

DSIG NEWSLETTER



DIVERSITY in project management



Striving to promote the participation and advancement of individuals of diverse backgrounds, in the field of project management.

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LANGUAGE AND CULTURAL DIFFERENCES: EUROPE, AMERICAS, AND ASIA PAC

DIVERSITY SIG ANNOUNCES FIRST IN A SERIES OF WEBINARS FEATURING PROMINENT SPEAKERS!

On Tuesday, July 15, the Diversity Specific Interest Group will present the first in a series of webinars. The first webinar, "Language and Cultural Differences: Europe, Americas, and Asia PAC", will be presented by Terry W. Jones, PMP.

Terry received his Bachelors degree from the University of North Carolina at Wilmington in Environmental Sciences in 1994. He went on to receive his J.D. from Campbell University in 1997. He began his career practicing as an Attorney in the field of Construction Law for a boutique law firm located in North Carolina. While there, Terry represented many international companies on large-scale construction projects across the United States.

He went on to work for Primus Telecommunications, Ltd., a UK based company, during the telecom expansions of the early part of the decade. While there, Terry was responsible for the rollout of network services in 3 countries: the UK, France and Ireland. Upon completion of the rollout, Terry began working for an international telecom site and infrastructure construction firm named Spectrum Telecommunications Services. He was responsible for managing all EMEA administrative and legal issues encountered by the company in course of site builds, network rollouts, as well as other HR and business related issues.

In 2000, Terry joined MCI as a Project Manager responsible for network rollouts in EMEA, the Americas and Asia Pac. He obtained his PMP certification in 2001. While working for MCI, Terry has been involved in network rollouts and migrations for companies like Gucci, American Standard, Air Liquide, Renault-Nissan, and Sun Microsystems. In 2002, Terry was promoted to Senior Project Manager.

Terry has developed and presented material on topics as wide ranging as: Cultural and Language differences, Negotiations, and MS Project, and has presented Project Manager Professional Training to several groups of Project Managers. He is also Managing Editor of the CSPM International Enquirer, a newsletter dedicated to providing articles, updates and practical tips on Project Management issues within MCI.

Terry is currently taking courses to obtain his Masters in Contract Management and lives in Paris with his wife and parakeet.

Go to the PMI DSIG website locate at <http://www.pmidsig.org> for full registration details. You can also register at <http://www.acteva.com/booking.cfm?bevaid=50177>. The fee for registration is \$10. The webinar is worth 1 Professional Development Unit.

The PMI Diversity Specific Interest Group is a PMI Registered Education Provider.

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THE NAME THE NEWSLETTER CONTEST HAS BEEN EXTENDED UNTIL JULY 30, 2003. WIN A PRIZE BY NAMING THIS NAMELESS NEWSLETTER.

PLEASE SUBMIT YOUR ENTRIES TO :
alester1@midsouth.rr.com

THE DIVERSITY SPECIFIC INTEREST GROUP HAS A NEW WEBSITE! CHECK IT OUT. GO TO <http://www.pmidsig.org> FOR A PREVIEW. MORE INFORMATION IS BEING POPULATED DAILY. LET US KNOW WHAT YOU THINK.

PMI DIVERSITY SIG OFFICERS ATTEND MARCH LEADERSHIP MEETING

-Stewart White, President PMI Diversity SIG

PMI Diversity SIG was represented by Stewart White, President and Patrice Major, VP eTechnology at the Leadership Meeting in Tampa, FL March 6-8, 2003. They spent three intense days in Project Management classes and networking sessions with other PMI component officers.

The keynote speaker on Thursday was Jerry Brightman, an expert in management practices, human relations, and customer service. Jerry has spoken in almost every state in the US as well as in Europe and Asia.



Jerry presented a humor filled, content packed program entitled "Leadership Should be the Focal Point". Jerry emphasized that strengths might be overused and become weaknesses. A balance with necessary skills and

revisiting goals will allow one to get out of comfort zone and reanalyze what is necessary to achieve goals.

Understanding how to achieve success through the use of people, is what is needed to become a good and successful leader. Jerry gave the group positive, practical, ideas for achieving organizational and individual change. Jerry used an example of an iceberg, which has 1/3 of its mass above water (event behavior) and 2/3 of the iceberg mass is beneath the water (structure behavior) and usually not visible. Most ships (project managers), are concerned with 1/3 mass (event behavior) and are reactive in their navigation, while to effectively solve the problem, a proactive approach should be considered leveraging all the constraints, the 2/3 mass (structure behavior) as well the 1/3 visible piece. Creating our future involves knowing when to change in this changing world.

The afternoon breakout sessions were very informative. Topics covered during the breakout session included:



Responsibilities of a Board of Directors, Volunteer Management, Component Operations. Later during the afternoon, PMI Component Officers gathered in a session to interact with PMI CEO, Gregory Balestrero, and PMI Chair, Debbie O'Bray.

Questions were solicited and answered, and PMI direction was clarified.

On Friday PMI Components (Chapter, SIG's, & Colleges) were separated into groups for detailed discussion. One topic covered that will impact all is "Strategic Planning". PMI SIG officers entered into discussion with Leadership Development & Excellence Committee members to discuss PMI alignment support on: "Based on the SIG's

Value Proposition, How should PMI Strategically Position these entities to maximize benefit to PMI, the SIG Members, and the Profession?" As we evolve we must produce products that work while looking ahead to the future of those products. Components are the lifeblood of PMI and the relationships between Chapters, Specific Interest Groups, and Colleges is clearly illustrated by the continued growth of PMI memberships associated with these organizations. Additional discussion is warranted to clarify and solidify these relationships.

Saturday sessions offered varying training tracks to component officers to enhance and sharpen their leadership skills in running their specific PMI component. Overall, this intense training was an invaluable experience as PMI Diversity SIG officers will utilize acquired knowledge to bring value added programs to PMI Diversity members.



Patrice Major, PMI Diversity SIG VP eTechnology, and Bobby Wallace, PMI SIG LDEC Officer

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DSIG Board Gains Two New Officers

At the March 2003 DSIG Board of Directors meeting, Kathy Arnold, PMP, was formally appointed to succeed the vacant Vice President of Programs officer position. The VP Programs shall be responsible for the development and delivery of programs relating to Diversity within project management for each scheduled DSIG professional presentation meeting. The content of these programs is to be consistent and in accordance with the objectives of the PMI DSIG and PMI.

Kathy has PM experience dating back to 1988. She has worked in the telecom industry serving in both network and implementation manager capacities. In addition to leading projects, Kathy has experience in both PM training and PM process development.

Presently, Kathy is Sr. Project Manager for MCI. Kathy is a PMP and has previous PMI component officer experience. In 2001, Kathy served as VP of Education and Certification in the Memphis PMI Chapter. She was instrumental in the Memphis PMI Chapter development and launching of the first ever PMP Prep Course and the overall planning and execution of the chapters first ever

(Continued on page 3)

New Officers (Continued from page 2)

Professional Development Day. Memphis PMI Chapter was a recipient of the '2002 Chapter of the Year' award from PMI. Kathy can be contacted at kathy.arnold@mci.com.

At the June 2003 DSIG Board of Directors meeting, the Board formally appointed Laurie Ericson to the vacant position of VP of Education. Laurie is a senior consultant for a management consultancy in London England.

She is originally from Canada, and her career started with EDS in Toronto, working for General Motors. In 1995 she transferred to the UK, to participate on the largest IT project GM had undertaken to date, a trans-European consolidation of vehicle tracking systems from all European GM countries into a central repository and set of common processes.

After EDS she worked for a few years as a contractor in IT. This led to a project management position in a small e-commerce start-up, with heavy ties to an Indian company. Working so closely with a very different cultural background was a real eye-opener (read more about Laurie's experience in the article "Snakes in Bombay: A Case Study of a British/Indian Outsourcing Partnership" on page 4).

For the last two and a half years Laurie has worked for a management consultancy in London, managing and participating on projects in the Retail and Fast Moving Consumer Goods industries.

Her MBA in project management, with a dissertation in multi-cultural projects, provided her an opportunity to spend a couple of years researching the effects of culture on projects. Based on the research performed for the MBA, she's presented at multiple seminars on the effects of national culture within projects, at senior manager/project manager level for Finance, Insurance, and Retail organisations.

Laurie lives in the UK, just north of London in a medieval market town with extensive Roman ruins and beautiful rose gardens. She enjoys the study of wine, and has completed the Wine and Spirits Education Trust Diploma level course in the subject. She's currently learning French, and in her spare time enjoys salsa dancing, reading and walking. Laurie can be reached at Ericson_L@hotmail.com.



Volunteer Opportunity

Development of PMI's Practice Standard for Scheduling is officially underway. The new standard, a comprehensive set of guidelines, processes and templates recognized as industry-wide best practices, is part of the PMI Project Management Standards Program. The scheduling standard team, led by Douglas Clark, CEO of Métier, Ltd., is actively looking for PMI members interested in pioneering standardization for accurate and effective project scheduling. Volunteers for the PMI Practice Standard for Scheduling will receive Professional Development Units (PDUs) for their participation. Core Team Members will receive 20 PDUs and all other Team Members will receive 15 PDUs. Individuals interested in participating in the Practice Standard for Scheduling as part of this team are encouraged to contact Kristin Wright at (610) 356-4600 ext. 1143 or Kristin.Wright@pmi.org.

Attention all Project Management Professionals!

The latest revision in the CCR Handbook is now complete.

Project Management Professionals (PMP®) should be advised that a new revision of the Continuing Certification Requirements (CCR) Handbook has recently been completed.

Major changes in this revision include:

- Application for Certification Renewal processing changes;
- PMP Renewal Fee details;
- PMI Retired details;
- Redesign of layout on specific pages and of the Activity Reporting Form.

PMPs can download the new revision in Adobe Portable Document Format (PDF) from the PMI Web site. Or, you can request a printed copy by contacting PMI Customer Service at +1-610-356-4600 or pmihq@pmi.org.

If we are to achieve a richer culture, rich in contrasting values, we must recognize the whole gamut of human potentialities, and so weave a less arbitrary social fabric, one in which each diverse human gift will find a fitting place.

—Margaret Mead



As of 1 June 2003 PMI Had
 207 Chartered Chapters and 52 Potential Chapters
 31 Chartered SIGs and 6 Potential SIGs
 2 Chartered Colleges



Snakes in Bombay: A Case Study of a British/Indian Outsourcing Partnership

-Laurie Ericson, VP Education Diversity SIG

In today's economy, many companies are outsourcing part or all of their IT function to off-shore partners. This can provide significant cost savings, but is not without its pitfalls. The following case study describes the lessons learned from one such outsourcing arrangement.

The company was a small, fast-paced e-commerce consultancy specializing in end-to-end web integration solutions. Its major source of income was bespoke work for the finance industry, in particular investment banks. The project was a portal for the management of initial public offerings, with fairly complex processing behind the scenes to enable the effective management of the IPO.

The project lasted approximately nine months, and was based in England, with a development team in India. The British team was composed of several British, a few Irish, a number of Indians, and one Canadian. The initial stages of the project, from feasibility to design, were performed by the British team, which allowed the creation of a close relationship with the company's clients in the investment bank. The Indian team performed the development, then passed the application back to the British team for testing and implementation. It was therefore important that the British and Indian teams communicate clearly.

The Multi-cultural Project Map(c), developed by Severn Group to analyze national cultures on a project, can be used to demonstrate the differences between the British and Indian cultures. It is based on the work of Geert Hofstede and Fons Trompenaars, two of the leading researchers in the field of national culture. Each of the axes on the chart represents one of the cultural dimensions, as defined by Hofstede and Trompenaars. On the following map, the British culture is represented by the thick blue line, as it was the culture of the project manager, and the Indian culture is represented by the Indian flag. (See Figure 1)

The map demonstrates a number of significant differences between the British and the Indian cultures, many of which were borne out in the project.

Power Distance, at approximately seven o'clock on the map, refers to the distance between levels in a hierarchy. A low power distance culture tends toward democratic styles of leadership, whereas a high power distance culture tends to be more authoritarian. As you can see, there's a very large difference in power distance between the two cultures. The Indian culture is much higher in power distance, which means that the Indian team members in the British team expected their project manager to be able to answer their technical queries, and

to tell them how long tasks should take. The project manager experienced frustration by what was perceived as lack of ownership of tasks, when the Indian team members would accept even incorrect direction without comment.

There's also a large difference in the Individualism dimension, at one o'clock on the map, which the project manager noticed particularly on the British team. Individualism refers to the degree to which people consider themselves primarily as individuals or as part of a group. The western team members would take their piece of work, go away and do it, and bring it back. The Indian team members would take their piece of work, discuss it with their neighbour, do a bit of theirs, work with their neighbour on theirs, etc. They still did the same amount of work as the western team members, but HOW they went about it was completely different.

At the start of the project, cliques formed, particularly in the British team. The Indian team members had been brought over from India for the project, and they banded together into a close-knit faction. In fact, it was quite common for the Indian team members to speak Hindi amongst themselves, partially because it was easier for them, and partially to exclude their British co-workers from the conversation.

During the development phase, the project manager struggled with differences in attitude toward time. Coming from a culture in which time is viewed as a sequential line, she was expecting an orderly plan and regular progress updates from the Indian team leader, whereas the Indian team leader saw this requirement as a lack of trust in her

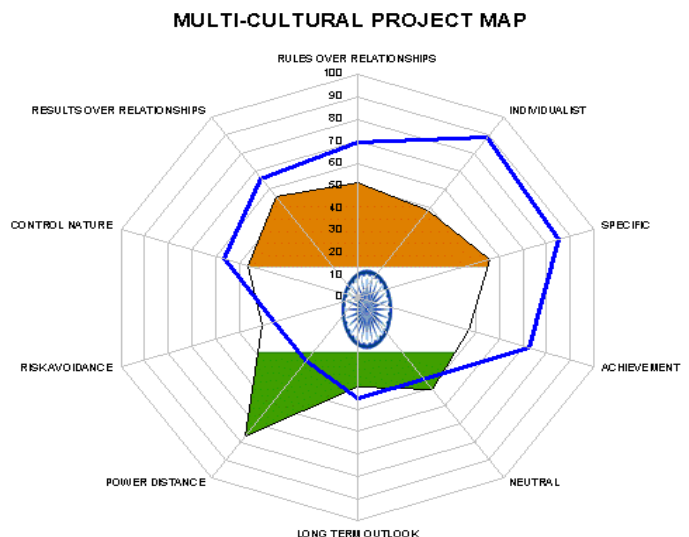


Figure 1: Multi-cultural Project Map



ability to deliver the final product.

Finally, the project encountered problems in requirements management, demonstrating the difference in the corporate cultures of the two companies. The British company was steeped in the e-commerce culture, and prided itself in flexibility and speed, whereas the Indian company was a large software development house with clearly defined processes and an emphasis on quality. The British company's requirements weren't detailed and thorough enough, and the end result was that the Indian team produced 'exactly what we asked for, but not exactly what we wanted.'

What worked well?

The company achieved its objective of completing the work at a lower cost than with a UK development, saving approximately 35% over the cost of developing the application in England.

The project manager raised the cultural awareness of the team fairly early, and this had two key benefits. First, the team members understood the differences in the cultures, and second, cultural differences weren't a taboo subject. The project capitalized on the team orientation of the Indian culture, by putting one of the Indian team members in the UK in charge of social activities, and the first thing he did was invite everyone over to his house for dinner. This gave the Indian team members an environment in which they felt comfortable, and it also gave the western team members some insight into the Indian culture. Not insignificantly, this was a key point in the breaking down of the cliques formed on the team.

The team used humor to address cultural differences. At one point early in the project, the project manager, looking to draw out the Indian team members, was asking about their home cities, and made the mistake of querying 'Are there a lot of snakes in Bombay?' The Indian team members found this hilarious, and when it was explained that Bombay is a large city, and there are very few snakes in large cities, the project manager had to concede that it was, after all, an ignorant question. The phrase 'are there snakes in Bombay' was used throughout the project when tensions arose due to cultural differences, or frustration with communications. The fact that the project manager was the butt of the joke also helped to diminish the power distance between the levels in the hierarchy.

Finally, the project board duplicated the hierarchy, by appointing a team leader in India, who reported to the British project manager, so both had a single point of contact in the other location. She was also a technical team manager, which meant that she could answer the technical questions, and could tell the team members how long tasks should take.

What didn't work well?

The team learned some key lessons through the project, and in particular through the interaction between the two cultures. While the overwhelming conclusion was that it had been a positive, enriching experience for the team members, there were a few things the team agreed should be done differently next time.

There was no face-to-face contact between the Indian and the British teams. Although it wouldn't have been necessary to fly the entire Indian team to England, or the entire British team to India, at a minimum the team leader in India and the project manager in England should have met at the start of the project, and at key points throughout the development.

The team under-estimated the friction that would be caused by the differences in capability maturity levels between the two organizations. The requirements definition performed by the British team was not detailed enough, and not thorough enough. One way the project might have overcome this was to have key team members from the Indian team participate in the early project stages, in order to understand fully the reasoning behind the requirements.

In the post-project review, the team members agreed that the interaction between the Indian and the British/Irish/Canadian cultures had contributed to creating a productive environment in which individuals were valued for their (often different) contributions, and an atmosphere of fun, humour, and flexibility.



PMI Leadership Institute Class of 2004

PMI congratulates the following individuals on their selection to the PMI Leadership Institute Class of 2004:

Jose Alvarado, PMP, Shelly Brotherton, PMP, Mary Brugger, Carol Dekkers, Peter Dimov, PMP, Shirley Edwards, PMP, Kay Fleischer, PMP, Jorge Gelabert, PMP, Larry Goldsmith, PMP, Frank Gorman, Murray Grooms, Brian Horgan, PMP, Victoria Kumar, PMP, Brian Lang, PMP, Sajith Madapatu, PMP, Mike Musial, PMP, Lambert Ikechi Ofoegbu, Edward Rosenstein, PMP, Frank Saladis, PMP, Faye Smith, PMP, Cyndi Snyder, PMP, Cliff Sprague, PMP, Judith Vincent, PMP, Catherine Werbeck, Fabio Pereira Teixeira de Melo, PMP.

The PMI Leadership Institute represents a significant and ongoing commitment by PMI to support the development of individuals who want to be long-term volunteer leaders within the organization.



Project Management at Work for Diversity

-Donna Pickel, PMP

Donna Pickel is a PMP in Toronto, a member of the Toronto Baha'i Community, an employee of SPMgroup Ltd, a member of the PMI Southern Ontario Chapter and the PMI Diversity Special Interest Group.

Project Management can provide the framework to promote Unity in Diversity and enable diverse communities to complete projects. In this example, the community is the Baha'i Community in Toronto Canada and the project is the 2003 Unity Convention.

The project was to stage a daylong convention to elect 13 delegates for the National Convention from a community of 1200 eligible voters and 1200 eligible candidates. The day included a Children's Program and brunch for 200 individuals. The overall requirements included security, the convention program, translation and audio-visual support, and collection and counting the ballots with information technology support.

The aspects of diversity at play included the rich variety of age, interests, professions, languages, and countries of birth represented in the Baha'i community of multi-cultural Toronto. The primary challenges in organizing and conducting the convention arise from the community's intrinsic nature - volunteers that have minimal "project" experience and a variety of perspectives and preferences for structure do all work.

The great strengths that lead to cohesion are (1) the Baha'i teaching that unity is central and essential, (2) the practice of consultation that allows all participants to contribute to solutions, and (3) the practice of working in committees and Task Forces. In a similar way, within the PMI community, we see that PMBOK(c) gives a common language and framework for approaching project management.

The key elements of the approach were an organizing Task Force, Team Leaders for small teams with contained tasks (Security, Children's Program, Food Service, A/V, etc.), basic planning with the team leads, visualizing what would take place during the convention, the use of simple documents, plenty of communication, and the readiness to be flexible while giving gentle guidance and strong support.

The convention closed with the participants united in delight with the children's theatre presentation. As a result of the project, we saw some of the items mentioned by Stewart White in the March 2003 DSIG newsletter - development of leadership, skills, and the sense of accomplishment.



Ye are the fruits of one tree, and the leaves of one branch. Deal ye one with another with ... harmony, with friendliness and fellowship. ... So powerful is the light of unity that it can illuminate the whole earth. - Baha'u'llah



Major milestone in PMI 's Globalization!

On Wednesday, 21 May 2003, in Brussels, Belgium, the ribbon was cut on the PMI Regional Service Centre serving Europe, the Middle East and Africa (EMEA Service Centre). The ceremony was held as a kick-off to events and activities associated with the opening of PMI Global Congress 2003-Europe, being held 22-26 May in Den Haag (The Hague), The Netherlands. In addition to supporting leadership and development among PMI's component organizations in the region, the EMEA Service Centre will:

- Offer consistent, dependable customer service to members and stakeholders;
- Augment member recruitment and retention efforts;
- Provide certification examination support
- Serve as a fulfillment center for non-delivered PMI periodicals and marketing collateral;
- Provide overall conference management for PMI regional conferences.

The EMEA Service Centre, an extension of PMI Headquarters service and support activities, will officially open on 16 June 2003.



One day our descendants will think it incredible that we paid so much attention to things like the amount of melanin in our skin or the shape of our eyes or our gender instead of the unique identities of each of us as complex human beings.

—Franklin Thomas

Register for "Language and Cultural Differences: Europe, Americas, and Asia PAC" at <http://www.acteva.com/booking.cfm?bevaaid=50177>.

EARNING PDUS WITHOUT SPENDING A FORTUNE

-Angela Lester, PMP VP Publications PMI Diversity SIG

You've earned your Project Management Professional (PMP) certification. Now what? Well, now it's time for the real work to begin. PMI requires that each PMP complete and maintain a minimum of sixty (60) Professional Development Units (PDUs) during each three year Continuing Certification cycle. A PDU is the measuring unit used to measure approved learning and professional activities. Roughly, one PDU equates to one hour of structured learning or professional activity. So, is it necessary for you to run out and spend thousands of dollars on training courses and seminars? Well, not necessarily. Many PDUs can be earned for little or no out of pocket expense.

Your first step should be to review the latest Continuing Education Requirements (CCR) Handbook. The handbook was recently updated so your best bet is to download the most recent version from the web at http://www.pmi.org/prod/groups/public/documents/info/PDC_PMPCCR.asp. The handbook goes into specific detail about PDU opportunities and submission requirements. Review the different categories carefully and think about things you can do to obtain PDUs in each. For example:

- You get five PDUs each year just for being a practicing Project Manager. That equals a total of fifteen (15) PDUs over the CCR cycle.
- Self directed learning activities can earn you up to fifteen (15) PDUs during per cycle. Self directed learning includes, but is not limited to, reading articles or books, coaching sessions and discussions with co-workers, or instructional videos. Be creative!
- Attend the local PMI chapter meetings. You receive one (1) PDU per structured meeting. That means you can earn up to thirty-six (36) PDUs over the CCR cycle just by going to chapter meetings.
- VOLUNTEER! Not only will it be a great experience, you can also earn up to twenty (20) PDUs per cycle by volunteering your project management expertise. Volunteer opportunities include:
 - Become a committee member for your local PMI chapter or other project management group.
 - Become an officer for a PMI chapter, Special Interest Group, or other project management group.
 - Provide project management services to a charity or community group

These are just some ideas for earning PDUs without spending a fortune. While earning those PDUs, remember to be consistent. Don't wait until the last minute to start earning credits. Don't just stop at sixty (60) PDUs. Remember, you can transfer up to twenty (20) PDUs

earned during the final year of your current CCR cycle to the next cycle. Also, remember to maintain a CCR folder to support reported activities. PMI randomly selects PMPs to audit their CCR activities. Good luck!




Important information for Project Management Professionals

To offset rising administrative costs, PMI will be introducing a processing fee for Project Management Professional (PMP(r)) certification renewal effective 1 January 2004. The fee, which is applicable during each Continuing Certification Requirements (CCR) cycle and is to be submitted with the Application for Certification Renewal, will be \$75.00 (US) for PMI members and \$150.00 (US) for nonmembers. This application is sent to PMPs after they have completed and submitted the required Professional Development Units (PDUs) for their renewal. All applications sent to PMPs on or after 1 January 2004 will require the inclusion of the processing fee. If a PMP is sent the application prior to 1 January 2004 and returns it after the implementation date of the processing fee, a payment will not be required. Find out more about the fee in the CCR Handbook and in the Certification section of the PMI Web site.



Share What Makes You Special!

Your insights and talents may be just what PMI needs. Have you considered being a PMI volunteer? It's never been easier, thanks to our new and improved volunteer Web site. Just go to www.pmi.org and click on "About PMI." Then click on "Volunteer Opportunities." The Opportunity Page will show a complete listing of present and upcoming volunteer needs. Explore each opportunity and see if one is right for you. Then fill out and submit the Online Application Form. PMI will confirm receipt of your application, forward it to the appropriate department for consideration and then notify you if you are chosen to serve. Member involvement makes a difference! Fill out your application today! 



No culture can live, if it attempts to be exclusive.
—Mahatma Gandhi

NEWS FROM HQ

New Examination Centers Open

PMI is pleased to announce that 8 new testing centers have opened, and are available to PMP and CAPM Examination candidates:

Toulouse, France
Panama City, Panama
Auckland, New Zealand
Yokohama, Japan (4 new centers)
Kuwait City, Kuwait

In addition, an *Hamburg, Germany Center is scheduled to open in late June 2003. Go to www.pmi.org for a listing Prometric test sites.



German translation of the PMBOK(r) Guide Now Available

To better support project practitioners around the world, and to maintain global project management standards, PMI has released the German translation of A Guide to the Project Management Body of Knowledge (PMBOK(r) Guide-2000 Edition), one of eight official translations being offered. Global practitioners can now study the PMBOK(r) Guide in the same language in which they plan to take the Project Management Professional (PMP(r)) Certification Exam! Already available in Chinese, German, Japanese, Spanish and Brazilian-Portuguese, additional translations in French and Korean will follow shortly. The PMBOK (r) Guide Official German translation (ISBN 1930699212, Nonmember Price \$35.95 (US), Member Price \$28.75 (US) can be purchased in paperback at www.pmi bookstore.org.



PMI Global Congress 2003-Europe

PMI's first in a series of ongoing global congresses was a resounding success, drawing a total of 556 attendees from more than 50 countries! Participants benefited from the same high quality learning and networking experiences that have long been the tradition of PMI's Seminars & Symposia. Attendees were also treated to an interesting and very entertaining keynote address from acclaimed author and business advisor Fons Trompenaars, who spoke on

the vast opportunities that cultural diversity presents in the global marketplace. If you missed this year's congress, be sure to mark your calendars for 19-23 April 2004 when PMI Global Congress 2004-Europe will be held in Prague, Czech Republic. ☞

Coming soon!

Advance registration for PMI Global Congress 2003-North America opened 6 June 2003. The second in an ongoing series of global congresses, our North American congress, being held on 21-23 September 2003 in Baltimore, Maryland, USA, offers the same high-quality professional development and networking opportunities that have for so long been the hallmark of PMI's successful Seminars & Symposia. Other events surrounding the congress are the PMI Leadership Meeting (18-20 September); PMI SeminarsWorld(r) (18-21 September and 24-25 September); the PMI Awards Ceremony and Reception (20 September) and the PMI Research and Standards Open Working Sessions (21 September).



PMI®
Global Congress
NORTH AMERICA 2003

Baltimore Convention Center
Baltimore, Maryland, USA
18 - 25 September 2003

18-21: SeminarsWorld®
18-20: PMI Leadership Meeting
21: PMI Research Program and PMI Standards Program
Open Working Sessions

21-23: Global Congress
24-25: SeminarsWorld®

Registration opens 6 June!
www.pmi.org

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**Project Management
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***“Building professionalism
in project management”***

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DSIG NEWSLETTER

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Registration opens 6 June!
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18-21: SeminarsWorld[®]
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