



# PMI NJ NEWS

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## EXPONENTIAL PROJECT MANAGEMENT – PMBOK® AND BEYOND!

PMI/NJ REGIONAL SYMPOSIUM – MAY 5, 2008

The May 5th annual regional symposium is sold out and there will be no walk in registrations available. The Sunday Seminar on May 4, 2008 (4 PDUs) still has seating available so register now at [www.pminj.org](http://www.pminj.org) to reserve a seat before this event is sold out.

Attendees of these events will be delighted by this year's dynamic keynote speakers and a variety of track speakers. Additionally, there will be opportunities to interact with PMs from across the area, vendors, and specific/local interest groups. This year's events will be held at the Pines Manor in Edison, NJ. For more information about this elegant facility and directions, please visit the

chapter web site.

The 2008 PMI NJ Regional Symposium promises to be an excellent opportunity for Project Managers to increase their knowledge about the topic of exponential project management. Project success and business success can be measured in many ways. Achieving that success takes multi-talented teams with excellent management and leadership. But the bar is continually raised, leading to increased expectations, hence the concept of exponential project management with exponential results.

We are pleased to have three outstanding keynote speakers for the May 5th symposium.

*(Continued on page 8)*



## DO PROJECT MANAGERS ADD VALUE? EVERY PM THINKS SO BUT CAN THEY PROVE IT?

BY JOSHUA GREENBERG, PMP

In his preface to *Managing Projects and Programs*, Norman R. Augustine noted that “the most gratifying thing about this book...is that it is not about takeovers or financial manipulation, but about growth and hands-on management - in short, value added.” Few project managers would object to this elegantly written description of what it is that we do on a daily basis. However, Mr. Augustine’s observations give rise to a tricky question: how to *quantify* the value that project managers add.

Too often the value of a Project Management Organization (PMO) is stressed through the soft benefits of project management, such as having a single responsible party to call when issues arise. Project managers sometimes also mention the financial costs associated with having a project fail. Unfortunately, neither response offers us any type of objective measurement of the work that we do. The book *Developing Products in Half the Time: New Rules, New Tools*, furnishes some valuable

*(Continued on page 4)*

L I G N E W S

NJ PHARMACEUTICAL LIG

The NJ Pharmaceutical LIG recent past and present upcoming meetings have a theme based on Earned Value. At our last meeting (Sept. 25th, 2007), we focused on the Earned Value “Calculation”. Steven J. Raposa from Project Controls Engineering, Inc. presented “Earned Value – Project Performance Evaluation” which was also accompanied by a hands-on exercise, which helped to re-acquaint the group with the calculation.

The next NJ Pharmaceutical LIG meeting is scheduled for Tuesday April 29th, at the Daiichi Sankyo, location in Parsippany. The LIG will continue with the Earned Value theme with a focus on managing a vendor. Bruce Fieggen from

Q Pharma will speak with us with specific regards to the Pharmaceutical Industry and focus our attention on “How to Hold a Vendor Accountable”. We look forward to learning new skills and sharing ideas! Please come out and join us!

Bruce Fieggen, PMP

A certified Project Management Professional since 1999. In his twenty years with seven pharmaceutical and medical device companies, he has managed projects from \$100,000 validations to \$10,000,000 new product developments.

He has trained and mentored hundreds of project managers with specific tools using a formal 24-week ProgressixSM pro-

ject management curriculum, 13-week Boston University evening project management certificate program and two-day Cadence™ project management course. He has successfully introduced project management methodologies to medical device and pharmaceutical clients to improve ownership in tasks.

Bruce is currently Vice President of Project Management and Training at QPharma, a compliance-consulting firm servicing the pharmaceutical and medical device industries. Bruce has planned hundreds of validation and product development projects in the Life Sciences industry using a rapid project start-up methodology.

PMI-NJ NETWORKING

The Network committee must be doing something right! Not only are our speakers drawing standing room only crowds, but the feedback from February’s presentation showed approval ratings way into the 92+ range. Here’s a recap of this year’s Networking sessions so far:

In January John Hadley talked about Resumes and Cover Letters, and gave atten-

dees lots of good hints on this popular subject, with examples of the good and the bad. In February Diane Litchko’s topic was how to judge whether a job offer is right for you. You need to look beyond salary when accepting a job offer. Health insurance, regular reviews for salary increases, IRA’s and Employer contributions, stock options etc are also important,

especially these days when job security is fragile. The March meeting is planned to be an interactive networking practice session.

Come and join us for a future Networking session soon – starting at 5:30pm, before the chapter meeting – ask when you sign in for the room location.

April                      Panel TBD                      Changing Industries - Panel Discussion

June                      Barbara Fuller                      Open Networking, and Feedback on the 2007/2008 Networking Meetings

APRIL THROUGH JUNE PMI/NJ PROGRAM AGENDA

In order to save money in printing and mailing costs as well as reduce the use of paper and subsequently conserve trees, the chapter is in the process of transitioning to a new procedure for announcing information about the upcoming monthly meetings. To give the members time to get accustomed to this change, there will still be a paper version of the program flyer distributed via the mail system for the January meeting. After that, details will solely be found on the website, in the newsletter, and in periodic e-mail messages. Please save the list of future events below.

Please also let us know if anyone would like to help set up a satellite location.

April 15, 2008	Dr. Aaron J. Shenhar, Stevens Institute of Technology "The Myth and Reality of Project Management"	Hilton Woodbridge 120 Wood Avenue South Iselin, NJ 08830	<p><b>Three Remote Locations Via Teleconference: (pre-registration required via <a href="http://www.pminj.org">www.pminj.org</a>)</b></p> SAIC, 14 Madison Road, Fairfield (Contacts: Tom Betts and John Verlangieri) Hill International, Inc., 303 Lippincott Centre, Marlton (Contact: Glen Thorsen) Dialogic Inc., 1515 Route 10 East, Parsippany (Contact: Rob Knierim)
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May 5, 2008	Exponential Project Management - PMBOK and Beyond! PMI/NJ Regional Symposium	Pines Manor 2085 Route 27 Edison, NJ 08817	The symposium is sold out and no walk-ins will be accepted. The Sunday Seminar on May 4, 2008 (4 PDUs) still has seating available so register now at <a href="http://www.pminj.org">www.pminj.org</a> to reserve a seat before this event is sold out.
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June 17, 2008	Student Project of the Year	Birchwood Manor 111 North Jefferson Road Whippany, NJ 07981	Details around a satellite location in Marlton coming soon.
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DO PROJECT MANAGERS ADD VALUE? (CONT.)

*(Continued from page 1)*

information on corporate successes after implementing a formal project management methodology. However, this material, while very useful in justifying project management in the aggregate, still does not give us the answer that we are looking for. To prove that a PMO adds value, it must be able to demonstrate that it is effective at adhering to goals that are critical to the organization that it serves. But how can a PMO measure this objectively? To solve this problem, we need to look for assistance outside of the Project Management Book of Knowledge (PMBOK).

SIX SIGMA TO THE RESCUE!

Since Six Sigma’s inception in 1986, it has become adopted by some of the world’s largest corporations as a method to measure processes and solve business problems. While much has been written on the overlaps between the Six Sigma and PMBOK methodologies, they are distinctly different. The PMBOK defines the process of delivering a project whereas Six Sigma deals in the measurement of processes in order to eliminate defects within those processes. For the purposes of this article, we will skip over much of Six Sigma as a methodology and focus on Six Sigma as a metric.

“The term ‘Sigma’ is often used as a scale for levels of ‘goodness’ or quality. Using this scale, ‘Six Sigma’ equates to 3.4 defects per one million opportunities (DPMO).” “A defect is defined as anything outside of customer [or project] specifications. An opportunity is then the total quantity of chances for a defect.” A six sigma process represents a quality ideal (99.9997% perfection) and nearly

every real-world process falls into a lower sigma category. For instance, the “Internal Revenue Service (IRS) phone-in tax advice [service]... runs at roughly two sigma, which corresponds to 308,537 errors per million opportunities.” Clearly the IRS has some process improvement work to do.

In order to measure a PMO using Six Sigma as a metric, we must view it as process which follows a defined process methodology (the PMBOK) with opportunities and defects. As project managers, we most commonly measure the success of a project by whether it is completed according to the allotted scope, time and cost (a.k.a., the triple constraint). If we look at a PMO as a process, each project itself could be thought of as an opportunity. The failure to complete that project according to the defined scope could be considered a defect. Once we have determined how we are going to measure a PMO (what represents opportunities and defects), then we can we measure it.

For a quick example, let us assume that a PMO was responsible for 30 projects in the previous year and each of the projects could be measured according to the triple constraint. In Six Sigma terms, this would translate into 90 opportunities (30 projects multiplied by whether each of the three constraints was met for each project). Because our hypothetical PMO is composed entirely of PMPs, there will be only two defects out of the 90 opportunities. This yields a defect percentage of 2.22% and process sigma level of 3.51. We are now armed with enough objective data to prove that our PMO is effective and therefore adds value.

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EDITORIAL CONTENT

Please submit articles in MS Word. rtf or plain ASCII text. Graphic files should be in either high resolution JPG or GIF format. If you have questions, send an email to: editor@pmi.org.

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DEADLINES FOR 2008

Summer	June 1, 2008
Fall	September 1, 2008

## DO PROJECT MANAGERS ADD VALUE? (CONT.)

*(Continued from page 4)*

For each project there 3 opportunities (scope, time and cost)

30 projects x 3 opportunities per project=90 Total Opportunities

If 1 of the 30 projects completes on time but does not meet scope and cost requirements, the result is 2 defects

$(2 \text{ defects} / 90 \text{ total opportunities}) \times 100 = 2.22\% \text{ defects}$

$\text{NORMSINV}(1 - (2 \text{ defects} / 90 \text{ total opportunities})) + 1.5 = 3.51 \text{ Sigma}$

For the sake of simplicity, I have omitted a discussion of the Microsoft Excel function NORMSINV and the formula for calculating sigma level.

There are many ways to look at defects: deviation from a project schedule, variation from company or client requirements, etc. In some organizations the PMO is the only area that possesses data on the effectiveness of operations. Suppose an organization's key metric is that all new customer software implementations must be completed within 30 days. If each new implementation is assigned a PM, then the PMO is in a unique position to both monitor and report on the adherence to this metric. If goals are not met, the PMO can point to its library of project schedules to determine where schedule deviations arose. ("All year, we averaged a 3.3 Sigma level in the Initiating and Planning Phases; however, in the Executing Phase, our Sigma level fell to 2.9.")

I have shown how to do simple calculations demonstrating the effectiveness of a PMO. However, there are some important points to keep in mind. In order to meas-

ure a PMO, one must have an honest set of data on which to model. Without real data, the conclusions derived from measuring a PMO will be biased or worse, bogus. Opportunities should be based on scrupulously maintained project schedules or some other type of verifiable project data. Another thought to keep in mind is that your data set (comprising opportunities and defects) is only statistically significant if it is large enough. If a PMO is measured against a very small number of opportunities, even a single error will skew results in an excessively negative manner. For example, let's imagine a study of four projects (opportunities) which began and ended in the previous three months. If the goal of the study is to measure adherence to the original budget constraints and three of the four projects came in on budget, the resulting defect rate would be a whopping 25% due to the single defect. In all likelihood, the results of this study will improve as the number of opportunities increases. (More successful opportunities will lessen the impact of that single defect.) Conversely, let's say that all four projects came in on budget. Would you feel confident in saying that this proves that the PMO is statistically perfect? I hope not. Again, if we increase the number of opportunities in our study we will probably find a defect along the way. Accordingly, I would recommend an analysis comprising a bare minimum of 50 opportunities.

All of this talk of sigma levels can lead to a very obvious question: what is the appropriate sigma level for a PMO? The answer is, of course, it depends. Remember that a Six Sigma process is basically

perfection; that is a goal that few project managers are going to ever come close to. It is also worth noting that many early applications of Six Sigma were geared towards the manufacturing industry. In these scenarios, machines generated large production runs consisting of tens or hundreds of thousands of opportunities. Six Sigma practitioners, using the full methodology, could employ sampling techniques to identify and eliminate the root causes of defects. In many cases this allowed manufacturers to reduce defect ratios to tiny fractions. Clearly, this does not map closely to the workday of the average PMO where humans, not machines, do the work and the number of opportunities is in the hundreds not hundreds of thousands. Ultimately, a certain amount of common sense will need to guide any measurement of a PMO.

Finally, what happens if the PMO does not measure up too well? If the results of some cold-hearted analysis are not what you would hope them to be, you have still conducted a very valuable exercise by assembling a data set that can be examined. For example, were the defects associated with a particular PM or stakeholder? Or perhaps, defects were higher during a certain time of the year. By conducting a disciplined study of a Project Management Organization, you will have provided yourself with an objective baseline on which improvements can be made. As the Scottish physicist, Lord Kelvin famously noted, "If you can not measure it, you can not improve it."

PMINJ REGIONAL SYMPOSIUM (CON'T)

At what point does maturation morph into senility? To what extent do standards – as captured in the PMBOK Guide and CMM – hamper innovation rather than promote good software development practice?

The closing Keynote Speaker, Lou Russell, is president and CEO of Russell Martin & Associates, a consulting and training company focused on improving business results. She is the author of The Accelerated Learning Fieldbook and Project Management for Trainers, IT Leadership Alchemy, Leadership Training, and Training Triage. Ms. Russell’s topic, Interdependency: The Next Evolution in Project Management, purports Project Management is no longer a specialty . . . it is a core competency required for any corporate citizen to be successful. Join Lou Russell to think about how this trend impacts the role of the PMP and those looking to become project management professionals. Attendees will leave this session with the tools needed to take project management to the next level at their organization.

On Sunday, May 4th, Doug DeCarlo, author of, eXtreme Project Management, will be hosting a workshop. Mr. DeCarlo’s work-

shop titled, The eXtreme Project Management Workshop: Your Essential Tool Kit, will focus on agile and flexible project management frameworks proven to work; frameworks that enable project stakeholders to stay in control and deliver value despite volatility. These approaches result in quick ramp-up, enable adaptation to sudden opportunities and risks, and reduce time-to-profit. For more information and to register for this seminar, please visit the chapter website. Register now while seats are still available.

HERE’S THE BEEF! (CON’T)

managers already use as their “secret sauce.” The bottom-line is not just for accountants and executives. It’s a sure fire way for project managers to show their value and make themselves a valuable player in financial discussion.

Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. [www.cheetahlearning.com](http://www.cheetahlearning.com)



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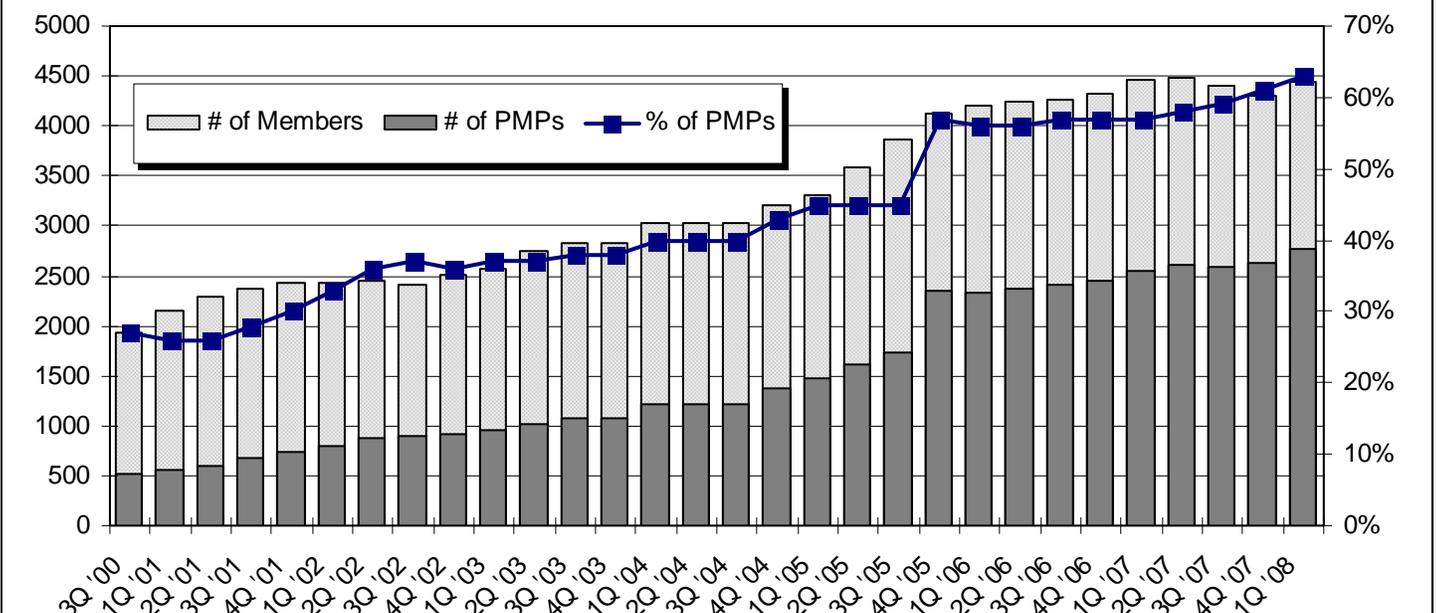
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PMINJ REGIONAL SYMPOSIUM (CON'T)

*(Continued from page 1)*

The opening Keynote Speaker is Doug DeCarlo, Principal for The Doug DeCarlo Group. Beyond his own practice, Doug is a Senior Consultant in the Agile Project Management Practice for the Cutter Consortium where he has been named Consultant of the month. He also heads the Extreme Project Management department for gantthead.com and has served on the advisory boards of Project Connections.com and ProjectWorld. Mr. DeCarlo's topic, Succeeding on eXtreme Projects: How to Lead Yourself and Others in the Face of Volatility, will explore the exponential demands of today's high-speed, high-change projects that can easily take a toll on one's personal life. Faced with eXtreme projects, many pro-

ject managers and their teams end up living lives that vacillate between frantic and quiet desperation. If we are not careful, instead of having projects, our projects will have us. In this humorous and motivational keynote, Doug DeCarlo will draw lessons from over 250 project teams from around the world. With the help of his African drum, he will share proven practices for leading yourself and others to success in the face of volatility, despite today's project-crazy organizations.

The midday Keynote Speaker, J. Davidson Frame, PhD, PMP, is Academic Dean at the University of Management and Technology (UMT) in Arlington, Virginia, USA. Dr. Frame has been active in project management since the 1970s and

has written ten books on the subject, including the business best seller, Managing Projects in Organizations (2003). Dr. Frame's topic, An Agile World: Beyond PMBOK and Other Orthodoxies, examines the move toward maturation of software development and project management. He points out that the maturation of a discipline is crucially important if the discipline is to have business value. However, at a certain point – when a discipline has reached a critical mass of maturity – it may be important to engage in what Harvard's William Abernathy calls dematuration, an attempt to rejuvenate the discipline so that it takes on a fresh perspective. Dr. Frame will raise several questions during his presentation; such as,

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HERE'S THE BEEF! LET PROJECT MANAGEMENT BOOST THE BOTTOM-LINE  
 BY MICHELLE LABROSSE, PMP

The next time you hear the words “bottom-line” when you’re sitting in the audience at a company meeting, don’t roll your eyes. Instead, think about all the ways that you as a project manager can help to boost that bottom-line.

Top Five Project Management Bottom-Line Boosters

**Develop clear and quantifiable goals.** If a goal is murky and indistinguishable, how does anyone know when and if it’s done? Don’t hide behind a curtain of vagueness. Be clear and make it measurable because a wise woman once said, “What gets measured, gets done!”

**Track time and dollars spent.** When you can show your boss and your team exactly where you are both in terms of time allocated and actual dollars spent, you’re speaking their language. Nothing makes upper management quiver more than not knowing where they are on a mission-critical project.

**Meet deadlines and milestones.** If your

team is missing every single deadline and project milestone, there’s generally a reason why. Don’t accept this as normal. Do you have too many false deadlines in your company culture, so people no longer accept them as real? When you understand what impedes meeting deadlines, you can get answers that not only get your project back on track, but save your organization time and money.

**Unearth the hidden gems in your project agreement and documentation.** Too many people mistake documentation as busy work instead of using it to get at its real value. When you close out a project, don’t literally put it to bed. Instead, wake up and unearth all the gems inside it. Did you have enough resources allocated to this project? At what points did this project falter and why? What was behind the cost variance between our original budget and actual budget? If you don’t capture the intelligence in your documentation, understand it and share it, you’ve missed a huge opportunity to make you and your

team more productive, effective and efficient.

**Create a consistent and standardized approach to Project Management.** I know this seems like a no-brainer, but I see companies every day that expect their people to learn Project Management by osmosis. I know you’ve seen this too: “Let the new people shadow Gloria for a few days because she’s a great project manager.” This is a good start, but you can’t have enterprise-wide impact from Project Management unless you have a consistent way of approaching Project Management. This is why the PMP® certification has become important to many businesses and government. These organizations have started to see the value of having whole teams and whole departments – and even entire companies – working from the same body of knowledge.

**Embrace the Bottom-Line**

So, now you know what many project

*(Continued on page 6)*

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