

Volume 3, Issue 3
September 2003

DSIG NEWSLETTER

DIVERSITY in project management



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

Inside this issue:

Carl Pritchard Guest Speaker	1
DSIG Webinar Series	2
Mid-year Review	2
Common Sense	3
Multinational Projects	4
DSIG Announces Discussion Forum	7

BUILDING YOUR PROJECT CONSULTANCY

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

The PMI Diversity Special Interest Group is pleased to announce the third installment of its webinar series on October 21, 2003 at 9:00 am CST. Our speaker will be internationally known Project Management expert, Carl Pritchard, PMP. His topic, *Building Your Project Consultancy, Even If You're Still Employed*.

Organizations are made up of individuals, and the best practices are not organizationally driven, but are driven by those individuals. In this dynamic keynote, Carl Pritchard walks through ways to make yourself more valuable to your clients and your organization by taking on a consultant's attitude toward the day-to-day business of project management. He identifies ways to get others to see you as they see consultants-people with a unique perspective on the organizational environments.

Points of Interest

- Annual DSIG Election Page 3
- PDU Deadline Page 4
- Earn PDUs. Write a Newsletter Article! Page 4
- Call For Proposals Page 5

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.

DID YOU KNOW?

Did you know that the Diversity SIG is a PMI Registered Education Provider (REP)?

PMPs earn PDU for each structured DSIG activity they attend including our webinar series!



Carl Pritchard is the principal of Pritchard Management Associates and a recognized author and lecturer in project management. He is the author of *The Project Manager's Drill Book* (ESI International, 2003, Arlington, VA), *Risk Management: Concepts & Guidance 2nd Edition* (ESI International, 2001, Arlington, VA), *Precedence Diagramming: Successful Scheduling in the Team Environment, 2nd edition* (ESI International, 2002, Arlington, VA), and co-produced *The Portable PMP Prep: Conversations on Passing the PMP Exam*. He is the U.S. Correspondent for the British project management publication "Project Manager Today." A regular speaker on the project management circuit, he has presented workshops and papers at each of the last ten national Project Management Institute National Symposiums.

Register for this exciting webinar at <http://www.eservicescorp.com/form.aspx?fID=512>. If you live outside of the United States, please register at: <http://www.acteva.com/booking.cfm?bevaid=54770>

(Continued on page 2)

Carl Pritchard (Continued from page 1)

Registration is \$15 US for DSIG members and \$20 for all others. Please visit our website at <http://www.pmidsig.org> for more information and a direct link to the registration sites.

This event is worth one (1) PDU. DSIG is a PMI Registered Education Provider.



Mid Year Review: From The Diversity SIG President

-Stewart White

PMI Diversity SIG has made great strides during the first half of calendar year 2003. Some of DSIG Accomplishments thus far:

- Became an (REP) Registered Education Provider
- Redesigned DSIG Website
- Educational offerings through web seminars
- Redesigned DSIG Newsletters
- Created DSIG member discussion forum
- DSIG Welcome Letter Kit
- DSIG member surveys
- Collaboration with other PMI components
- PMI Leadership Meeting attendance

Presently, DSIG is on track to accomplish and possibly exceed all 2003 stated goals. We have the opportunity to continue growing the DSIG component membership, to partner with industry in bringing diverse project management to the forefront, and to collaborate with neighboring PMI components on high quality programs for our membership.

I personally offer my thanks to several DSIG members who have emerged to offer assistance by contributing time, talents, and newsletter articles: Donna Pickel, Leigh Shepherd, Stan Koehler, and William de Barros. In addition, DSIG officers continue to champion our cause and support our ongoing efforts to promote diversity within the project management profession.

As DSIG progresses, our challenge is to maintain and further expand our momentum. More DSIG volunteers will be needed to share project experiences, submit newsletter articles from different perspectives that encompass diverseness, and fill DSIG officer positions. PMI is built on volunteerism. For over 30 years individual members have created an organization that exceeds 100,000 members worldwide. Volunteerism builds a sense of community in our profession, and breaks barriers of culture, ethnicity, and business categories. It develops leadership and career skills, and provides a sense of accomplishment at having made a difference.

(Continued on page 3)

Diversity SIG Webinar Series A Success!

-Kathy Arnold, PMP

DSIG was very pleased to successfully host its first-ever webinar, featuring Terry Jones, PMP. Located in Paris, France, Terry spoke on a topic that we could all benefit from: Language and Cultural Differences. He covered America, Europe, and Asia Pacific in an effort to further enhance our knowledge globally. As we are all out in the business world embracing team members that represents many regions, countries, and areas around the world, the information gained in this 1-hour webinar was extremely beneficial.

DSIG's next webinar adventure took us to a topic that is near and dear to all of our hearts: Growing Your Leadership Skills. Presented by Kathy Arnold, PMP, DSIG VP Programs, participants were provided with tips on guiding, directing, teaching and delegating as a project manager. The webinar also explored ways of bringing out the best in others and getting people to work together while maintaining a positive team spirit.

Join us in for our next webinar on October 21, 2003 at 9 AM CST. Our guest speaker will be Carl Pritchard, PMP discussing the topic Building Your Project Consultancy, Even If You're Still Employed.

Participant Shirley Jones "I thought the webinar was wonderful!"



It were not best that we should all think alike; it is difference of opinion that makes horse races.

-Mark Twain



As of 1 October 2003 PMI Had
216 Chartered Chapters and 41 Potential Chapters
33 Chartered SIGs and 2 Potential SIGs
2 Chartered Colleges



Common Sense and Project Management with International Clients

-Stan Koehler

Common sense: the perceptions that are held in common by a group of people; a group paradigm, often felt to be part of the natural order; mores; usually values that are unconscious and unchallenged

One way of looking at different business cultures is in terms of common sense. In Asian cultures it is common sense that the emphasis is on people and relationships. Building trust, understanding, warmth and respect is the basis for business. With the French (as well as other continental Europeans) the emphasis is on content. It is common sense that preparation, detail, comprehensiveness, expert opinion and logic form the basis for management. In contrast to this is the emphasis Americans place on structure. For Americans, having a clear structure with clear targets and clear results, bringing the product in on time and on budget, is the bottom line for managing a project. This reflects common sense in management practice.

I experienced this difference of perception with a French client when we were discussing the rebuilding of a Customer Information System. All of the product inquiries as well as complaints were captured by the system and the data was used for critical analysis and reports. After some initial conversations we discovered there was a basic difference about where the priorities should be. From a French viewpoint, the client was concerned that we make an exhaustive survey of as many available packages, solutions and enhancements as could be found. I was concerned with his issues but from an American viewpoint I was most concerned with building an application that would be durable and would work. Given that we had a short development cycle, I was particularly concerned that it was rolled out on time or at least within a time frame that was acceptable to the client.

Luckily, during discussion we were able to discover our different assumptions as well as our different concepts of the role of Project Manager. For the client, it was common sense that the principal role of the Project Manager was to develop enhancements and innovations that would not ordinarily be available. The Project Manager provided the exhaustive analysis of ideas and possibilities that would guarantee the best conceivable product.

For me the Project Manager made the application happen. The basic role of the Project Manager was to create something that met the users' needs and in spite

of interference from every direction, went into production, and worked. It was common sense that the Project Manager's main responsibility was to overcome Murphy's Law. Now obviously I was concerned with providing a product that was based on the comprehensive analysis that the client desired. Obviously the client wanted something that actually worked and made money for the company.

The issue is one of common sense and communication. It was essential that we both became conscious of our individual cultural assumptions. The danger in this situation is that we would think we were communicating while failing to realize the different core orientations. The result would be experiencing the other person as lacking in 'common sense'. Our individual sense or definition of a Project Manager, while shared with our own culture was not necessarily shared with each other, was not held in common. In essence we would suffer a lack of common sense on this issue.

The remedy is two fold. Obviously the more one can know about the other culture the better it is. But even more importantly is core communication. It is not just enough to go over user requirements and client expectations when working in an international environment. It is essential to communication on deeper issues. What does the company mean to the client? What is a manager and what are his or her most important characteristics? The list can go on but I think the point is made. In closing one final suggestion. Often conversations like this, at least with the French, are even more effective in a cafe, with coffee or a glass of wine, than in a corporate conference room.



PMI Diversity SIG will hold its annual election in December 2003. DSIG volunteers are needed for DSIG Board of Directors positions. To be considered for any DSIG Board of Directors position, please review the PMI Diversity SIG Election Plan located on our website, www.pmidisig.org.

Mid Year Review (Continued from page 2)

With your help, we can reach our future goals.

Join us by emailing the Diversity SIG President at presidentpmidiversity@yahoo.com or calling 901-375-6075.



Multinational Projects - Challenges and Opportunities of Having Distributed Teams

William James de Barros, PMP

Introduction

The waves of globalization have broken down the borders among countries and cultures. The technology available today allows companies to offer their products and services all over the world. As a result, competition has never been so high, in all business segments. Permanently decreasing profit margins have led some companies to bankruptcy. Others try to survive by joining forces with partners. While others start programs for reducing internal costs in order to keep surviving, by means of restructuring actions, portfolio streamlining actions, transferring part of their activities to low-cost countries, and so on.

Many companies have chosen the last option, moving part of their R&D, manufacturing and other activities and services to low-cost countries, at least as one of the actions taken. This can bring many benefits but, on the other hand, many challenges as well for the organization and for the Project Managers having to manage projects with teams spread over several different countries and locations.

Challenges and Opportunities

Everybody knows it, but it seems that we never pay all the really necessary attention to it: efficient communication is the key factor. Even more in this situation, in which teams are physically away from each other and different cultures and languages may be involved. Most probably, not all team members will have full knowledge of the speaking language selected for the project. The Project Manager will have to be able to help team members to express their ideas correctly, so that messages be transmitted clearly, minimizing the possibility of misunderstandings by the receivers.

Different nationalities normally bring with them different cultures. The values and the ways people think and act are different from one culture to another. Some cultures are famous for the sense of willingness to follow the rules of their people; other ones, for the sense of creativity and flexibility of their people; other ones, for the spirit of perseverance of their people, and so on. The Project Manager will have to be able to bring together the best of the different approaches, behaviors and cultures. Put the right people on the right places. Try to find out how each team member can contribute best for the success of the project. Besides that, the Project Manager must build within the team an atmosphere of tolerance and respect for the differences. This harmonization is essential, but

not easy to be achieved. When properly managed, the diversity of cultures, points of view and ways of thinking can bring great benefits for the project.

Building the spirit of a real team is another difficulty in a situation where people are physically located in several different places. Normally, people who work daily face-to-face or, at least, meet frequently, can develop a team spirit faster. The Project Manager will have to be aware that face-to-face team meetings at some strategic points during the project life cycle will be of much help or, in some cases, even mandatory for ensuring a minimum of probability of success for the project. This is specially important during the initial phases of the project, so that the ice is broken as soon as possible within the team.

Time-zone difference is another complicating factor for meetings held via video/audio-conferences and for conventional telephonic communication. It is virtually impossible, for instance, to establish an audio-conference involving Brazil, Germany and China simultaneously. On the other hand, if properly managed, time-zone differences can bring interesting advantages for a distributed team. Coming back to the example involving Brazil and Germany, if at the end of an working day in Brazil the Brazilian team has some open points that must be clarified by the German team before the activities can continue in Brazil, the German team will have a half-working-day advantage due to the time-zone difference (normally 4 hours) to try to clarify the open points. If so, in the next morning, the Brazilian team will have the points clarified and the work will continue without delay. This, of course, presumes that the clarification can be done without the necessity of live interaction (via e-mail only, for instance).

Conclusion

Many other aspects could be considered under the topic of distributed teams. The previously mentioned influencing factors are just some of the most important ones. The aim of this text is not to cover all the possible influencing factors, but to try to set a different point of view to some important aspects that may be considered as risks for a project being executed by a distributed team. The good Project Manager will be able to apply proper techniques to minimize the risks that this situation implies, as well as explore the opportunities that a broader analysis of this situation may reveal.



***You do not lead by hitting people over the head - that's assault, not leadership.
-Dwight D. Eisenhower***

Diversity SIG Announces Discussion Forum

-Laurie Ericson

Fellow DSIG members:

As part of our 2003 initiatives to add value to our membership body, DSIG has launched a discussion forum for DISG members. The forum can be used to post questions you may have about working with other cultures, managing diversity within your project, or any other topic you feel the DSIG membership body may be able to help you with.

We'll be sending invites to all DSIG members shortly, and we encourage you to make use of the forum in order to help you manage your diverse project teams and stakeholders more effectively.



Attention Project Management Professionals!

Important deadline information for submission of Professional Development Units (PDUs)

All PDU claims that Project Management Professionals (PMP®) wish to apply to a specific Continuing Certification Requirements (CCR) cycle must be submitted within one year of the cycle expiration date. For example, if a PMP's CCR cycle expiration date is 31 December 2007, all claims for that cycle must be reported no later than 31 December 2008.

PDU claims submitted more than one year after the expiration date of the applicable renewal cycle will not be credited toward the required or transferable PDUs earned for that cycle.

To avoid suspension of their PMP status, PMPs must complete and submit the necessary PDUs by the expiration date of their CCR cycle. PMPs who do not submit the necessary overdue PDUs by their PMP suspension expiration date will lose their certification.



Visit our website at www.pmidsig.org

Earn Professional Development Units for Newsletter Submissions

Many PMI Component organizations have been requesting confirmation that Project Management Professionals (PMP) can receive Professional Development Units (PDUs) for submissions covering a project management topic published in a component newsletter.

After a thorough review, PMI has approved these activities for credit based on the educational experience gained through the research devoted to composing these submissions. PMPs may claim credit for a published newsletter submission as a Self-Directed Learning (2sdl) PDU activity. To claim the PDUs, PMPs should identify the time spent in review of the educational resources used to prepare the submission. After publication in the newsletter, PMPs may submit a PDU category 2sdl claim earning one PDU for each hour spent conducting this research. This same method can be used to earn PDUs for submissions on a project management topic that are published in a corporate newsletter. More information on Self-Directed Learning PDUs can be found on page five of the Continuing Certification Requirements (CCR) Handbook. The handbook can be downloaded from PMI's Web site www.pmi.org or requested in printed form by contacting PMI's Customer Service Department at pmihq@pmi.org or +1-610-356-4600. Active PMI members may request materials directly from our Web site by selecting "Publications & Information Resources > Request Promotional Materials" on PMI's homepage. (adam.potts@pmi.org)



Call for Proposals PMI Global Congress 2004- Europe (19-21 April 2004)

Proposals may be submitted for PMI Global Congress 2004–Europe through 26 November 2003 at 5:00 PM. The Areas of Focus have been determined by the European Congress Project Action Team (CoPAT) and cover a full range of potential topics.

Submissions will again be taken and processed electronically, but there have been some changes to the system, so everyone planning to submit a proposal should read all the information on the submission site. New features include the ability to transfer and update a presentation that was not selected for a previous congress to a new one. Also, if requested by a reviewer to

(Continued on page 6)



**Project Management
Institute**

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

PMI Diversity SIG
2003 Board of Directors

Stewart White
President

presidentpmdiversity@yahoo.com

Sandra Rowe, PMP
VP Finance
srowe@bcbsm.com

Kathy Arnold, PMP
VP Programs
kathy.arnold@mci.com

Marie Edwards, PMP
VP Membership
amsedwards@attbi.com

Fredricka Ross-Molock
VP Marketing
damany@erols.com

Angela Lester, PMP
VP Publications
alester1@midsouth.rr.com

Patrice Major
VP eTechnology
p.a.major@att.net

Laurie Ericson
VP Education
Ericson_L@hotmail.com

Return Address:

P.O. Box 3724
Southfield, MI 48037

DSIG NEWSLETTER

©2003 PMI DIVERSITY SIG, all rights reserved.

EDITOR: Angela Lester, PMP
Email: alester1@midsouth.rr.com

PMI Diversity Specific Interest Group (DSIG)

P.O. Box 3724
Southfield, MI 48037

<http://www.pmidsig.org>



**Establish a web presence
or eCommerce site
for your company!**



- Small business web site specialist
- High quality at low cost
- Cost effective tools and technology

<http://www.GrafStar.com>

We make the web work for you!

Call For Proposals (Continued from page 5)

make changes in order to continue the review, you can now re-enter your presentation and make the changes. There is also more clarification of the fields through expanded Frequently Asked Questions (FAQs), as well as clear instructions on sizes of fields. Individuals who have previously submitted a presentation do not need to re-register but should use their previous PIN number to access the submission site. If you have forgotten your PIN, a simple click on the page will send your PIN number to you. If you have changed your e-mail address, you will need to contact the Congress Planner. (jacqueline.kardon@pmi.org)



Mail To: