact our [Marketing Team](#) for more information. Thank you for supporting our chapter.

### Newsletter Advertising Sizes and Rates:

Full	\$ 350
Half	\$ 175
Quarter	\$ 100