



Bluegrass Chapter Web Site

www.pmikybgchap.org

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Kentucky Bluegrass Chapter News

Upcoming March Meeting



PMI Meeting for Tuesday, March 20, 2007

Topic - The Communications Tight Rope - Making or Breaking a Project

Featured Presenter - Elizabeth C. Lucas Practice manager

Registration:

Registration Deadline: Friday, March 16, 2007

Please RSVP to Phil Hatton (VP_Programs@pmikybgchap.org) if you would like to reserve a seat. If your plans change and you will not be able to attend please let us know.

When:

Tuesday, March 20, 2007

(Networking begins at 11:30 AM)

Chapter Newsletter for March 2007

(One hour Program will begin at Noon)

Where:

DeSha's Restaurant
101 North Broadway
Lexington, KY

Cost:

\$15.00

Program Overview:

Ever leave a conversation and wonder what you just talked about? Ever complete an assignment and have someone tell you, "That's not what I asked for?" As a manager, communication is paramount to team as well as project success. Understanding personality types, behavioral styles, and ways to enhance listening skills are a must. Join colleagues in learning more about these topics and much more during this informative session.

Don't forget to bring a friend!

Updates to our Chapter Website

More updates have been made to our website, <http://www.pmikybgchap.org/>. Among other new items, you may find the presentation from our February meeting on the meetings page.

Contest: Name the Newspaper

Our newsletter is in desperate need of a name, so we are asking for **your** help. Submit your newsletter name entry to our VP or AVP of Communications by March 31. The winning entry will be selected by members of the Bluegrass Chapter Board based on originality and relevance to project management. The submitter will win a free lunch at a monthly meeting of their choice in calendar year 2007. The new name will appear on the April 2007 newsletter. Good luck!

Membership as of Feb 28, 2007

Ken Baskins, PMP
AVP Membership, Kentucky Bluegrass Chapter

Current members - 195

Total PMPs – 113

Welcome New Chapter Members Congratulations New PMPs

Kenneth H Vereen Sr.
Kenneth L Wilson

Anthony N Davis, PMP
Charles D Morris, PMP
Mitchell E Smith, PMP



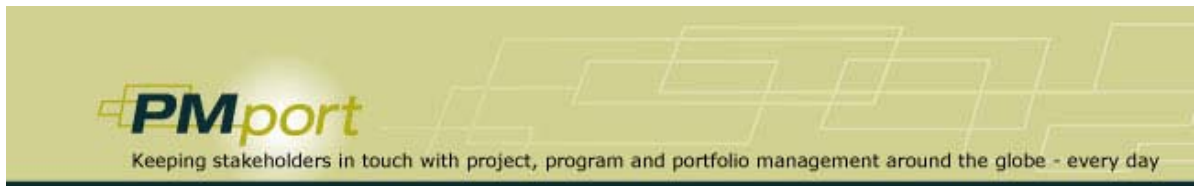
Congratulations Renewing Members

Scott R. Marsh, PMP
Daniel L Morgan, PMP
Mitchell E Smith, PMP
Garland W Straub
William R Viney
Billy J. Watson, PMP

PMI News

PM port: Your news service for project, program and portfolio management

*From PMI Global Operations Center
February 15, 2007*



Stay informed on what is happening around the world in project management with [PM port](http://www.pmi.org/pmport/) (<http://www.pmi.org/pmport/>) — news that PMI collects for you from local, regional, national and international publications.

The range of news sources include *Financial Times*, *ComputerWorld*, *InfoWorld*, *CIO*, *Business Wire* and many other business and industry publications. PM port shows you a brief summary of the article; click to reach the full text.

LexisNexis, a news aggregator that is one the world's most comprehensive sources for news, business and legal information, supplies the news to PMI.

Our editors then filter the large quantity of articles about project, program and portfolio management to offer you the most important and relevant articles. New articles appear on [PM port](http://www.pmi.org/pmport/) on a regular basis.

PM port is ideal for practitioners, executives and anyone who wants to increase their knowledge of the project management profession. Check back frequently to stay up to date.

Honor your colleagues or co-workers who have done exceptional work.

*From PMI Friday Facts
February 16, 2007*

PMI Professional Awards are an outstanding way to honor colleagues or co-workers who have done exceptional work. You can view all of the available PMI Professional Awards and nomination deadlines online. For the PMI Distinguished Project Award, you can submit a nomination at any time during the year.



Gabriel de Puyjalon, general director of the PMI Montreal Chapter, has offered recommendations shown below to help you prepare an excellent nomination package. The PMI Montreal Chapter sponsored the 2005 Project of the Year, Quartier International de Montreal, and the finalist for the 2006 Project of the Year, the Alma Plant Potlining Centre project.

1. Select an original project that has demonstrated innovation throughout its project life, as well as innovation in the use of project management principles and concepts.
2. Never hesitate to present projects that are seen as non-standard, and that at first glance may not respect the strict parameters we might expect to see in such a contest.
3. Bear in mind that you must demonstrate rigor in the application of project management knowledge in the project.
4. The nomination requires careful balancing between originality, the proposal's quality, the project's performance and respect for sound project management practices.

See the 19 January and 9 February issues of *PMI Community Post* for more on this topic. You can view the nomination criteria for these and other awards and begin your nomination process on the PMI website, Professional Awards section.

Project Management Articles

Know Your Stakeholder

Ken Baskin, PMP

AVP Membership, KY Bluegrass Chapter

One bad move almost sent my Air Force career to an early grave. I was managing a large network infrastructure upgrade project in Washington DC. One segment of the project involved the Air Force Chaplains office in a building at Arlington National Cemetery. I needed clearance from the facility manager to do some minor construction and equipment installation inside the building. Emails, phone calls, meeting requests, and project plan approval requests all went unanswered. Finally, now at the end of my rope, I contacted the secretary and asked if there was someone I could elevate the problem to and get some assistance. Shortly after that call I received a not-so-friendly email from the "facility manager", with courtesy copies sent to a number of high ranking people in my chain of command. I soon learned that the "facility manger" was actually a very high ranking civil servant in the Senior Executive Service, (the equivalent of a military one-star general) and head of Arlington National Cemetery.

An anonymous person was quoted as saying, "The success of the journey of project management depends upon the relationships with fellow passengers" (Verma, 1995). This statement points to an often overlooked process in project management known as stakeholder analysis. The PMBOK says it this way: "Stakeholder analysis identifies the influence and interests of the various stakeholders and documents their needs, wants, and expectations" (PMBOK Guide, 2004). From this statement we can draw three main points:

Stakeholder analysis identifies influences.

It is important that you know "who's who in the zoo" and deal with those folks accordingly. There are people in your list of stakeholders who can have great impact on the success of your project. Also, don't be deceived: even people at the low end of the totem pole have been known to have negative influence on the outcome, especially in the user community. Get to know these people.

Stakeholder analysis identifies interests.

Interests translate to requirements. They may affect the scope of your project, but you must consider anything that could pose risk or conflict to your project schedule. I eventually found out that my friend at the cemetery had renovation plans for his building that included a telecom closet to house network hardware. (This fact could have been discovered through better project planning). Although this would result in implementation delays for my customer, the greater good could be achieved by waiting, and save the cost to move the equipment later.

Stakeholder analysis identifies needs, wants, and expectations.

In the case of my project, analysis would have revealed his position and the expectation to staff the project plan and schedule through the chain of command. Then it could be addressed at the appropriate level and not ignored. The same holds true in many companies.

Depending upon the stakeholder, as project manager you may need to work issues through your manager. When you address the needs and wants of your stakeholder, you build a productive working relationship where everybody wins.

In summary, know your stakeholder. It not only paves the way to project success, it may save you from making a career limiting maneuver.

References:

Verma, V. (1995). *The human aspects of project management—Organizing projects for success, volume one*. Newtown Square, PA: Project Management Institute.

Project Management Institute (2004). *A guide to the project management body of knowledge* (3rd ed.). Newtown Square, PA: Project Management Institute.

Book Review: The 48 Laws of Power

Glenn Thomas, PMP
AVP Communications, KY Bluegrass Chapter

With the abundance of management and leadership books with numerals in their title (One Minute Manager, 7 Habits of Highly Effective People, The Fifth Discipline, etc.) at first glance this book might appear to be another ‘required reading’ for the conscientious manager. However, a look at some of the listed ‘laws’ quickly gives the idea that this book is more suited to conquering medieval Kings than modern public servants.

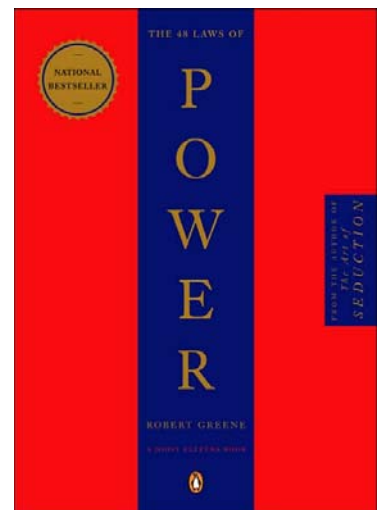
As an example, the comment for Law 15, ‘Crush Your Enemy Totally’, is stated as:

“All great leaders since Moses have known that a feared enemy must be crushed completely. (Sometimes they have learned this the hard way.) If one ember is left alight, no matter how dimly it smolders, a fire will eventually break out. More is lost through stopping halfway than through total annihilation: The enemy will recover, and will seek revenge. Crush him, not only in body but in spirit.”

Other ‘laws’ are equally revealing: Conceal Your Intentions; Court Attention at all Costs; Pose as a Friend, Work as a Spy; and Keep Your Hands Clean.

This is more “Who Slaughtered the Rat?” than “Who Moved My Cheese?”

The authors, Robert Greene and Joost Elffers, have compiled research from more than three thousand years to bring quotes and facts from such historical figures as Machiavelli, Sun-



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tzu, Genghis Khan, and Louis XIV. While this book may be entertaining in its amoral approach to power and those that wield it, it does offer some interesting nuggets of historical knowledge. I would, however, not suggest it as a reference manual for good management / employee relations or suggest its 'laws' as a guide to getting ahead in the workplace.