



# Pittsburgh Chapter of the PMI

[www.PittsburghPMI.org](http://www.PittsburghPMI.org)

May 2008

## What's Inside

Chapter Meeting.....	1
Speaker Bios.....	2
President's Message .....	3
Volunteer's Corner .....	4
Special Announcements .....	5
Member Articles.....	7
Practical PM Tips .....	9
PM Article .....	12
Event Schedule .....	14
New Chapter Members .....	15
New Chapter PMPs.....	15
Chapter Contacts.....	15

## Monthly Chapter Meeting Schedule

Date: May 8, 2008

### Agenda:

- 5:00 Healthcare LIG
- 6:00 Dinner
- 6:45 Chapter Meeting and Presentation

### Location:

Engineering Society of Western Pennsylvania (ESWP)  
337 4th Avenue  
Pittsburgh, PA 15222

Continuing throughout the program year, the Chapter meeting will be free to all Chapter members. Dinner will be provided.

**RESERVATIONS ARE REQUIRED.**

**Reservations must be made by 4:00 PM on Monday, May 5th. Reservations may be made via email to Mike Gaetano at [m.gaetano@eswp.com](mailto:m.gaetano@eswp.com) or by calling (412) 261-4300.**

## Healthcare LIG

May 8, 2008 5:00 PM

Title: Planning and Executing Project Communication in a Healthcare Project Environment

Speaker: Becca Smith, PMP

Projects can live or die because of communication or lack thereof. Becca Smith, of the UPMC IMITs Center, will show techniques for creating a communication plan and executing the plan using Lotus Quickplace. She will also present a healthcare case study for the Strategic Bio-Defense Emergency Operations and Communication System. Her presentation will highlight; documents sharing, message archiving, revision control and solid approval management strategies.

## Chapter Meeting

May 8, 2008 7:00 PM

Title: Panel Discussion on Growing Pains: Critical Success Factors for Mergers/Acquisition Projects

### Panel Members:

**Vinatha Nathan, PMP**

Eaton Corporation  
IT Manager, Acquisitions, Divestitures & Integration

**Mike Rapach, PMP**

Coventry Health Care  
Sr. Manager, eCommerce Web Strategy and Product Development

**Patrick E. Walsh, PMP**

Hooah Consulting currently working with the Technology Integration Office at The Bank of New York Mellon

## **Speaker Bio Healthcare LIG**

### **Becca Smith, PMP**

Becca Smith is a Project Management Professional (PMP) certified by the Project Management Institute (PMI) and has held her credential for nearly four years. Ms. Smith started working for the University of Pittsburgh Medical Center's Innovative Medical and Information Technologies Center (UPMC IMITs) in 2006 as a Project Manager and was promoted to Project Director in 2007. She works with five other Project Directors as part of the IMITs PMO and manages a portfolio of 26 projects as part of the Strategic Bio-Defense Emergency Operations and Communication System (SBEOCS). She is responsible for an annual budget of \$9.5MM and coordinates a staff of approximately 60 professionals.

Becca has more than 15 years of experience designing, engineering, and managing the development of new products. She began her career with Hershey Chocolates North America where she worked in Industrial Engineering helping to design and implement new product lines. She spent three years with General Nutrition Centers (GNC), also as an Industrial Engineer, in logistics and distribution. While at GNC, she began managing projects that included the creation and layout of a new Distribution Facility in Phoenix, AZ.

She then continued her career with Mine Safety Appliances (MSA) where she migrated permanently from Industrial Engineering to Project Management. While at MSA, Ms. Smith led and participated in teams that developed respirators for the Navy and Air Force, Self-Contained Breathing Apparatus (SCBA's) for the Fire Fighting Industry, and Chemical, Biological, Radioactive & Nuclear (CBRN) Escape Hoods for the New York City Police Department.

Ms. Smith holds a BS in Industrial Engineering from the University of Pittsburgh and a Master Certificate in Project Management from Villanova University. She is working on an Advanced Master's Certificate through George Washington University.

**The Chapter encourages its members to submit articles, tips, humor, or other important information.**

#### **Submission Deadlines:**

**June Newsletter    May 16**

**Summer Newsletter    July 16**

**September Newsletter    August 16**

**Submit by e-mail to: [newsletter@pittsburghpmi.org](mailto:newsletter@pittsburghpmi.org)**

---

## Special Announcements - From the Desk of the President

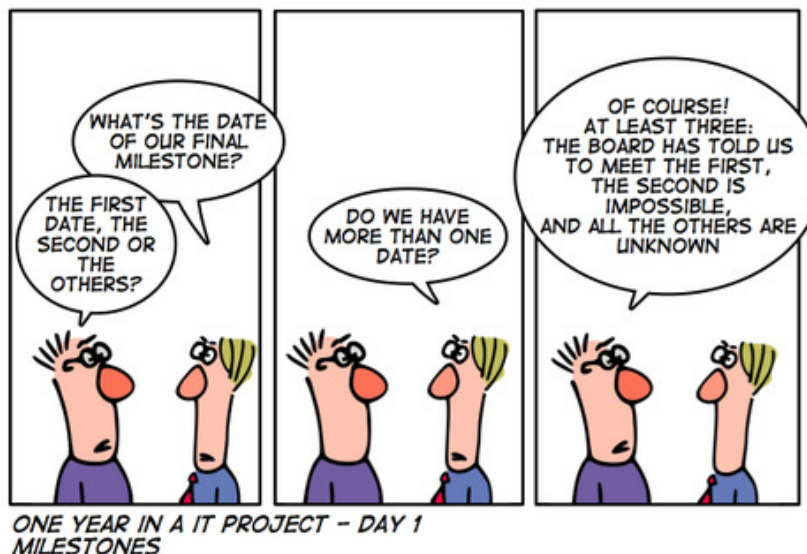
---

I was speaking to a friend of mine the other day about the Pittsburgh job market for PMs. He told me an interesting story about how some companies are starting to look across their locations and realize that Pittsburgh is a really great place to hire PMs for their operations. With the cost advantages and telecommunications available, it's cheaper to hire someone in Pittsburgh and occasionally fly them around, then to hire in New York, D.C, and other places. I thought this was a great story to share, and an indication of some of the advantages of our home market. I hope that this trend continues, and we see more opportunities in the market going forward.

As for the chapter, we continue to move forward, growing steadily each month in membership. From a board perspective, we have formulated our plans for the year after a few delays, and will be implementing many of those soon. A few highlights are the start of true corporate outreach, more educational opportunities with national speakers at very good rates for our membership, new ideas for the chapter meetings, and the start of a new website for the chapter. All of this and more will continue to come together. I would ask you to occasionally glance at the PMI Board page on the chapter website for details and information.

Hope you have a great month, and I'll see you at the May meeting.

Mike Rapach, PMP  
Chapter President  
PMI Pittsburgh Chapter  
[mike@rapach.com](mailto:mike@rapach.com)  
412 398 4890



---

## Volunteer's Corner

---

The Volunteer's Corner is a special section reserved to honor our volunteers. An article, announcement or volunteer opportunity will be posted in the newsletter each month.

If you would like to volunteer for the chapter, please contact the VP of Membership at [vp\\_membership@pittsburghpmi.org](mailto:vp_membership@pittsburghpmi.org).

If you've been a volunteer over the past year, watch for announcements about the annual volunteer dinner that will be held in June!

### ***Volunteer Opportunities***

WANTED: Volunteers for forming Education/Training Committee to help strategize, plan and coordinate/implement training and related educational opportunities for the coming year. Please contact VP of Education and Training ([vp\\_education@pittsburghpmi.org](mailto:vp_education@pittsburghpmi.org)) if you are interested in helping out!

WANTED: Volunteers to work on updating the Chapter's marketing materials including the Chapter Brochure, the Chapter newsletter, the Chapter website. Please contact VP of Communications and Publicity ([vp\\_communications@pittsburghpmi.org](mailto:vp_communications@pittsburghpmi.org)) if you are interested in participating in new design and content for these materials.

WANTED: Volunteers to work with the Duquesne University PMI Student Chapter. If you like working with students who are eager to learn more about project management and career opportunities, contact the VP of Communications and Publicity ([vp\\_communications@pittsburghpmi.org](mailto:vp_communications@pittsburghpmi.org)) to learn more.

---

## Special Announcements - From the Desk of the Vice President of Education

---

# 1<sup>st</sup> Annual Women In Project Management Conference

Date: Thursday, June 12, 2008 & Friday, June 13, 2008

Location: **The Columbus Athenaeum**

32 North 4<sup>th</sup> Street, Columbus, OH)

(4<sup>th</sup> Street between Broad & Gay)

Time: **8:30-5:00** (8-8:30 registration/breakfast)

(Lunch and all materials included)

Price: See [registration form](#) for eligible member organizations

<p><b><u>Registration received After May 1</u></b></p>
--

<p>Member: \$525 per day (Thurs or Fri)</p>
---

<p>Member: \$950 both days (Thurs &amp; Fri)</p>
--

<p>Non-member: \$575 per day (Thurs or Fri)</p>
---

<p>Non-member: \$1050 both days (Thurs &amp; Fri)</p>
---

[REGISTER HERE](#)

**Seats are limited**

**7.5 PDU's Per Day**

**Register Early!!!**

Presented by Project Management

Resource Group, Inc.

Phone: 614-309-6565 [ProjectManagementResourceGroup.com](http://ProjectManagementResourceGroup.com)

For more information: [1st Annual WIPM Conference](#)

---

## Special Announcements - From the Desk of the Vice President of Education

---



### Meeting Reminder!!!

**When:** May 13, 2008

**Where:** Dana Holding Corporation, 580 Longbow Drive, Maumee, OH [\[Map\]](#)

**Topic:** Leadership Lessons from the World's Most Successful Executives

At the elite levels, the difference—between victory and defeat, winning and losing, glory and anonymity, fortune and famine—is razor thin.

- [The Power of Incremental Advantage](#) documents how one bullet, one vote, one second, one word, and one inch have shaped history and changed the world.
- [The Power of Incremental Advantage](#) is replete with strategies, tactics and practical leadership lessons to help our members stay one step ahead of their closest competitors.
- [The Power of Incremental Advantage](#) reflects more than 15 years of research and interviews with leading executives from every industry, ranging from advertising agencies to water utilities.

Take-aways from the session include:

- Reinforcing Your Strengths / Delegating Your Weaknesses
- Time Management Techniques
- Motivational Techniques
- Handling Setbacks
- Hiring for Success
- Empowering Your Team
- The Necessity of Taking Action Even When in Doubt
- The Power of Momentum
- Importance of Persistence

Speaker: **David Wanetick**, is the author of [The Power of Incremental Advantage](#) and is a Managing Director at IncreMental Advantage, a research boutique headquartered in Princeton, New Jersey. Over 415 of the Fortune 500 companies have spoken at or attended conferences and seminars produced by IncreMental Advantage. Mr. Wanetick is an instructor at The Business Development Academy. The Power of Incremental Advantage is his third book. He has lectured all over the world including in Kuwait, Hong Kong, Singapore, Malaysia, and Israel. He resides in Princeton with his wife and son.

[Register online, on or before May 12th, 2008.](#)



[Register online, on or before May 12, 2008 at \[www.pmiwlec.org\]\(http://www.pmiwlec.org\).](#)

---

## Articles from Our Members

---

### **The Project Management Office – Building Blocks of Success**

By: Max L. Grunwald, PMP, [Phoenix Health Systems, Inc.](#)

When an organization speaks about Project Management or a Project Management Office, what is it they are actually thinking? Why are some organizations so successful at project management, while others fail? If an organization practices good project management, will they have successful projects? If an organization has the most up-to-date project management tools, will this make them successful? These seem to be many of the standard questions organizations are faced with and asking every day.

As we begin to dive down into these questions, it is interesting what we begin to uncover. Many organizations realize the importance of project management but it seems to always come with a price. Most organizations misconception of project management is the basic premises the more complex the project, the more detailed the plan needed for mitigating project, company and individual job risk. Even though the project Management profession has tripled in growth and awareness within the past five years, why do organizations still view project management only as a risk mitigation process? For many organizations, the answer is basic. The paradigm shift for an organization to be more integrated with information technology has not occurred. The observations are simple and results are damaging. Without an organization truly making the paradigm shift into project management, it is truly chaotic where user departments are not encouraged to interact as one team focused on core business projects, creating more cost competitive processes internally thus, many of the projects are view by the internal organization as extremely complex, risky and a long exhausting process. So why organizations do still chose not to accept the facts after the wreckage of over-budget and delayed projects? Is it the old sense of urgency to cut to the chase can give short shrift to the planning process? Perhaps it's the perception planning isn't really taking action.

Organizations in all industries undergo every day a continued metamorphoses of transformation, and it is a complex undertaking. Thousands to millions of dollars are invested each year by organizations as they attempt to move ahead in their industry and not lose the market advantage they have earned. According to the PMI Today published by the Project Management Institute (PMI), the importance of project management in helping organizations succeed was a key message presented to 400 business leaders attending the Forbes Global CEO Conference in September 2007. A Project Management Office (PMO) with effective Project Managers (PM) is a key driver to success, because project management helps organizations achieve predictable, repeatable and profitable results. For an organization to maintain the competitive advantage it creates from the metamorphoses of transformation, it must create a culture of accountability with a focus on sustained improvement. The paradigm shift is made easy and possible by an organization creating the supporting culture and philosophy, of project management principals built upon a strong foundation providing the structure to lead and track project progress against budget, review and report on project status using this critical information to drive the overall organization to the expected results. The project management principals which become repeatable and predicable are maintained within the (PMO).

### **The Project Management Office (PMO)**

An effective PMO operates in a centralized process to oversee, coordinate and report the project results. The PMO flags conflicts in timing, resources, staffing or information which can jeopardize or delay projects resulting in excess project budget overruns. The PMO authority goes beyond problem identification. Many times the PMO is the catalyst of the organizations continued paradigm shift into a more mature organization, by brining together and facilitating problem-solving forums among the project owners and stakeholders. Many times, this is the first time individuals from different departments have ever meet face to face co-workers they have talked to and supported on the phone for years. Importantly, the Project Manager supporting the PMO many times helps to address the issues which can jeopardize the timing and success of the project so the critical path for the project is protected.

*ADDRESSING THE NEEDS OF PROJECT MANAGEMENT AND  
THE PROJECT MANAGEMENT OFFICE*

A fully functional and matured PMO takes many years to achieve. A PMO's development has been described and viewed as the growth of a baby from infant, to toddler, to child, to teenager and maturing as an adult. As a PMO is developing it will continually review past results, modify its operations and continue to the next level. As with the development of many organizations, plants and even human life, the first few years for many are viewed as the most difficult. Just as with a new relationship, a PMO will need to be nimble in order to allow for the continued metamorphose of transformation into a more mature and collaborative organization. It is very important for an organizations leader(s) to communicate effectively to all users, the expectations and rules for engaging with the new organizational initiative called a PMO. Many users will initially view the PMO as a bureaucratic, red tape and more project documentation. It is important to note, in an independent survey posted on the PMI website, it reported out of over 300 organizations surveyed, organizations with a PMO were 20% - 30% more effective than those without a PMO.

Because the transformation process is composed of numerous initiatives, the project charters, workplan for each project imitative are monitored and controlled from the PMO. The PMO acts as the central hub in all project communications. From Status reports to issues management all project documentation is to be handled in a consistent manner so executives have confidence they are judging the project progress and issues of different projects by a set of pre-defined repeatable criteria.

---

***About the Author***

Max L. Grunwald has over 23 years of business experience including 15 years of consulting and Program / Project Management consulting. He is experienced in establishing and operating an effective Project Management Office (PMO) for large provider and payer healthcare organizations. Max is a Subject Matter Expert in the area of Project Management at [Phoenix Health Systems, Inc.](#), a Registered Education Provider with the Project Management Institute.

---

## Practical PM Tips to Give You a Competitive Edge Fast

---

### Business in a Knapsack

#### ***Can you run your projects when you're on the run?***

by Michelle LaBrosse, PMP®, Chief Cheetah and Founder, [Cheetah Learning](#)

Business on the go is part of our lives today. Whether you're running a business or you're running a project when you're on the go, don't mistake mobility for absence. When you're not there in person, you need to be more effective at being there virtually. That means you have to sharpen your communication skills like a pro. Most of us think first about the technology tools in our knapsack and forget about the invisible tools – until there's a problem. Communication is one of those invisible tools that every business needs to hone – especially in a virtual world.

#### **Here are Six Keys to Clear Communication in a Virtual World**

##### **1. Build trust in person and grow that trust with clear expectations.**

In order for people to work effectively virtually, there has to be trust. Trust doesn't happen magically. It is built when you bring your team together for training or team building, and then continues to grow with clear expectations consistently set by leaders and met by the team. It's important to bring people together at least once a year. The other thing I've learned is that you don't have to have everyone fly into one location at once. I often meet with my key people on my team one on one. I can fly wherever they are or have them fly to meet me when I'm in a nearby city. In those meetings, I often really get a handle on something that wasn't obvious before; and then when we're virtual again, I have invaluable insight that wouldn't have been possible before the time we spent together.

##### **2. Manage Results, Not Activity.**

In the physical office environment, "busy work" often gets mistaken for real work. In the virtual environment, when you can't see what people are doing, the key is to manage results. Set expectations and monitor the results, not the daily activities. This is empowering for people who are motivated and who take the initiative, and on the other hand it is a virtual microscope, which reveals people who don't know how to get things done. You can usually spot a poor hire in a couple of months and save yourself and the individual a lot of time and heartache.

##### **3. Schedule Regular Communication.**

It's important that there is a regular time for reporting both progress and potential pitfalls to the team. This keeps people on track and gives everyone the discipline of a team check-in. It's amazing how much can be accomplished in a 30-minute conference call when you set expectations beforehand and tell everyone what you need to accomplish in that timeframe.

##### **4. Create Communication that Saves Time -- Not Kills It.**

Have you created an e-mail culture that wastes time with endless "daisy-chain" conversations that take several hours to read? Does your team spend hours trying to solve an issue with an e-mail conversation that could have been solved with a 30-minute conference call? With e-mail being a critical tool in our work environments, it's important to create a new culture of effectiveness around it. Ask yourself: How you can make your team's e-mail communication even more productive? Set e-mail rules for your organization. Here are a few of my favorites:

#### **Michelle's Favorite Email Rules**

##### *Survive the Quick Read by Putting what You Need in the Lead*

I don't have time to read a long rambling piece of prose about anything. Remember that I'm glancing quickly to know what is important and what you need from me. Put that in the subject line and immediately tell me what you need at the top of the e-mail.

*Don't CC the Whole World*

Don't create work for your colleagues if they don't need to be cc'd. Copy only those who need to know, and let the rest of us receive one less e-mail.

*Don't Use E-mail to Blow a Fuse*

When you're angry, step away from the keyboard. Nothing is more disruptive or upsetting to anyone's day than getting negative garbage and anger in their e-mail box. Cool off and then send a sane response.

*Don't Forget that Old-Fashioned Device Called a Phone*

I love it when people say to me: "She didn't respond to my e-mail." And then I inevitably ask: "Did you call her?" And I get this funny look while the person goes back in the memory bank and remembers the good ole phone. It still works wonders, especially if an e-mail chain is getting confusing and/or wasting people's time. Pick up the phone when the e-mail isn't saving time.

**5. Create Standards that Build a Cohesive Culture.**

What are your standards of quality? How do you define excellence? What does your brand mean to each employee? Making sure everyone knows the answers to those three questions is even more important when people are scattered geographically. Virtually, you need to create cohesion with excellence and a sense of pride in what your company stands for. People want a reason to belong and a strong culture gives them a sense of belonging and also the confidence of knowing what the rules of the road are for them and your company.

**6. Rules of Responsiveness.**

When people are working remotely, it's important that you define what your rules of responsiveness are for your culture. How quickly are people expected to return an e-mail, an Instant Message or a phone call? What is your protocol when people are out of the office or on vacation? If you're in a customer service environment, it's important to have clear expectations regarding how to respond to all customer inquiries. No one likes to be kept waiting, and knowing what to expect immediately lowers the blood pressures on both sides of the customer/company relationship.

Once you have your communication keys in place, don't forget to be a model of the behavior you want to cultivate. Set some boundaries for yourself, and let your team know when you're not available. If you're on a family vacation, give people plenty of notice, and let them know the time period when you are not available. Empower people when you are unavailable. You'll be surprised how the world still turned while our Blackberry was off!

**Stay tuned for more.** This was just a taste of my upcoming book about my experiences running Cheetah Learning from a knapsack. Stay tuned and we'll provide more details as we get closer to a publishing date.

**About the Know How Network**

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere.

---

## About the Author



Michelle LaBrosse, PMP, is the founder of [Cheetah Learning](#), and [author](#) of *Cheetah Negotiation* and *Cheetah Project Management*. The Project Management Institute, [www.pmi.org](http://www.pmi.org), recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected from the training and education industry. She was featured in the October 2006 issue of PM Network Magazine, and also graduated from the Harvard Business School's Owner President Managers (OPM) program in March 2006.

She created the origins of the Cheetah Project Management methodology as an Air Force Officer in the mid 80's. In 1995, she prototyped the concept of accelerating learning using "virtual classrooms," to accelerate the way people learned and applied core business skills. As a corporate research scientist in systems engineering and adult learning for a large multinational corporation, she later created and tested a one-day approach to teaching Project Management. This approach would later evolve to become Cheetah Project Management, a fast and effective way of launching projects.

Today, she is the leader of the course development team at Cheetah and sets the strategic direction for the company. Using the Cheetah Project Management techniques, LaBrosse has grown the company from three employees in 2000 to more than 100 in 2006. Cheetah is now the global leader in Project Manager Professional Development.

Her articles have appeared in publications such as: *European CEO Magazine*, *Plant Engineering Magazine*, *Industrial Engineer Magazine*, *Control Engineering Magazine*, *Journal of the American Association for Medical Transcription JAAMT*, *NSSEA Essentials Magazine*, *ASTN Network Magazine*, *Radio Sales Today*, *Sprinkler Quarterly & Technology Magazine*, *The Federal Credit Union Magazine Online*, *Business Quarterly Online American Society of Landscape Architects*, *ACRP Wire Association of Clinical Research Professionals*, *American Council of Engineering Companies Association* and more.

With a B.S. in Aerospace Engineering, and an M.S. in Mechanical Engineering, LaBrosse has done extensive postgraduate work with the Massachusetts Institute of Technology Center for Advanced Educational Studies and with the University of Washington Industrial Engineering Program in accelerating adult learning with respect to meeting core business objectives.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.

---

## Part 2 - DO YOU HAVE THE GREATEST PROJECT MANAGEMENT ABILITY?

---

By Dr. James T. Brown PMP, President of SEBA® Solutions, Inc.

---

*The ability to anticipate is by far the greatest project management ability.*

We have been discussing anticipation as the greatest project management skill. I stated in the last newsletter that TOP (Training, Observation, Practice) provide the ability to anticipate and the confidence to act. The importance of training was outlined and in this issue we will define the role of observation. The importance of continuous training to maintain the ability to anticipate is only one piece of the puzzle. The next component is Observation.

**Observation** – Going beyond the basics to the collection and mastery of little things also involves observation. Once you accept the fact that there are little pieces of knowledge that when applied strategically together you are always on the hunt for them. People often make the mistake of limiting their hunt for knowledge to whatever field or discipline their in. If you take one thing away from this newsletter take the following point.

### **Excellence at anything is worthy of your careful observation and study.**

Opportunities abound to study excellence. Books are a very good tool for studying excellence. Autobiographies of people who have achieved greatness are worthy of your time. Personal interviews are worthy of your time. You are panning for gold.

Occasionally I will stay at the Ritz-Carlton. Their service is usually extraordinary and when there I will inquire about their excellent service with anyone from the bellman to the manager. What they view as a conversation is in fact an interview, for I am always on the hunt for tips that contribute to excellence and achievement at high levels.

This year while in South Florida I came across the famous jazz guitarist George Benson sitting alone at the hotel bar prior to an evening show. I introduced myself and once he was done laughing at my name (he said he had been good friends with the late singer James Brown), I asked him what he did to play guitar at such a high level? How did he practice? What and who influenced him? We had a nice twenty minute conversation as he played air guitar and talked to me. George Benson probably doesn't know much about project management, but he knows a lot about excellence.

### **Excellence has common threads**

Obviously you should talk to every project manager you view as excellent, but achievement at high levels goes beyond a particular discipline. If the grocery store you shop at is well run, talk to the employees and the manager. Not only are there common threads in excellence but often you will identify parallel applications or inspiration from what you learn from an expert in any unrelated field.

Now that we have discussed Training and Observation and their role in obtaining the skill of anticipation, we will discuss Practice, the third and final element of TOP.

### **What good is knowledge and theory without application?**

**Practice** –A leader whose style and methods I hold in high regard is Ron Dittmore. Ron is a former Space Shuttle Program Manager who is now a Vice President for Morton Thiokol. Before he left NASA I interviewed him and here is one of many valuable things I took away from our conversation. He stated “*You know, I have been a counselor of people, of youth and youth groups, of adult organizations and most of my experience in how to deal with people comes from those situations and not from work. I apply all the lessons that I have learned through 27 years of that experience to deal with a lot of the challenges that I face in the*

---

*work place.”*

I marvel at young professionals who say they want big project leadership opportunities at work yet take no opportunity to lead outside of work. They say they just can't get good experience when we have a world crying out for people willing to lead.

### **Take Every Opportunity to Lead**

If you can lead people and projects to success in a volunteer setting, where people are not getting paid, you can certainly do it in a work setting (where some act like they are not getting paid). Identify an issue you are passionate about and take the opportunity to work and lead for the benefit of your passion. It will be a direct carry over to your effectiveness in the work environment.

### **Excellence – A lot of little things done right**

As you work projects (practice) you must try to apply the little things you have garnered through training and observation. Some will work very well others may not. Keep track of what succeeds and don't abandon what fails or what seems to have failed to soon. Analyze, analyze, analyze. Trying different things is a form of stretching yourself.

Do not be afraid of change. Any golfer can tell you how Tiger Woods has changed what was a very successful swing to a new one while getting a lot of "*He shouldn't have messed up a good thing*" from pundits before they were proven wrong. Tiger also practices a lot. Tiger is not afraid of change, practices and analyzes his performance. He also sets the expectation that he will be better next year than he is today. I come across many people who are content with their leadership ability to the point they have zero initiative when it comes to self development and improvement. Change, initiative and self evaluation are also necessary to your continual growth to ever exceeding greatness as a project manager or leader.

Once you start to develop great anticipation skills I guarantee others will marvel at how effectively you succeed in the uncertain environment of projects. They will marvel because they won't be able to nail it down to just one thing and the results will be the summation of a lot of little things you have honed to a sharp edge through training, observation and practice over time. The wise observers of your success will engage you in a conversation that is really an interview because they know excellence is worthy of careful observation and study.

\*\*\*

[Dr. James T. Brown PMP](#) is president of [SEBA® Solutions Inc.](#) a Registered Education Provider with the Project Management Institute and is the author of [The Handbook of Program Management](#) published by McGraw-Hill. He provides project management training and keynote speeches worldwide and may be reached at [jtbrown@sebasolutions.com](mailto:jtbrown@sebasolutions.com).

## Event Schedule

Please contact Sandra Williams, VP of Programs, at [Programs@PittsburghPMI.org](mailto:Programs@PittsburghPMI.org) if you have a topic you would like to see addressed in a future meeting, if you or someone you know would be interested in presenting, or if you have an advance question for any of our presenters.

Date	Time	Program Type	Presenter	Title	Location
5/8/08	5 pm	Healthcare LIG	Becca Smith, PMP	Planning and Executing Project Communication in a Healthcare Project Environment	<a href="#">ESWP</a>
5/8/08	Dinner 6 pm Speaker 7 pm	Chapter Meeting & Keynote Presentation	Panel Discussion	Growing Pains: Critical Success Factors for Mergers/Acquisition Projects	<a href="#">ESWP</a>
6/12/2008	5 pm	Financial Services LIG	TBD	TBD	<a href="#">ESWP</a>
6/12/2008	Dinner 6 pm Speaker 7 pm	Chapter Meeting & Keynote Presentation	Fred Arnold	PMI Ethics	<a href="#">ESWP</a>
No Chapter Meetings in July & August					
9/11/2008	5 pm	Healthcare LIG	TBD	TBD	<a href="#">ESWP</a>
9/11/2008	Dinner 6 pm Speaker 7 pm	Chapter Meeting & Keynote Presentation	TBD	TBD	<a href="#">ESWP</a>

New Chapter Members	Chapter Contacts
<p>As of <b>May 1, 2008</b>, the Chapter has <b>1133</b> members. Please join us in welcoming the following new chapter members.</p> <p><b>Richard John Addison</b>  <b>Thomas John Angelo</b>  <b>Traci Lyn Bartos</b>  <b>Scott Allen Bednar</b>  <b>Timothy Michael Ciocco</b>  <b>Lakisha Clark</b>  <b>Herman A. Ehlers</b>  <b>Kimberly Frencho</b>  <b>David Gagnon</b>  <b>John W. Gress</b>  <b>Brent Killenger Grinnell</b>  <b>Amy J. Heini</b>  <b>Ms. Ayesha Maleen Johnson</b>  <b>Carol L. Korn</b>  <b>Joseph M. McAndrews</b>  <b>Carolyn A. Nicaastro</b>  <b>Margaret Ann Nicholson</b>  <b>Sean C. Orris</b>  <b>Giridhar Raghavan</b>  <b>Paul C. Schuler</b>  <b>Donalyn J. Selinsky</b>  <b>Scott Shehab</b>  <b>Vaidyanathan Shekar</b>  <b>Jeffrey R. Smith</b>  <b>Stefania Vitale</b>  <b>Mary Sue Wilczynski</b></p>	<p><b>President</b>  Mike Rapach, PMP ..... <a href="mailto:President@PittsburghPMI.org">President@PittsburghPMI.org</a></p> <p><b>Ex-Officio President</b>  Larry Mack, PMP ..... <a href="mailto:ExOfficio@PittsburghPMI.org">ExOfficio@PittsburghPMI.org</a></p> <p><b>VP Treasurer</b>  Ray Luncher, PMP ..... <a href="mailto:VP_Treasurer@PittsburghPMI.org">VP_Treasurer@PittsburghPMI.org</a></p> <p><b>VP Membership</b>  Vicky Haney, PMP ..... <a href="mailto:VP_Membership@PittsburghPMI.org">VP_Membership@PittsburghPMI.org</a></p> <p><b>VP Communications and Publicity</b>  Melanie Connell, PMP ..... <a href="mailto:VP_Communications@PittsburghPMI.org">VP_Communications@PittsburghPMI.org</a></p> <p><b>VP Education &amp; Certification</b>  Susan Keane, PMP ..... <a href="mailto:VP_Education@PittsburghPMI.org">VP_Education@PittsburghPMI.org</a></p> <p><b>VP Programs</b>  Sandra Williams, PMP ..... <a href="mailto:VP_Programs@PittsburghPMI.org">VP_Programs@PittsburghPMI.org</a></p> <p><b>Executive Director</b>  Dick Kimball ..... <a href="mailto:ExecDirector@PittsburghPMI.org">ExecDirector@PittsburghPMI.org</a></p> <p><b>Director, Corporate Outreach</b>  Robert Hall ..... <a href="mailto:CorpOutreach@PittsburghPMI.org">CorpOutreach@PittsburghPMI.org</a></p> <p><b>IT LIG</b>  Maureen James and Sandra Williams ..... <a href="mailto:ITSIG@PittsburghPMI.org">ITSIG@PittsburghPMI.org</a></p> <p><b>Financial Services LIG</b>  Kim Mangan ..... <a href="mailto:financialsig@pmipittsburgh.org">financialsig@pmipittsburgh.org</a></p> <p><b>Healthcare LIG</b>  Matt Craig ..... <a href="mailto:HealthcareLIG@pittsburghPMI.org">HealthcareLIG@pittsburghPMI.org</a></p> <p><b>Webmaster</b>  John Rose, PMP ..... <a href="mailto:Webmaster@PittsburghPMI.org">Webmaster@PittsburghPMI.org</a></p> <p><b>Email Coordinator</b>  Nancy Cole, PMP ..... <a href="mailto:Email@PittsburghPMI.org">Email@PittsburghPMI.org</a></p>
New Chapter PMPs	E-Mail Address
<p>As of <b>May 1, 2008</b> the Chapter has <b>681</b> PMPs. Please join us in congratulating the newest chapter PMPs!</p> <p><b>Reice E. Altomare, PMP</b>  <b>Todd M. Biela, PMP</b>  <b>James E. Bitting, PMP</b>  <b>Lori A. Chokel, PMP</b>  <b>Benjamin T. Ewing, PMP</b>  <b>Chad Furr, PMP</b>  <b>Xavier Jean-Claude Goy, PMP</b>  <b>Dwight S. Helfrich, PMP</b>  <b>Charles W. Jarema, PMP</b>  <b>Stefinie Lyn Kelley, PMP</b>  <b>Susan L. Lefler, PMP</b>  <b>Joseph A. Patten, PMP</b>  <b>Vinod S. Punjabi, PMP</b>  <b>Ryan Smith, PMP</b>  <b>Laura S. Walker, PMP</b>  <b>Michael J. Warchol, PMP</b>  <b>Lois A. Yost, PMP</b></p>	<p><b>E-Mail Address</b></p> <p>Just a reminder to keep your contact information up-to-date in the Members section of the national website, <a href="http://www.pmi.org">www.pmi.org</a>.</p> <p>Your monthly newsletter and all other Chapter communications will be sent to your primary e-mail address listed under your Contact Information.</p>