



THE PROJECT MANAGEMENT STANDARD

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MESSAGE FROM THE CHAIR

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

Looking Back

As a new year begins, I look back on the activities of the DPC SIG and am pleased with several key accomplishments.

First and most importantly, the DPC SIG Board decided in November to transform the organization into a PMI Community of Practice (COP). We believe that the new organization will provide greater value to our members by focusing the DPC Leadership Team's efforts on expanding the frontiers of knowledge rather than on governance and administration. The transformation process will begin in 2010, so the DPC Leadership Team will be focusing our energies in 2009 in "getting our house in order."

Second, the DPC Leadership Team launched two initiatives, which are still under development—the DPC SIG Mentoring Program and the DPC SIG Best Practices series of publications. The objective of the first initiative is to link junior and senior project managers for the benefit of both parties. As a result, the junior PMs will gain valuable insight and knowledge, whereas the senior PMs will have the opportunity to share their experience and mold the future leaders of the industry. The objective of the publications is to capture best practices within our community and build a valuable resource library for the future.

Third, the DPC SIG has expanded its outreach to other organizations within the capital projects industry. We have built alliances with the Construction Owners Association of America ([COAA](#)) and the Construction Management Association of America ([CMAA](#)). In regards to CMAA, the DPC SIG is working with PMI Global Operations Center (GOC) to develop a model of collaboration with other non-PMI organizations. The first meeting with CMAA was held last month and the DPC Leadership Team and PMI GOC are excited about the future opportunities.

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CONGRATULATIONS TO DPC SIG INTERNATIONAL PM DAY AWARD RECIPIENTS!

By Ondiappan Arivazhagan, PMP, PMI-SP, PMI-RMP, CSSBB, Vice Chair Marketing

The DPC SIG recently solicited nominations from our members around the world for outstanding projects. We are pleased to recognize three project managers and the construction projects they executed. International PM Day Awardees:

Please Touch Museum Relocation to Memorial Hall in Fairmont Park, Philadelphia USA

Project Manager: Ronald A. Street

Many of the challenges in this project were due to the severe deteriorating condition of Memorial Hall. Along with the physical challenges, there were also finance and fundraising challenges that were overcome pre-construction. With the new Please Touch Museum being three-times the size of the old museum, there is that much more room for children to play, not including the many new exhibits added to the museum that benefit children's learning through experience and play." - Ronald A. Street



Auckland War Memorial Museum Stage- II Project in Auckland, New Zealand

Project Manager: Eric Schulte

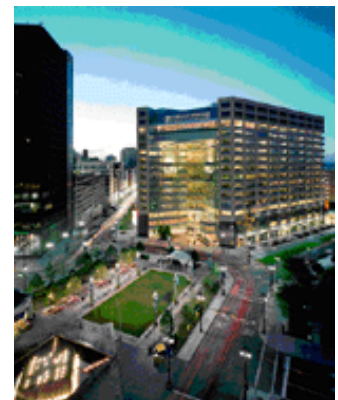
Many of the challenges faced by the team were unique to New Zealand building practice and those that weren't were invariably ones that required innovative and collaborative practices across the entire team of consultants. As with any such sites a complex cultural influence was present and many Maori protocols had to be followed to ensure adequate protection of this iconic building with an impressive turnout of 65000 visitors a year. Not only does it make you feel connected to the deep history but also feel that you have honored those that sacrificed so much so that we can have the life style that we enjoy today. Their names are inscribed on the walls for everyone to honor and remember these heroes." - Eric Schluter



Compuware World Headquarters in Detroit, Michigan USA

Project Manager: David Richards

At the outset of the design process it was necessary to approach all challenges with the awareness of the existence of a duality. The expression of this duality is what shaped the entire solution. The successful combination of open and closed, old and new, welcoming and secure, and large and small, speaks to the challenges and duality of the city itself. It has become the catalyst for a new exciting urban neighborhood." - David Richards



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CONGRATULATIONS TO 2008 DONALD S. BARRIE AWARD WINNER – CHAD LEE

The Donald S. Barrie Award is given to the best paper for advancing the project management body of knowledge in the field of design, procurement and construction. With the assistance of the PMI Education Foundation (PMIEF), a panel of distinguished judges from industry and academia chose Chad Lee as the recipient of the 2008 Barrie Award for his paper, *BIM – Changing the Construction Industry*.

According to Mr. Lee, the construction industry is seeing a shift in the fundamentals of construction documentation and the associated processes. This change comes as a collaborative environment referred to as Building Information Modeling, or BIM. But industry acceptance of BIM is viewed as unnecessary by many; often with a preference for familiar and reliable methods. As BIM's use spreads throughout the industry, it will affect nearly every part of the construction process.

Mr. Lee's presentation was well received, and the questions and issues raised engaged the entire audience in a discussion of the benefits of BIM. Additionally, several attendees have used BIM on their projects, and they shared first-hand their experiences, including many valuable lessons learned.



Chad Lee – 2008 Donald S. Barrie Award Winner

An advertisement for the University of Wisconsin-Platteville (UWP) featuring a man in a white shirt and yellow hard hat. The ad is set against a grid background and includes several callouts: 'Your Time.', 'Your Place.', and 'Your University.' The main headline reads 'Earn Your Master's Online!' and lists 'Engineering' and 'Project Management' as available degrees. Contact information is provided at the bottom right.

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MESSAGE FROM THE CHAIR CONTINUED

Fourth, the DPC SIG continues to recognize contributions to project management within our industry. In October, we awarded the Donald S. Barrie Award to Chad Lee for his paper, "Building Information Modeling." Additionally, the DPC SIG promoted International Project Management Day (6 November 2008) by recognizing three outstanding capital projects.

Lastly, the DPC SIG now has a very active Q&As service performed by a panel of Subject Matter Experts (SMEs). The following SMEs have demonstrated both the power and the value of sharing knowledge for the benefit of all of our members and the industry:

- Ondiappan Arivazhagan "Ari" PMP, PMI-SP, PMI-RMP (SME Panel Moderator)
- Earl Glenwright
- Ahmed Abdelrehim Fouad, PMP
- Juan Verástegui M
- Manuel Garcia
- Karl Schaeffer
- Greesham M

Overall, I am proud of the accomplishments of the DPC Leadership Team this past year. However, I am even more excited about 2009 and beyond. I am extremely optimistic, and I sincerely believe that the future of the DPC SIG is not only bright but also filled with challenging and rewarding opportunities for our members and our industry.

INTERNATIONAL PM DAY AWARDS CONTINUED

The projects were selected based on many criteria and among them the notable criteria included the challenges faced and solved by the PMs and tangible or intangible benefits to the society.

Each of these winners will receive a certificate from the DPC SIG and a cash award of US \$250 in appreciation of their efforts and as a motivation to other construction PMs around the world.

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.

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.

DRIVING GROWTH THROUGH INNOVATION

By Cassandra McCloud – The Vandiver Group, Inc.

I don't skate to where the puck is; I skate to where it's going to be."

-Wayne Gretsky



As humans we are wired to think short term. What am I going to have for dinner tonight? What am I doing this weekend? Just look at how we set New Year's resolutions. While most people are motivated and ready to make a life change on January 1, within a few weeks, most of those goals have become wishful thinking. Today's economic situation is no different. While many people watch the daily rise and fall of the stock market, it is hard to have positive thoughts about the economic future not just in the U.S., but around the globe. Americans are worried about gas prices and how we're going to make next month's mortgage payment.

But, instead of looking at the economic downturn as a threat, recognize that it also presents a unique opportunity - it all depends on how you approach it. Downturns offer companies an excellent opportunity to innovate and stay one step ahead of their competition - giving companies the chance to flourish throughout the recession and move ahead even further as the economy rebounds. Innovation is the key.

It's no secret that all companies want to be innovative. According to a Senior Management Survey conducted by the Boston Consulting Group in August 2008, 66 percent of companies consider innovation to be one of their top three priorities. But with increased workloads, tight deadlines and budget concerns, many employees find it difficult to:

- a.) find the time to come up with innovative ideas and
- b.) implement them. Issues such as group think, emotion and primitive survival seem to get in the way.

To lead innovation you must search for the value in all new ideas. Innovation flourishes when it is acceptable to make (well-intentioned) mistakes. Robert Tucker, President of The Innovation Resource and author of *Winning the Innovation Game*, *Managing the Future* and *Win the Value Revolution*, identifies five key principles of innovation:

- 1. Innovation must be disciplined.** A great idea means nothing if it is never implemented.
- 2. Innovation needs to be comprehensive.** One department cannot hold all responsibility for innovation within a company. Motivate company employees by applying appropriate metrics and reward systems..
- 3. Innovation needs to be well-organized.** Not all moments of great innovation are random. It is important to keep a watchful eye on current and upcoming trends.

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DRIVING GROWTH THROUGH INNOVATION CONTINUED

4. Innovation must involve everyone.

5. Innovation must be customer- centered.

Often, creating a culture of innovation within a business starts with changing ourselves. The organization must first build a case for change. If employees are content with the status quo and cannot recognize why change is needed, it will be hard to rally them around the cause. A clear vision must be defined for innovation to work. And accomplishments must be communicated to employees.

Throughout the entire innovation process, perseverance must always be present. Bill Gates once said at a product development review meeting, "You're not trying enough new things! Next time, I want to see four times more unsuccessful attempts and what you've learned."

There are two parts to innovation:

1. New ideas

2. **Applying financial incentives and performance metrics toward innovation.** It is impossible to predict when and where the next wave of innovation will originate, which is why organizations must always persevere.

The forecasts for the future economy do not paint a pretty picture of what we have to look forward to in the coming months. But, instead of focusing on current earnings reports and job losses, now is the opportunity to embrace innovation. Companies that continue to coast will most likely be coasting downhill. However, companies that choose to innovate and introduce improved products, processes and strategies that create new value for their customers and organizations will emerge from the downturn much stronger.

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BOOK REVIEW



**The Power of
Acknowledgement**

By Judith W. Umlas

Amazon.com

*Reviewed by Marcie Ramsey, PMP,
DPC SIG VC Finance*

At first glance, this little 107 page book appears to have nothing to offer the experienced Project Manager. However, once you start reading the book, you realize just how poorly a job you do recognizing the people around you for all of the good things they do on a daily basis. Ms. Umlas reminds us that once we start acknowledging the people around us we will feel healthier, lighter, more gracious, more balanced and even more peaceful.

The book includes seven easy principles regarding the subject. Along with each principle she includes real life examples. The examples cross the span of work, home, and even the coffee shop. The form of acknowledgment ranges from a simple thank you to a love letter written to your significant other.

Unless you are already a great motivator, this book will help you pass the subject of acknowledgment in the course of life.

PMI members can login to www.pmi.org to download the new **Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition**. After you log in, click the Resources tab, select Standards on the right, then Library of PMI Global Standards, and PMBOK® Guide - Fourth Edition. You may have to enter your PMI ID # and password to open PMBOK.

Two other standards have also been updated:

The Standard for Program Management—
Second Edition

The Standard for Portfolio Management—
Second Edition.

Here is a summary of changes (from PMBOK Third edition) to PMBOK Fourth Edition:

The PMBOK standard online size increases from 390 pages to 459 pages.

Chapter 4 Integration:

4.2 Develop Preliminary Scope Statement – deleted.

4.7 Close Project – changed to Close Project or Phase.

Chapter 5 Scope:

5.1 Plan Scope – changed to Collect Requirements.

Chapter 6 Time:

PM scheduling software rarely use the Arrow Diagramming Method and Activity on Arrow, and these are deleted in PMBOK Fourth Edition.

Chapter 7 Cost:

Expanded earned value and its equations.

Chapter 8 Quality:

8.1 Quality Planning – renamed to Plan Quality.

Chapter 9 Human Resource:

9.1 Human Resource Planning – renamed to Develop Human Resource Plan.

9.4 Manage Project Team – changed from a controlling process to an executing process.

Note: There is a new Appendix G “Interpersonal Skills”, which extends the Management Human Resource chapter.

Chapter 10 Communications:

10.1 Identify Stakeholders – added.

10.2 Communications Planning – renamed to Plan Communications.

10.3 Information Distribution – renamed to Distribute Information.

10.4 Manage Stakeholders – changed to Manage Stakeholder Expectations, and changed from a controlling process to an executing process.

10.5 Performance Reporting – renamed to Report Performance.

Chapter 11 Risk: (minimal changes to this chapter)

11.1 Risk Management Planning – renamed to Plan Risk Management.

11.2 Risk Identification – renamed to Identify Risks.

11.3 Qualitative Risk Analysis – renamed to Perform Qualitative Risk Analysis.

11.4 Quantitative Risk Analysis – renamed to Perform Quantitative Risk Analysis.

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PMBOK GUIDE 4TH EDITION CONTINUED

Chapter 12 Procurement: (This chapter has been rewritten)

- 12.1 Plan Purchases and Acquisitions – changed to Plan Procurements.
- 12.x Plan Contacting – deleted.
- 12.2 Request Seller Responses – changed to Conduct Procurements.
- 12.x Select Sellers – deleted
- 12.3 Contract Administration – changed to Administer Procurements.
- 12.4 Contract Closure – changed to Close Procurements.

We hope this summary of changes in the new PMBOK Fourth Edition is helpful.

PMP® Certification Exams Changed to Reflect the PMBOK Fourth Edition

Starting June 30, the PMP exam will reflect PMBOK Fourth Edition.

Starting July 31, the CAPM exam will reflect PMBOK Fourth Edition.

Starting August 31, the PgMP exam will reflect PMBOK Fourth Edition.

We're Looking for Book Reviewers and Books to Review



Is there a new project management related book that you would like to read or see reviewed?

The DPC SIG is offering a book review program. Simply submit the title of the book you want to review for approval, purchase the book, and upon receipt of the final book review, DPC SIG will reimburse you and publish your review in *The Project Management Standard*. In exchange for the review, you'll get to keep the book you reviewed and earn PDUs.

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 vccommunications@dpcsig.org.

TAKING STOCK WITH LESSONS LEARNED

By Michelle LaBrosse, PMP, Founder & Chief Cheetah, Cheetah Learning

Last year, there was a whole lot of learning going on! So, as we focus on the New Year, let's also pull a few golden nuggets from 2008 as we look at what our survey respondents had to say in our Lessons Learned survey, and also ask ourselves some questions to point us forward.

When we asked who learned the biggest lesson of the year on the world stage, the number one answer was the CEOs of the Big Three automakers, followed closely by Henry Paulson, the U.S. Treasury Secretary.

Now, let's bring that question home to you. What did you accomplish in 2008? If that question seems tough to answer, break it down month by month and see what comes to the surface.

In our survey, two answers tied for the biggest personal lessons learned: 1) have a back-up plan ready for the unexpected and 2) keep a sense of humor and stay focused on the future.

In Project Management, capturing lessons learned is part of the power of the discipline. It allows us to analyze the good, the bad and the ugly. In our survey, 63% of respondents said they do capture lessons learned most of the time.

Now, think about your own life. Do you regularly think about what went well and what did not? Think about last year. What was your biggest disappointment, and how can you move forward from it or build on it in a positive way?

When you don't capture lessons learned, what holds you back? The #1 answer in our survey was that people got busy on other projects. If you think about improving your life and learning, what project is more important than that?

Here are seven other questions to ask yourself as you take what last year gave you and turn it into insight to create a better year for you this year.

1. How did I grow last year or improve myself in any way?
2. How did I limit myself from succeeding and achieving the things I wanted to achieve?
3. What parts of my life worked well?
4. What parts of my life did I want to be working better than they were?
5. When was I the happiest last year, and what was I doing?
6. If I could put one issue behind me, forever, what would it be?
7. What are the top three ideas, beliefs, or actions that I can adopt to make this year a good year for me based on what I learned last year?

In my [blog](#), I've talked a lot about what I've learned as an entrepreneur, and how often what seems like a crisis or a failure is what ultimately leads us to the next idea or to our ultimate success.

In an address that John F. Kennedy made in 1959, he reminded us that when written in Chinese the word "crisis" is composed of two characters - one represents danger and the other represents opportunity. So, whatever happened in 2008, look for the opportunity within it. That is not only the best gift you can give yourself, but it also will benefit everyone around you.

**Here's to opportunity from
adversity in 2009!**

Upcoming Events



PMI Global Congress Asia Pacific
February 9-11, 2009

PMI Global Congress EMEA
May 18-20 2009

PMI Global Congress
North America
October 10-13, 2009

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