



A publication of the Diversity Specific Interest Group of the Project Management Institute

PRESIDENT'S MESSAGE *Leading the Way*

-Stewart White

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Next, enter VP of eTechnology, Boris Volpe. Boris will be enhancing the already successful DSIG webinar series. Boris will manage the website platform and ensure that webinar redesign efforts stay on course. This project will be ongoing as we will be producing bi-monthly webinars on various platforms, while evaluating new options simultaneously.

The reliable and faithful existing DSIG officers (Faye Smith, PMP – VP of Publications, Ray Ju, PMP – VP of Programs, Mark Lurch, PMP – VP of Finance, Sheilina Somani, PMP – VP Education), continue to make strides to enhance and provide added value to our stakeholders – the DSIG membership. With new projects, DSIG Board of Directors wants to strengthen how we serve our membership in the ever changing marketplace.



Looking ahead in 2007, we need membership to apply themselves by participating and defining new areas that will elevate DSIG to new heights. This will be a challenging opportunity, but a welcomed interaction!

DSIG Announces New Vice President of Membership!

DSIG welcomes Tammy Camper as Vice President of Membership! Tammy Camper is a human resource business executive with more than 20 years experience. She is the President & Principal Resultant (yes, we strive to only bring RESULTS) of Strategic Transformation Partners, a boutique business consulting firm. Tammy is a seasoned Business HR/Talent Strategist, Change Management, and Business Transformation executive with over 20 years experience in human resources, staffing, organizational change, operations and research who is able to influence others without direct position power.

A RESULTANT for the past 10 years, she has been responsible for planning, implementation & deliverance of talent strategies from concept to completion including executive search, diversity, timelines, project plans, strategy, risk assessment, career management solutions and more. Tammy has proven ability to quickly pick up and understand the strategic direction for a business, facilitate key stakeholders strategic decision making and assist teams to systemically identify critical success factors, competencies, expectations, organization and leadership implications of business decisions to lead to transformational business success. An accomplished speaker and writer, Tammy is currently in research for her book, "From Owing the Company to Owing the Team," a book about the challenges executives who have owned their businesses face when returning to Corporate America.

Again, congratulations to Tammy!



Programs

Past Events

PMI Leadership Meetings & Congress- (Asia Pacific) - recap
<http://componentleadership.pmi.org/januarymeeting2007/>
Hong Kong January 27 –28, 2007

Diversity SIG Webinar
Positive Leadership in Project Management – The International Connection
Frank Saladis, PMP
Wednesday, January 17, 2007

Diversity SIG Webinar
Align Project Management with Organizational Strategy
Jennifer Tharp, PMP
Thursday, March 22, 2007

Up Coming Programs

PMI Leadership Meeting EMEA - Budapest, Hungary
May 11–13, 2007
<http://componentleadership.pmi.org/maymeeting2007/>

PMI Global Congress EMEA
Budapest, Hungary May 14 – 16, 2007
<http://congresses.pmi.org/EMEA2007/>

Diversity SIG Webinar
June 5, 2007 1:00pm ET / 12:00pm CT / 10:00am PT
Alex S. Brown, PMP

Did You Know...

You can earn Professional Development Units (PDUs) by submitting an article covering a project management topic to be published in the newsletter! We'd like to hear success stories, best practices, and experiences from our members are managing projects in different parts of the world. Send your articles to: presidentpmiversity@yahoo.com



IT PORTFOLIO MANAGEMENT

As reported by: Ray Ju, PMI VP of Programs, Diversity SIG "The Promises and Pitfalls of Portfolio Management"

Sunshine and summer weather kicked off the first day of the 8th Annual, IT Portfolio Management conference in San Diego, California held at the Westin Horton Plaza. I had been invited to speak at the previous event last year when it was held in San Francisco. The event was produced by the Institute for International research, www.iirusa.com/itpm The irony is that the San Francisco Giants home game opener was the next day and they played against and got spanked by the San Diego Padres, 0-7, ouch what a dubious start.

The Giants could have benefited from some of the topics that were offered. On the Pre-Conference Workshops day of April 2nd the morning session on "Conducting Risk Assessments for IT Projects" was facilitated by Rick Arnett, Manager of Enterprise PMO at TransUnion LLC. He gave very down to earth business case scenario examples coupled with hands-on interactive small breakout group discussions.

The participants learned and walk through how to:

- Facilitate an eight step Risk Assessment session with a project team
- Understand how to manage risks throughout a project
- Build a model for determining the Overall Threat a risk brings to the project
- Understand when to avoid, transfer, mitigate or accept risk
- Understand the different types of plans associated with risk.

In the afternoon Rakesh Radhakrishnan, Lead IT Architect at Sun Microsystems Client Solutions team, led the workshop on "Aligning Architectural Approaches Towards a Service Oriented Architecture." This was geared towards a more technical IT audience as Rakesh walked us through the definition and application of Service Oriented Architecture. I found one on Wikipedia that simplified it so even I could understand it.

SOA is a design for linking business and computational resources (principally organizations, applications and data) on demand to achieve the desired results for service consumers (which can be end users or other services). OASIS (the [Organization for the Advancement of Structured Information Standards](http://www.oasis-open.org/)) defines SOA as the following:

A paradigm for organizing and utilizing distributed capabilities that may be under the control of different ownership domains. It provides a uniform means to offer, discover, interact with and use capabilities to produce desired effects consistent with measurable preconditions and expectations.



On days two and three of the conference the presentations were categorized into two tracks; the first being IT Portfolio Core Competencies and the second IT Portfolio Optimization. The range of speakers came from a variety of sectors and industries such as retail, academia, defense contracting, insurance, software, high tech, pharmaceuticals, finance, aviation, construction, healthcare, and petroleum. We discovered whether it is an IT Manager that has the responsibility for providing organizational change management at Starbuck's or to the CIO that commissions a submarine at Northrop Gruman, they both need to engage and communicate how to move a team from operational to strategic leading through portfolio management. One of the more succinct explanations to what portfolio management is was described by an attendee as, "Doing the right things" where as project management on the other hand is, "Doing things right."

My presentation was titled, "*The Promises and Pitfalls of Portfolio Management.*" I set the stage by referencing the Robert Fulghum excerpt of "All I Need to Know I Learned in Kindergarten." The analogy is developing an IT Portfolio is very similar to playground rules and sharing toys and apparatus. It is no fun in a playground if you are all by yourself and when there are limited resources they have to be shared.

- Share everything
- Play fair
- Don't hit people
- Clean up your own mess
- Don't take things that aren't yours
- Put things back where you found them
- Live a balanced life – learn some and think some
- When you go out into the world, watch out for each other in traffic, hold hands and stick together

I then further developed the topic of comparing a personal vs. a work environment portfolio. Both of them are trying to maximize achieving a desired future state whether it is for retirement or business alignment to strategic goals. Through informed group decision making, more consistent and better outcomes can be realized. A business case example in a hospital environment was used to demonstrate the steps that were successfully implemented to reduce cycle time and increase stakeholder inclusion into designing a Capital Budgeting Process that was used to rank, prioritize and provide a unified recommendation by an IT and Business Committee of projects to the Board of Directors.

A few of the Promises and Benefits include:

- Balancing risks and rewards
- Building relationships and trust with the business

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

- Leveling the playing field so everyone's voice is heard
- Maximizing limited resources of finance and staff
- Aligning actions, strategy and results to goals

And conversely the Pitfalls and Opportunities include:

- Transparency through departments for maximum visibility
- There's an elephant in the room, and no one wants to say it
- Not everyone plays with a full deck
- Don't say no, say how by delaying or de-scoping projects
- It's a new day and a new way to objectively make decisions

In the conclusion I emphasized the Four C's of:

- Communicate:** Let people know what's happening and where their "project stuff" is
- Collaborate:** It is much easier to get things done working together in harmonization
- Coordinate:** Leverage wherever possible rather than initiate one off "rogue projects"
- Celebrate:** Reinforce the desired positive behavior through public recognition

Not only did we reduce the Capital Budget process cycle time by 25%. We were able to make transformational changes that were developed from this collaborative process with the business as well as the IT perspectives. Feedback that came from the business VPs and Directors included remarks like, "Now I know what projects my colleagues are proposing and we can combine project requests and leverage the technology", "I felt more involved and engaged instead of being on the outside looking in", and "This helps us to better align our projects to achieving strategic corporate goals." On the IT side we found that our own management and technical experts gained a better appreciation for the business drivers and requirements as they were reminded that the number one project ranking criteria is, patient safety. Building a portfolio management office is not a one shot deal it does take time to design, plan, execute and operate. It is a project unto itself. As depicted in the PMI Organizational Project Management Maturity Model of OPM3, portfolio management is like one blade on a propeller. The other two blades are program management and project management. To run properly, there needs to be a balance between all three domains. Keep that in mind as you start your journey in continually improving your organization.



Thoughts from Atlanta, Georgia

Sheelina Somani, PMP, VP Education

While on vacation with dear friends in Atlanta, I was fortunate enough to be present when the latest issue of “Celebrating Diversity” was delivered to our door. Within its pages are a number of articles and advertisements regarding diversity.

One article in particular, held my attention. ‘The Next Step’ by John McCosh, talks of evolving the diversity representation beyond quotas and diversity training and on into corporate culture and marketing strategy.

The most heartwarming quotation from my perspective came from Loretta Walker, senior VP of Human Resources for Turner Broadcasting. ‘Diversity shouldn’t be an add-on; ... it’s not just about what people look like, but it’s about different backgrounds and asking, ‘what do they bring to the table’ it’s about diversity in thought and diversity in experience.’

This hits the heart of my beliefs about diversity and its richness and multiplicity of forms. I believe that we might consider the range of potential each individual offers if we can add dimensions of diversity to recognize, increase our awareness of, and ultimately to include and prosper from.

An example of this would be to consider the game of solitaire (or patience). As a child, I learned that it consisted of one pack of 52 playing cards, a specific way of laying out the cards, and a specific objective resulting in all four suits being separated into their orderly piles. As an adult, approaching software to play solitaire once more, I am assailed by at least 35 different versions of solitaire with different definitions, rules, numbers of cards and indeed outcomes. The boundaries have moved, the labels have evolved and yet the ultimate goals remain the same.

Within project management we have the same complexity. Originally we worked in small co-located groups of individuals to successfully deliver projects. These evolved to include others via telephone or facsimile or indeed old fashioned postal systems. We had the opportunity to further evolve as people traveled, migrated and even settled in different communities, countries and organizations. Today, we have people working together from all over the world, bringing not only their traditional values, but their assimilated values from their experiences and their attitude towards further evolution, development and acceptance of others.

The ultimate objectives remain the same, to deliver teamwork and collaborative effort to achieve a common project outcome.



On first glance a small box presents a basic game - a deck of cards. However, through applying curiosity, we discover that the box contains 52 separate elements, with a number of possible combinations of two or more cards. To increase complexity, we can increase the volume of decks of cards we play with and therefore exponentially increase the potential number of combinations available.

Imagine if each individual you work with represented a triple deck of cards? Combine them with a group of say five other individuals, and then create a team! What a rich diversity of experience and potential combinations the project and its contributors have; the opportunity to discover and share. Having the willingness to explore the combinations, and share the learning available, we have diversity to celebrate, accept and evolve from.

In celebration of being in the USA on vacation, I'm utilizing American English spelling ... equally able to communicate my message and a little more flexible in my usual approach.

Did You Know...

Member involvement makes a difference! *Volunteers are the lifeblood of PMI. Filling a leadership role or working on a project is a great way to gain professional exposure while making your PMI experience richer and more meaningful. As a volunteer you will not only make great professional contacts, you will also expand your knowledge and develop your leadership skills.* Interested candidates for DSIG can email the Diversity SIG President at presidentpmidiversity@yahoo.com or call 901-375-6075.



New Members / Renewals / Rejoining

January

NEW MEMBERS

Corwin Armstrong, Raleigh, NC USA
Mark Belli, Weslake, OH USA
Kelly Boatright, Austin, TX USA
Rachelle Brown, PMP, South Bend, IN USA
Olivia Cooper, Bowie, MD USA
Lorie Cotton, PMP, Aurora, IL USA
Cynthia Cunningham, PMP, Norcross, GA USA
Dennis Davis, Antioch, CA USA
Timothy Davis, Summit, NJ USA
Zachary Ellis, Louisville, KY USA
Leon Fairley, Sacramento, CA USA
Christina Fisher, PMP, Chicago, IL USA
Delicia Francis-Love PhD, Cambridge, MA USA
Amanda Human, PMP, Rowlett, TX USA
J Jeyakumar, INDIA
Nityanand Manerikar, PMP, CANADA
Isobel McFarlane, UNITED KINGDOM
Larry O'Brien, CANADA
Robert Page, Irving, TX USA
Bryant Robinson, Irving, TX USA
Karen Rusell, Rock Hill, SC USA
Angela Scott, PMP, Horsham, PA USA
Valerie Smith, Reston, VA USA
Ann Trevino, Houston, TX USA
Boris Volpe, San Francisco, CA USA
Thomas Weissmann, GERMANY
Michael Anthony Williams, Northridge, CA USA
Robert Wright, PMP, Jersey City, NJ USA

NEW PMPs

Sean Corbett, PMP, Franklin Park, NJ USA
Justine McKenzie, PMP, Kalamazoo, MI USA
Katie Wright, PMP, Nova Scotia, CANADA

RENEWALS / REJOINING MEMBERS

Marie Aracena, PMP, Merrick, NY USA
Victor Barge, Minneapolis, MN USA
Sheyla Blackman, PMP, Reston, VA USA
Jeffrey Elliott, PMP, Des Plaines, IL USA
Patricia Handfield, Indianapolis, IN USA
Steven Hattey, PMP, Troy, MI USA
Kirsten MacPherson, PMP, Seattle, WA, USA,
Rhonda Pekelo, Fairfax, VA USA,
Lori Polca, Cleveland, OH USA
Courtney Thompson, PMP, Jacksonville, FL USA
Lisa Trumble, PMP, Latham, NY USA



February

NEW MEMBERS

Sean Corbett, Franklin Park, NJ USA
Todd Grafton, Southfield, MI USA
Carla Julius, Aurora, IL USA
Christine Kahaly, PMP, Brooklyn, NY USA
Julie Lange, Drexel Hill, PA USA
Francisco Lopez, Washington, DC USA
Fai Mo, PMP, Phoenix, AZ USA
Stephanie Perry, Keasbey, NJ USA
Gary Lee Peterson, Bellevue, WA USA
LaMont Powell, Suwanne, GA USA
Michelle Purkiss, PMP, AUSTRALIA
Pablo Sierra, Fredericksburg, VA USA
Katie Wright, PMP, Nova Scotia, CANADA

NEW PMPs

Christina Fisher, PMP, Chicago, IL USA
Kent Jones, PMP, Huntersville, NC USA
Tiffany Polk, PMP, Dover, PA USA

RENEWALS / REJOINING MEMBERS

Nelson Diaz, PMP, Oak Hill, VA USA
Patti Goich-Decroo, PMP, McKinney, TX USA
Ruben Guardiola, Columbia, SC USA
Michelle McClinton PMP, Chicago, IL USA
Oscar Munoz, Miami, FL USA
Jo Murray, Long Beach, CA USA
Linda Pittelli, PMP, Edgewater, MD USA
Maite Salinas, VENEZUELA
Sherilyn Samson, PMP, Wolcott, CT USA
Sheilina Somani, PMP UNITED KINGDOM
Jacquie Spearman, Chicago, IL USA
Robert Toogood, UNITED KINGDOM

March

NEW MEMBERS

Jacqueline Boykin, Washington, DC USA
LaChelle Caison, Peoria, IL USA
Patricia Ejikeme, PMP, NY, NY USA
John Finch, Atlanta, GA USA
Nidhi Jindal, Lafayette, NJ USA
Yoshio Kanbe, Tokyo, JAPAN
Erika Lendel-Jongebloed, Hicksville, NY USA
Leah McLeod, Atlanta, GA USA
Jennifer Rials, Irving, TX USA
Craig Thighe, PMP, Parker, CO USA
Tyrone Velasquez, Denver, CO USA

NEW PMPs

Michelle Purkiss, PMP, AUSTRALIA
Craig Thighe, Parker, PMP, CO, USA

RENEWALS / REJOINING MEMBERS

Gerhard Ackermann, Wien, AUSTRIA
Charles Brobbey, Fairfax, VA USA
Sandra Byrne, PMP, Bremerton, WA USA
Tim Diss, San Mateo, CA USA
Eunice Ionne Edwards, UNITED KINGDOM
Rich Fleshman, PMP, Tempe, AZ USA
Ray Ju, PMP, San Francisco, CA USA
Mary Kustrzyk, PMP, Utica, MI USA
Charles May, PMP, Fairfax, VA USA
David Pnkard, Frisco, TX USA
David Sanders, PMP, Arlington, TX USA
Paul Weeks, PMP, Hudson, NH USA



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2007 Board of Directors

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DSIG Statistics

DSIG is currently composed of over 281 members from more than 20 countries.

Australia	Italy
Austria	Jamaica
Belgium	Korea
Bermuda	Malaysia
Brazil	Netherlands
Canada	New Zealand
England	Singapore
France	Trinidad and Tobago
Germany	United States
India	
Ireland	

