



THE PROJECT MANAGEMENT STANDARD

A Quarterly Publication of the Project Management Institute® Design · Procurement · Construction SIG

Vol. XV. Issue No. 2 · 2nd Qtr. 2008

In This Issue

Message from the Chair..... 1

Volunteers Needed to Judge the Donald S. Barrie Award Papers .. 2

Q&A Corner..... 2

Article: The Art of Delegation..... 3

Article: The Key to Project Management Success..... 7

Book Review: BIG BIM little bim: The Practical Approach to Building Information Modeling..... 11

New Credential: The PMI Risk Management Professional 12

DPC SIG Members Worldwide..... 13

Calendar of Events....14

MESSAGE FROM THE CHAIR

by Robert (Robb) Gries, P.E., CCM, PMP, Chair

Follow Through

In many sports—golf, tennis, baseball, etc.—the key to being successful is to follow through. That is, you need to continue your stroke to the end of its full and natural completion otherwise you run the risk of your shot going astray. The same can be true of managing a construction project, running an organization, or just about anything in life. Chances are, if you don't follow through, you won't be successful.

The lack of follow through may apply to PMI and its previous efforts on the Virtual Communities Project (VCP). In previous *Message from the Chair* columns, I have tried to keep our members informed of the VCP and its impacts to the DPC SIG. Some of the issues we—along with our fellow SIG and College leaders—have expressed to the VCP Team appeared to have been either ignored or discounted. I am pleased that PMI® Global Operations Center (GOC) is now taking a more proactive approach to addressing the communications problems and with rigor. Over the past few months, the amount of information regarding the VCP has been more frequent and more detailed. Issues are being addressed, and necessary changes are being made. Further, PMI® GOC is planning a face-to-face meeting with SIG and College leaders in late July to discuss and resolve remaining issues. Thus, PMI® GOC is beginning to follow-through on its objective to engage their volunteer leaders, resolve issues, and move the organization forward.

Continued on page 12

VOLUNTEERS NEEDED TO JUDGE THE DONALD S. BARRIE AWARD PAPERS

The DPC SIG is looking for volunteers to help judge the entries for the Donald S. Barrie Award papers. The winner of the award receives \$500 and prominent publicity at a session of the North American Congress as well as media attention in PMtoday and the DPC SIG bulletin and newsletter.

Criteria for the award is the paper that best advances the PMBOK® in the field of design, procurement and/or construction by providing a useful contribution to the engineering and construction industry.

If you are interested in helping judge the papers please contact Sherrill McDonald, Deputy Administration, deputyadministration@dpcsig.org.

HAVE A PM QUESTION?

**WE JUST MAY
HAVE THE
ANSWER!**



The DPC SIG has enlisted the support of Subject Matter Experts from around the world to address your project management-related questions. Questions and answers will appear in upcoming issues of the DPC SIG newsletter and monthly bulletin.

Submit Your Question

email your question to
VCMarketing@dpcsig.org. Be sure to
include your name and contact
information in the email.

Your Time.

Your Place.

Your University.

Earn Your Master's Online!

Now offering degrees in

- Engineering
- Project Management

www.uwplatt.edu/disted
800.362.5460
DistanceEd@uwplatt.edu

UNIVERSITY OF WISCONSIN
UWP
Pioneers
PLATTEVILLE

THE ART OF DELEGATION

Compiled by Tim McClintock, Global Knowledge Instructor

It has been said that effective management is the art of getting things done through other people. Delegation, therefore, is an essential managerial skill.



Delegation involves entrusting another person with a task for which the delegator (you) remains ultimately responsible. But, to achieve the best results, you must be aware of its benefits and recognize the barriers that can hinder its success.

Delegate or Suffocate!

If you could get everything done yourself, there would be no need for staff. If you cannot do everything yourself, you need to be able to delegate. If delegation is needed, then someone must manage the assignments.

Management is delegation. As leaders we need to either learn to do it well or we will be buried in work that others should, and could, be doing. Management's responsibility is the delegation of tasks to others and the control of outcomes.

The more people you can put to effective use, the greater your success. Your ability to work through other people is directly proportional to professional success. Managers must learn to delegate assignments and ensure that they are completed correctly, on time, and within budget.

Delegation Dilemma

Well, that all sounds really good, doesn't it? The question then is; why do some managers fail to delegate effectively?

As a manager, you must be secure enough in your position, abilities, and management support to delegate. If these do not exist, then delegation is difficult to accomplish. Some managers and leaders do not delegate because they think they can do it faster and better themselves, or they don't want to overburden the staff. Some project managers simply don't know how to delegate because of the following fears:

- **Loss of control**
- **Lack of time**
- **Lack of trust**
- **No confidence in team members**

With seniority comes increasing levels of supervision. Job descriptions change from doing to getting things done; from responsibility to accountability. At very senior levels, your entire day is spent making sure that delegated tasks are being completed properly. Getting others to do things, and do them well, is the job of a senior executive. Managers should usually retain the following tasks:

- **Leadership**
- **Rewards**
- **Control**
- **Personnel**
- **Key customers**
- **Strategy**
- **Communication**

Continued on page 4

THE ART OF DELEGATION *CONTINUED*

When to Delegate?

Determine when to delegate by asking yourself the following questions:

- Does the team member have the necessary skill or information?
- Is the commitment of team members critical to successful implementation?
- Will delegation of this task enhance the delegate's abilities and personal development?
- Does sufficient time exist to delegate effectively?

Delegation should never be considered when there is a high probability that the person will not be able to successfully complete the task. It is okay to let them expand their abilities, but not to the point that failure causes the employee to professionally self-destruct.

The Process of Delegation

Not only is delegating essential, it makes everyone happier. The key to successful delegation is having good staff. That is, staff that accepts assignments easily. These are people who are self-motivated problem-solvers who get things done on time and with little or no supervision. Good people are hard to find, because no one ever loses them once they have been identified. If you want to have good people, you need to create and hold them.

One main component of motivation is handing out responsibility, authority, and autonomy. Properly done, delegation will provide staff with the experience they need to develop their careers. It will also give employees both job satisfaction and challenge. Delegating works for everyone.

It Starts With Planning

Effective delegation starts with putting a system in place. Develop a structure and follow it. For complex projects involving several people, draw up plans. Work with the people involved to come to a consensus on those things for which each person is responsible. Post the plan and refer to it often. Part of delegating is answering questions, so make yourself available. Do not let uncertainties linger. At its most basic level, delegating is a six-step process:

Step 1: Analyze the task.

- What is the situation now, and how will completing the task change it.
- Divide the work load into tasks that are suitable to be assigned, preferably to individuals rather than a group.
- Determine the budget and resources needed.
- Set a specific measurable goal that shows success.

Step 2: Select a delegate.

- Identify the knowledge and skills that are needed.
- Match requirements with the best candidate. Staff must be chosen based on their skills, experience, and availability.
- Is training needed?
- Is support needed?
- Check points to make corrections.
- Avoid micromanaging.

Continued on page 5

THE ART OF DELEGATION *CONTINUED*

Step 3: Pass the baton but not the buck.

- Describe the goal of the task and why the candidate was selected.
- Prepare a brief that provides a clear record and set of instructions for the assigned task.
- Be specific about responsibility and authority.
- Discuss workload and agree on a reporting structure.

Step 4: Take the delegate's perspective.

- Does the task have a well-defined goal?
- How will it affect workload?
- Is training or support needed?
- Are there inherent risks?

Step 5: Execute the task.

- Share the delegate's level of authority with others.
- The delegator needs to stay informed.
- Progress must be monitored and controlled so that if something is going wrong it can be corrected early.

Step 6: Conduct regular feedback sessions.

- The end result is judged.
- Both parties might share credit or blame. If everything went well, everyone should be praised. If there were problems, what were they? How will they be prevented in the future?
- Whether things went well or not, keep a record to help management keep track of what was done, by whom, and how well.

It Continues With Monitoring

The degree of monitoring, feedback, and control that is required to manage delegated tasks depends on your comfort-level with the person's given responsibilities. You can always maintain a level of oversight and control, but you must not look over the shoulder of the person the task has been delegated to.

The general rule is to start with hands-on control (close monitoring) and quickly move to hands-off. Impose as few controls as possible, but check back frequently. Give guidance and instruction, and then give your employees the benefit of the doubt. Encourage initiative in others by showing that you trust their judgment. Make sure they have the information and resources they need to be successful. In time, they can be expected to ask for what they require, but new delegates need to learn when and how to do so.

A subtle, but effective, form of monitoring is the use of milestones. Create a series of small, interim deliverables that serve as checks and balances on the progress of a larger task.

When monitoring effort, it is good to be aware of the variations in working styles among staff:

- In the perfect world, a task would be undertaken as soon as it was assigned (optimum curve). There would be a rapid rise in effort, and then it would level off and remain fairly even throughout the majority of the execution phase. As a manager, this is how you would like people to behave.
- Most tasks are started late. The average person will not really get going for a while and, in order to complete on time, will need to provide an extra effort near completion time. Good employees will still get things done on time. As a manager, this type of work habit can cause some discomfort because of the late start.

Continued on page 6

THE ART OF DELEGATION CONTINUED

- Then there is the procrastinator. This person begins so late that an enormous effort is required in order to finish on time. Good employees will still get tasks done on time, but there may be sleepless nights in the process. The student syndrome is the worst-case scenario of procrastination: these people start so late that it is virtually impossible for them to complete on time, despite heroic last-minute efforts.

The way someone approaches tasks (their working style) is very hard, if not impossible, to change. You must learn to work with each individual's style. For instance, you can either wait and hope a procrastinator delivers on time, or impose tight controls and monitoring regimes. Either of these options is a lot of work. The alternative, and best technique, is to introduce more frequent, smaller tasks that serve as milestones. A procrastinator may start late on each one, but none of the delays will be critical.

In Summary

The following are a few general common sense rules to keep in mind regarding delegating:

- Your ability to work through other people is directly proportional to professional success.
 - When you delegate, you are not delegating the right to perform an action, you are delegating the right to make decisions.
 - First, you must persuade yourself to delegate. You will not benefit if you assume that it will take longer to teach a person how to do the task than it will take for you to do it yourself.
 - Make sure the person accepting the task clearly understands what is to be done. Make sure to offer support and feedback.
 - Check on the task and provide positive feedback. Ensure that your feedback is helpful and not interfering.
- If you cannot trust someone to do a job well, then you cannot delegate tasks to them. Either work to develop trust, by helping that person develop their skills, or do not retain the person. If you cannot delegate effectively to someone, then they are a drain on resources, not an addition to them.
 - Do not try to over-manage. Give delegates space. Micromanaging, watching what everyone does all the time, discourages initiative. You might as well do it yourself, if you cannot back off and let the delegate work.
 - Delegation works best in an open environment. Let delegates know they can, and should, ask questions. Delegation is all about communication.

References

Material for this article was compiled from Global Knowledge courses Business Skills for IT Professionals (2805), Management and Leadership Skills for New Managers (2820), and People Skills for Project Managers (2824).

Request a DPC SIG Membership Lapel Pin



As a token of the DPC SIG's appreciation for your participation in the SIG, we would like to send you a lapel pin. We encourage all members to wear the pin at PMI® chapter and international events and to look for, and network with, other DPC SIG members wearing their pins. Show your pride in the DPC SIG! Send an email to administrator@dpcsig.org.

Be sure to include your mailing address.

THE KEY TO PROJECT MANAGEMENT SUCCESS: IT'S "THE ENVIRONMENT"—*STUPID!**

by Lee Lambert, PMP - Lambert Consulting Group, Inc.

I recently learned of a project failure from one of my clients, a client highly respected in the world of business and more specifically in the world of project management. Granted, it didn't experience the lackluster performance of Boston's Big Dig, which will finish six years behind schedule and nearly \$12 billion overrun¹, but to most businesses a project overrunning by \$2 million is not a laughing matter—it's a failure. A failed project is a failed project! Whenever a project fails, money and corporate reputations are lost and often an individual's career is negatively impacted.

The Heralded Career Path of the Decade

In the late 1990s, Thomas Stewart wrote in *Fortune* magazine that project management would be the fastest growing career choice in the coming decade¹. And as a predictor of the future, Stewart could not have been more accurate. Using the Project Management Institute's Project Management Professional (PMP) Certification Program¹ as a gauge confirms Stewart's career growth observation as the number of members in this elite group of "certified" professionals has grown from 6,516 at the end of 1998 to over 76,000 as the year 2003 came to a close.

These modern-day project management professionals have at their disposal sophisticated automated tools and information processing capabilities. These same professionals have been exposed to high quality, carefully targeted training and education opportunities in order to prepare them for effectively executing the vital roles they must play in today's fast paced, dog-eat-dog, take-no-prisoners business environment.

The business world has clearly and repeatedly recognized that the future is *project management*. The number of project management related tools and techniques—and the computers and software to sustain their use—has become staggering. According to LeRoy Ward, Executive Vice President for ESI International, project

management costs associated with user training efforts—in-house and commercial—by organizations throughout the world are estimated to be close to \$2 billion with as many as forty million student hours away from the job in 2004.

In the past few years it has become obvious to those in the project management profession that they and their chosen vocation are being taken extremely seriously by people in the decision making positions. In almost every business and service sector the capital and human resource investment in improving project management related skills has become a high priority. Objective: Projects completed according to specifications, on time, within budget, and to the satisfaction of the stakeholders!

So why, with all of this investment in equipment and training, do projects continue to experience "underperformance" in all areas of the triple constraint?¹ Why, with all of this attention and investment in time do project managers and their well-intentioned teams of eager participants continue to find it extremely difficult to meet the needs and expectations of their organization's management?

It doesn't seem to be the lack of tools, techniques and support capabilities. It certainly isn't the absence of investment in quality training and balanced skill-set preparation. It definitely isn't the failure of senior management to recognize the important potential contribution project management can make to the bottom line. If none of these traditional "excuses" for failure can be cited, then what *is* the problem? Although some say, we don't create the necessary climate for success, I say: "It's The Environment—*Stupid!*"

Continued on page 8

THE KEY TO PROJECT MANAGEMENT SUCCESS CONT.

I believe that as the profession is presently being implemented in many (perhaps most) organizations we are destined to a litany of failures in the future. In my opinion, we have actually made a conscious decision to focus our energies first on the easy part of project management. We are developing countless tools and templates, and providing high-quality training to the people using them. We are producing bookshelves full of policies, methodologies, and procedures. We are creating Project Management Offices (PMOs) to focus power and emphasize the importance of the approach. We are establishing multiple career paths (technical and management) to accommodate those who want to pursue the project management profession. We are building “War Rooms” to provide a place to showcase the results of our sophisticated project management capabilities. Still many, many projects are failing. Why?

It's The Environment—*Stupid!* Until we come to grips with this very simple, embarrassingly obvious, but extremely vital, concept many of our projects, our organizations, our project managers, and entire project teams will continue to experience the agony of defeat. Project management as a profession will most assuredly see its reputation tarnished and may eventually become just another of those perceived “flavor of the day” concepts that showed great promise but in the end fell painfully short of its trumpeted potential.

The Environment?

What do I mean by “The Environment”? The Environment is a sense of shared mission among all the project participants. The Environment is a composite of the attitudes, beliefs and perceptions of the players. It is enthusiasm and excitement. It is wanting to *be there*, wanting to be a part of something special. It is having a sense of personal and professional significance along with the commensurate empowerment. It is knowing you can take a risk, knowing you can fall short without fatality.

It allows you to be confident that when you do stumble another team member will be there to pick you up. It is waking up on Monday and not thinking about how much sick time you have available. It is coming in early and leaving late—because you want to. The Environment *is* the climate—the culture—within which the concepts of project management flourish.

The Environment is about being an integral part of something special. A team name, a logo, a slogan—an attitude! It is about actually incorporating work/life balance into the project—not just talking about it. It is not about you, it is about *us*. All project participants have *skin* in the game. The perfect project environment might best be represented by the slogan; *We Are One!* We are a project team!

When The Environment exists, it results in what has become known as a High-Performance (Self-Directed) Team. This special team may outperform its counterparts by as much as 100 percent¹. Every organization wants one. If you don't believe me, ask someone who has been a member of a High-Performance Team—whether it was at work, in sports or as volunteers. When The Environment does not exist you have a group of individuals working together, but not as a High-Performance Team.

Rick Pitino, a famous, and very successful, basketball coach for the University of Kentucky, Boston Celtics, and University of Louisville, frequently comments; “The only way to get people to like working hard is to inspire them. Today, people must understand why they're working hard. Every individual in an organization is inspired by something different.”

Continued on page 9

THE KEY TO PROJECT MANAGEMENT SUCCESS CONT.

If The Environment is the key to project management success, why does it get so little attention in most organizations? With a potential return on investment of this magnitude, why doesn't The Environment become a higher priority? Because in our fast-paced, I-want-it-tomorrow society, organizations don't have time to do it right yet they always seem to have time to do it over, and over, and....

According to Cleland and Ireland¹; "The potential for a project failure or success usually has strong overtones of a strategic issue. If a product development project fails, the strategic viability of the enterprise can be threatened. Conversely, if a project succeeds, a significant contribution to the future viability of the enterprise has been made. Project Managers, team members and senior managers should be aware of how strategic issues can impact the success or failure of a project." If this is true, then wouldn't it be prudent for an organization to develop and nurture The Environment that breeds success?

Creating and Sustaining The Environment

If The Environment *is* the differentiator, then what are the secrets that senior business leaders and key decision-makers should - **no must** - think about when it comes to creating and sustaining The Environment? Actually, thinking about these topics is the easy part, doing them is when the going gets tough.

Ultimately, project success may well depend on your ability to:

- Provide clear understanding of realistic/relative project priority.
- Focus on strategic (big picture) thinking, delegate tactical tasks
- Emphasize and demand project loyalty from "matrix" assigned staff.
- Insist on cross-functional (out-of-silo) communication.
- Allow time and opportunities for spontaneous communication.
- Provide adequate resources (human and capital) to execute.

- Establish clear project roles and responsibilities.
- Allow time for "thinking" *without* "creating."
- Provide *legitimate* empowerment at all levels.
- Develop team-based incentives and rewards.
- Allow investment in a "trinkets and trash" program.
- Allow project work to be *fun*.
- Insist on clearly defined and articulated realistic requirements.
- Always listen to project team members' opinions.
- Focus attention on taking timely, fact-based, action—don't leave issues hanging.
- Encourage risk taking and accept failure.
- Avoid over-focusing on "quantitative" measures and ignoring "qualitative" measures (staff morale or *body count*).
- Demonstrate sincere understanding of and interest in the project.
- Encourage constructive conflict and push the limits of the team.
- Worry about completion of project objectives, not personal *face time*.
- Be willing to consider project termination recommendations.
- Not hold project participants to *your* standards.
- Provide individuals with significant development opportunities.
- Work hard at creating a project management *culture*—not just the project management *process*!

Continued on page 10

THE KEY TO PROJECT MANAGEMENT SUCCESS CONT.

If there are sincere aspirations of taking the concepts of project management to the next level of success it will almost certainly depend on our ability to create and nurture The Environment. Our energies must now be targeted on the *soft* side of this dynamic profession. More for less, higher productivity, worker satisfaction and organizational loyalty must become the mantra.

It is time to stop talking about the benefits of high performance teams. It is time to harvest the benefits. It is time to provide inspiration. It is time to invest in creating and sustaining these unique units of enthusiastic contributors (project teams) with finely blended *hard and soft* skill-sets to assure that the profession of project management achieves its almost limitless potential and that those organizations that depend on successful projects are rightfully rewarded with cost-effective, timely results that meet or exceed the needs and expectations of the stakeholders.

References

¹ "Big Dig's Parks Project Facing Delays," Anthony Flint, *The Boston Globe*, January 24, 2004.

¹ "The Corporate Jungle Spawns a New Species: The Project Manager," Stewart, Thomas A., **Fortune**, July 10, 1995, pp.179-180.

¹ © 2002 Project Management Institute, Inc. All rights reserved. "PMI" and the PMI logo are service and trademarks registered in the United States and other nations; "PMP" and the PMP logo are certification marks registered in the United States and other nations; "PMBOK", "PM Network", and "PMI Today" are trademarks registered in the United States and other nations; and "Project Management Journal" and "Building professionalism in project management." are trademarks of the Project Management Institute, Inc.

¹ "Chaos," The Standish Group International, Inc., 1998.

¹ "Leading the Charge," Lambert, Lee R., *PM Network*, September 2002. pp. 44 – 50.

¹ *Project Management: Strategic Design and Implementation*, Cleland, David I and Ireland, Lewis R., McGraw-Hill Professional; 4th Edition, (June, 2002).

About The Author

Lee R. Lambert, PMP, of Lambert Consulting Group, Inc., is an internationally recognized project management consultant, trainer and speaker. He has published 26 professional papers and authored three books. He is a Founder of the Project Management Institute's PMP Certification Program and received the Distinguished Service Award from PMI in 1995.

BOOK REVIEW



BIG BIM little bim: *The Practical Approach to Building Infor- mation Modeling*

**By Finith Jernigan
4Site Press**

Reviewed by Robert Gries, PMP, Chair

There is a lot of buzz about Building Information Modeling (BIM); however, there are many misconceptions on what it is and how it will transform the industry. Finith Jernigan, a licensed architect and president of Design Atlantic, Ltd, clearly articulates his vision of this paradigm shift. He eloquently makes a solid case for how it will improve project delivery and provide a greater return to all who embrace it.

“BIM is an information-based system that builds long-term value and advances innovation.” It does this by effectively integrating and synthesizing information earlier in the project life cycle with the overall objective of making more dependable and informed decisions. Moreover, owners will be able to assess options more efficiently and effectively. They will have a greater level in confidence knowing where they are going and that their project is under control.

Mr. Jernigan makes a distinction between the overlying process of managing information and complex relationships (i.e., “BIG BIM”) and the tools to implement it (i.e., “little bim”). BIG BIM promotes throwing away the traditional, fragmented approach in favor of an integrated team with common goals, using common tools for collaboration, building trust, and sharing the risks and rewards. The value of the BIG BIM integrated team “...comes from how fast, how creatively and how accurately, new knowledge can be developed and brought to bear upon the unique problem at hand.”

Another key concept is a streamlined, integrated design process. Although Mr. Jernigan describes the process in a linear way, he explains that the steps should be applied in a logical way that best meets the unique needs of the specific project. However, I would advocate that the Validation Process should occur at the beginning because it aligns the concept, scope, and budget. I firmly believe that this is the most critical step to establish the overall strategy and metrics for a successful project.

I found *BIG BIM little bim* extremely enlightening and difficult to put down. His knowledge and experience coalesces into a call for others to embrace this new and improved way of delivering projects. The end result are positive changes to the way you should plan and execute your projects. This will allow you to make better decisions upfront, which will ultimately improve the bottom line for your business. I highly recommend this book to those that want to work more effectively as a collaborative team and incorporate BIM/bim into your practice.

We're Looking for Volunteers



The DPC SIG has a number of volunteer opportunities available. If you are interested in taking an active role in the SIG, please contact us at administrator@dpcsig.org

**Volunteers can earn 5 PDUs per year
for serving 12 months
as a committee member
(Category 5).**

ANNOUNCING THE LAUNCH OF PMI'S NEW CREDENTIAL: THE PMI RISK MANAGEMENT PROFESSIONAL (PMI-RMP)SM

October 2007, the Project Management Institute announced the development of a new credential within the specialty area of project risk management, now formally introduced as the PMI Risk Management Professional (PMI-RMP)SM. PMI is excited to announce the global launch of this new credential.

PMI is offering an inaugural incentive for eligible candidates to become one of the first PMI-RMP credential holders. The first 100 candidates who sit for the examination between 29 August and 31 October 2008 will receive 50% off the price of the examination as well as be entered into one of four regional drawings for US\$1,000. Candidates can begin applying and scheduling now.

To maintain the credential, PMI-RMPs must acquire 30 Professional Development Units (PDUs) per 3-year cycle in the specialty area of project risk management.

Please visit www.pmi.org for more information.

MESSAGE FROM THE CHAIR CONTINUED

Closer to home, many people have volunteered to serve on the DPC SIG Board of Directors or the larger DPC Leadership Team over the past several years. They have willingly given up their spare time to serve the organization, in particular, and our industry, in general. They want to make a difference and give something back. There are times, however, that volunteers cannot devote as much time as they would like due to other commitments. The result is sometimes the organization hasn't followed through and subsequently hasn't been as effective in meeting the needs of our members. I, too, haven't been able to do as much as I would like. And as the current Chair, I am striving to do better, and I believe that we are taking the necessary steps to do just that. For example, the Vice Chair – Administration, Eric Johnson and I are revising our Strategic Plan so that it's aligned with PMI's Strategic Plan. Additionally, the DPC SIG Board will be developing a Balanced Score Card and will be publishing the results in future newsletters. Lastly, the entire DPC SIG Leadership Team will be working on four initiatives that will deliver greater value to our members. However, all of these are great efforts, but they won't be worth much if we don't follow through. On behalf of the entire DPC SIG Leadership Team, we are committing ourselves—or should I say RE-committing ourselves—to continue our collective strokes to the end of their full and natural completion.

The Leadership Quadrant: 4 P's for Organizational Excellence



Jerry Manas, author of *Managing the Gray Areas* and *Napoleon on Project Management* will be teaming up once again with productivity consultant Jerome Jewell for their 2-day workshop titled **The Leadership Quadrant: 4 P's for Organizational Excellence**. The seminar, which explores current thinking around *Principles, People, Productivity, and Process*, will be held October 22nd and 23rd at the National Constitution Center in Philadelphia. Prices are \$1,795 per person (group rates are available), and a 10% discount is available to members of the A&D SIG. Visit www.marengogroup.com for more details, to register, or to download the seminar flyer.

Come explore Philadelphia in the fall, and gain valuable leadership insights in the cradle of liberty. The seminar includes revisions based on insights from the 2006 Leadership Quadrant seminar, plus elements covered in *Managing the Gray Areas*. www.marengogroup.com.

CALL TO ACTION: PLEASE UPDATE MEMBER CONTACT INFORMATION

The 2008 PMI Board election material will be distributed to all eligible voters via e-mail the week of 4 August 2008. In order to receive the election material, your contact information in the PMI database must be current.



Please take a moment to visit www.PMI.org and log on as a member, then enter or validate your current contact information.

To advertise in *The Project Management Standard*

Contact the
VC Communications
Valerie O'Keeffe-Short

We're Looking for Book Reviewers and Books to Review



Is there a new project management book you would like to read or do you have a project-management related book you would like reviewed? The DPC SIG is offering a book review program. We will be receiving single review copies of books from publishers. Members will be given the opportunity to volunteer to read a book and write a review for *The Project Management Standard*. In exchange for the review, you'll get to keep the book you reviewed.

If you would like to volunteer to review books, or have a book you would like members to review, please send an e-mail to administrator@dpcsig.org and we will notify you of titles as they become available.

DPC SIG Members Worldwide

North American Members - 1661

EMEA Members – 383

Latin American Members - 187

Asia Pacific Members - 199



CALL TO ACTION: PLEASE UPDATE MEMBER CONTACT INFORMATION

The 2008 PMI Board election material will be distributed to all eligible voters via e-mail the week of 4 August 2008. In order to receive the election material, your contact information in the PMI database must be current.



Please take a moment to visit www.PMI.org and log on as a member, then enter or validate your current contact information.

To advertise in *The Project Management Standard*

Contact the
VC Communications
Valerie O'Keeffe-Short

We're Looking for Book Reviewers and Books to Review



Is there a new project management book you would like to read or do you have a project-management related book you would like reviewed? The DPC SIG is offering a book review program. We will be receiving single review copies of books from publishers. Members will be given the opportunity to volunteer to read a book and write a review for *The Project Management Standard*. In exchange for the review, you'll get to keep the book you reviewed.

If you would like to volunteer to review books, or have a book you would like members to review, please send an e-mail to administrator@dpcsig.org and we will notify you of titles as they become available.

DPC SIG Members Worldwide

North American Members - 1661

EMEA Members – 383

Latin American Members - 187

Asia Pacific Members - 199



Upcoming Events



PMI Global Congress Latin
America
August 11-13, 2008

PMI Global Congress North
America
October 18-21, 2008

Advancing the PMO Symposium
November 9-11, 2008

**Please join us at the DPC SIG
Annual Membership Meeting
at the North American Global
Congress in Denver, CO USA.**

DPC SIG 2008 BOARD OF DIRECTORS

Past Chair - Doug Kaiser, PMP

Chair - Robb Gries, P.E., CCM, PMP

First Vice Chair- Andrew Powers, P.E., PMP

VC Administration - Eric Johnson, PMP

VC Communications - Valerie O'Keeffe-Short, PMP

VC Finance - Marcie Ramsey, PMP

VC Marketing - "Ari" Arivazhagan, PMP

VC Membership - Judy Wilks

VC Projects - Clay Myers, P.E., PMP

Administrator - Paula Anderson