

30¹⁹⁸⁵⁻²⁰¹⁵ years



HARD NEWS from the ROC

A publication of the Rochester Chapter of the Project Management Institute

Volume 2 Issue 4 Fall 2015

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Fall into a new Strategy for Growing your Chapter



MESSAGE from the President

By Brian Gregory, PMP

PMI ROC President

president@pmirochester.org



Excellence

Mario Andretti, a world champion racing driver, was once quoted as saying “desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal – a commitment to excellence – that will enable you to attain the success you seek.” The leaders of this chapter have been motivated to apply a keen focus on our chapter members and the profession of project management. Our goal – our “commitment to excellence” – has been focused on maximizing the value of being a member of this great chapter and growing the profession of project management!

And do you know what is exciting? This commitment to excellence has not gone unnoticed at PMI.

On October 9, 2015, I had the distinct honor of attending the 2015 PMI Leadership Institute Meeting (LIM) in Orlando, FL and receiving the PMI Chapter of the Year Award for Member Services. Our chapter was recognized, on a global stage, for the successes we’ve experienced in giving value to our members. A highlight of the reasons for garnering this recognition include:

- Our Professional Development Day (PDD);
- Joining with the PMI Educational Foundation (PMIEF) and Junior Achievement to develop an educational program to be utilized in our local schools;
- The development of a Corporate Annual Sponsorship program, which provides additional resources to provide membership value;
- The “Hard News from the ROC” newsletter created as a vehicle to communicate to our membership;
- Direct communications with new members to welcome them into the chapter;
- Monthly chapter meetings at new and exciting venues across the area;
- Volunteer recognition events; and
- Our mentor program.

As the President of this great chapter, I am very proud of this chapter and of the volunteers who have continued to raise the bar. This global recognition belongs to all of us due to our commitment to excellence.

NEWS from Ithaca

By Dina Maxwell, PMP
PMI VP of the Ithaca Branch

Hello from Ithaca!

Happy Fall! I just returned from hot and humid Orlando, Florida, where the Board of Directors attended the PMI Leadership Institute Meeting. It was a GREAT conference that had me asking myself:

Am I doing my best?

Am I giving the chapter everything I have?

Am I being the best steward of our resources?

Being around so many accomplished leaders is always insightful and highly motivating. Would you like the opportunity to meet those leaders as well? Then, I invite you to join the ranks of the PMI Rochester volunteers. You really do get so much more out of your membership when you are involved! We currently have the following open positions in Ithaca:

- **Director of Programs, Ithaca Branch**
- **Director of Communications, Ithaca Branch:**

For more information: <http://pmirochester.org/content.php?page=Volunteer>

Last, but certainly not least, be sure to mark your calendar for our upcoming meetings:

October 22, 2015: PMI Rochester member Chris Adams and his son presenting "Project Management in the News Cycle"

December 16, 2015: Cornell University Industrial and Labor Relations Professor Michele Williams presenting "Negotiation"

January 19, 2016: Ithaca Commons Project Manager Michael Kuo presenting on "Lessons Learned"

Hope to see you at a meeting soon,
Dina



PMI Leadership Institute Meeting. Ithaca Chapter won an award for Chapter of the Year for Membership Services

2015 North American Leadership Institute Meeting

By Michelle Venezia, PMP

PMI ROC Executive VP

executivevp@pmirochester.org



Earlier this month, the PMI Rochester Board of Directors had the opportunity to attend the North American Leadership Institute Meeting (LIM) in Orlando, FL. The wonderful opportunity that comes with the LIM is the ability to hear learnings from Chapters all over the world, and to bring those learnings back to our Chapter to expand the offerings to our Members. Ideas generated from previous LIM's included contacts gained to bring top notch speakers to the Rochester Professional Development Day, our 2015 Executive Forum, growth of our sponsorship program, and enhanced marketing and communications. I've seen the excitement from our current Board coming out of 2015 LIM and can't wait to see what comes next! To share this excitement with our Members, I wanted to share the below article from PMI and also encourage you to share in the "Virtual LIM", which is available to all PMI members!

A Magical Meeting in Orlando, Florida*

**reprinted from PMI Friday Facts*

Another successful North America Leadership Institute Meeting (LIM) has come to an end. It was wonderful to see so many volunteer leaders in Orlando, Florida, 8-10 October.

There were more than 1,000 attendees – 40% of them attending a LIM for the first time. Attendees represented 223 chapters from 57 different countries. Such a diverse mix of leaders provided a rich networking experience. Leaders were able to compare experiences with other leaders in both similar and very different settings. Each person was able to bring back to their chapter a new lesson or initiative.

Keynote presentations each day focused on the value of leadership. On Thursday, Chesley B. "Sully" Sullenberger got the meeting started. He is best known for serving as Captain during what has been called the "Miracle on the Hudson," and shared his knowledge of high performance systems' improvement. On Friday, Jeff Tobe taught participants how to effectively use their innate creativity to their benefit in both their professional and personal lives. Finally, Jason Young closed out the meeting with the Saturday keynote. Using his successful career in the airline industry, Young spoke about leadership, customer service and teambuilding.

2015 North American Leadership Institute Meeting Cont'd

Each day also included educational sessions delivered by subject experts, and Chapter Share & Learn sessions that highlighted the great work being done in PMI chapters. Both offered leaders an opportunity to gain a new perspective, broaden their knowledge base and get ideas they can take back to their chapter.

Other highlights of the LIM included the release of the 2015 Chapter Role Delineation Study (an update of the important 2011 chapter resource); a "Women's Leadership Panel Discussion"; and a presentation by Jim Snyder, one of the founders of Project Management Institute.

And, of course, there was the meeting of old friends, making of new friends, rich conversation, networking and new experiences.

If you couldn't join your peers at LIM, you can view several of the general sessions and some of the most popular educational sessions by accessing the Virtual 2015 NA LIM. The program is free to all through a "purchase" on PMI.org. [Click here to register.](#)

You'll be able to read more details about the 2015 NA LIM in an upcoming issue of *PMI Today*.

Thank you to all the volunteer attendees who made this meeting great! We hope to see even more of you next year in San Diego!



PMI Leadership Institute Meeting. PMI Rochester Board of Directors accepts Chapter of the Year Award: Member

PMI ROCHESTER CHAPTER Project of the Year Award

IT'S COMING...



November 30, 2015 is the deadline for entering your project in PMI Rochester Chapter's Project of the Year Award

Don't miss this opportunity!

The PMI Rochester Chapter Project of the Year Award will recognize project teams who have demonstrated superior performance in the application of project management principles and techniques for the successful completion of projects in the greater Rochester area. Participating in this PMI professional award is a meaningful way to celebrate success and formally thank your team for a job well done.

Key Dates:

- Submission deadline: November 30, 2015
- Finalists notified no later than: December 31, 2015

WIIFYAYT (what's in it for you and your team):

- Celebrate success and formally thank your team for a job well done.
- Professional exposure for the project and participants within your organization.
- Peer recognition at the January 2016 PMI-Rochester Chapter Dinner meeting.
- The option of submitting an expanded application for a PMI® International Award.
- Win tons of PMI Rochester swag - including free tickets to the 2016 PDD!

Find out more:

Go to our pmirochester.org website and select *Project of the Year* listed under the *Programs* menu. Or download the Project of the Year application at: http://pmirochester.org/images/downloads/rochester_2015_poy_application_guidelines.pdf

Still not sure?

For more information, contact: Alex Chelebian at corporate@pmirochester.org



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Or Stacy Munechika at outreach@pmirochester.org

FEATURE: Joint Strategy Session

By Brian Gregory, PMP

PMI ROC President

president@pmirochester.org



In the 30 years since the PMI Rochester Chapter was formed, the project management community has experienced significant growth in our local communities. What started out as a strong desire by a few passionate project managers wanting to advance the profession has now grown to a globally recognized chapter consisting of 700+ members, a branch supporting the Ithaca region and a continued passion for the art and science of project management in our communities.

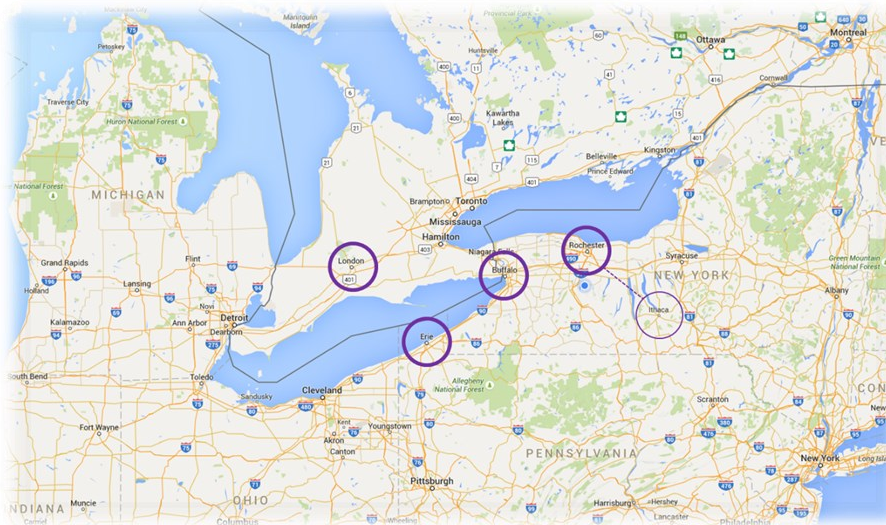
To achieve this growth, chapter leadership has, over the years, worked to identify and act on strategies to move the chapter forward. This history of strategic planning for our chapter has been conducted in both formal and informal environments, but in all cases the goal has been to continue progressing the project management profession in our community and to afford local project management professionals opportunities for personal and professional growth.

In 2013, Mark Kwandrans, then President of the PMI Buffalo Chapter, approached the PMI Rochester Chapter with an invitation to join PMI Buffalo and PMI Southwestern Ontario (SWOC) Chapters to engage in a joint strategic session. The PMI Rochester Chapter Leadership eagerly accepted this opportunity to collaborate with chapters of similar demographics and identify ways to bring value to the PMI Rochester membership. In the day in a half spent together, your chapter leadership was overwhelmed with ideas and learnings to bring back to our chapter membership. In some ways it was akin to drinking from a fire hose and the Board walked away with pages of notes, flip charts and electronic documents. The challenge was then how to digest and prioritize this information ... which was harder than it sounds.

The strategy sessions held between PMI Buffalo and PMI SWOC occurred every two years, but the PMI Rochester Board did not want to wait two years until the next session. Therefore, in August of 2014, the PMI Rochester Board met offsite and performed the first ever Chapter Maturity Assessment using a version of a tool originally created by Tony Applebee, PMI Region 7 Mentor. The input into this assessment was, in part, the output the 2013 Joint Strategy Session. By working together, the PMI Rochester Board enacted initiatives from these two sessions and this led to PMI Rochester being recognized on the global stage for member services at the 2015 PMI Leadership Institute Meeting (LIM) in Orlando, Florida.

FEATURE: Joint Strategy Session Cont'd

The PMI Rochester Board has committed its energy to focus on strategic planning for the chapter. In the even years, the PMI Rochester Board plans to meet as a Chapter Board to perform a maturity assessment and to identify both short term and long term strategies for the chapter. In the odd years, the PMI Rochester Board plans to attend a joint strategy session with nearby chapters to learn, share and leverage our experiences to advance the art and science of project management between chapters and regions.



With 2015 being an odd year, the PMI Chapter once again joined with the PMI Buffalo, the PMI SWOC and, for the first time, the PMI Erie Chapters to engage in a joint strategy session. The picture below provides a reference to the demographic area in attendance with this strategy session. Also note that while the PMI SWOC chapter is based in London, Ontario their region stretches from Windsor to areas approaching Toronto.

In addition, the chapter demographics can be summarized as follows. It can be noted that while PMI Buffalo, PMI SWOC and PMI Rochester are of similar size, PMI Erie was significantly smaller. So, this collaboration included bigger chapters, a smaller chapter and two regions (Region 3 and Region 4).

Planning this event was no small feat and was planned by the four participating chapter presidents.

Brian Gregory, PMI Rochester, JoAnn Boehm, PMI Buffalo, Rick Mueller, PMI Erie and Kamran Khan, PMI Southwestern Ontario

	Buffalo	Erie	Rochester	SWOC
Year Founded	1995	2003	1985	1998
Membership	548	84	706	619
Certifications				
- PMP	377	50	516	379
- PMI-ACP	6		3	6
- PMI-RMP	1			3
- CAPM	1	1	4	14
Leadership				
- Board	9	6	9	7*
- Directors	19		23	15
- Other Volunteers	80		38	28**

*Plus a Secretary

**Volunteer numbers do not include our PMP/CAPM/ACP prep course instructors or Member Ambassadors

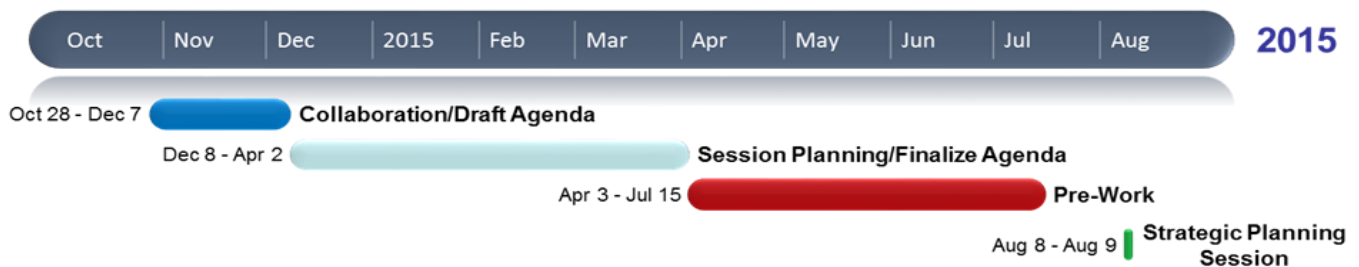
FEATURE: Joint Strategy Session Cont'd

The Presidents of the participating chapters connected at the 2014 PMI LIM and kicked off discussions for the 2015 Joint Strategy Session. Over the next several months, the Chapter Presidents worked to:

- Finalize the agenda with their respective Boards;
- Identify who would be attending the Joint Strategy Session;
- Define a session timeframe;
- Choose a location and venue;
- Discuss the support needs for the event; and
- Agree on the participant pre-work to be completed prior to the event.

Therefore, simply planning the Joint Strategy Session was a project in and of itself to ensure the The timeframe for these activities is summarized below.

Buffalo, New York was chosen as a central point for all 4 chapters to meet and the Buffalo Hyatt Downtown was selected due to convenience and reasonableness of cost.



To further ensure that each chapter was able to focus on getting as much as possible out of this collaboration, a facilitator was brought in to emcee the day and a half. Mark Kwandrans, Past President of the PMI Buffalo Chapter and originator of the Joint Strategy Session concept, volunteered to act as the facilitator. In addition to Mark's expertise, Andy Burns (Region 4 Mentor), Lynn Shannon (Region 3 Mentor) and Judy Brennan (Chapter Partner for Regions 4 & 6) were invited to support this event. This allowed for sufficient preparation prior to the event and ensured we had a solid knowledge base of chapter and PMI experience for guidance.

For pre-work, each Chapter President took the assignment to work within our respective Chapter Boards to complete pre-work. The pre-work focused on a stakeholder analysis, reviewing/revising the mission & vision, understanding our strengths, weaknesses, opportunities and threats and to review, in general, strategic issues within each chapter. The output of this pre-work was assembled and sent to Mark Kwandrans for collation and preparation for the even. Also, Judy Brennan analyzed results from the PMI Global Annual Survey and prepare high level results to discuss in the sessions.

FEATURE: Joint Strategy Session Cont'd

When it came time for the Joint Strategy Session, the agenda for the day and a half looked as follows.

Day #1

- Introduction/Ice Breaker
- Stakeholder Analysis
- Mission & Vision
- GOC Annual Survey Results
- SWOT
- Birds of a Feather Lunch
- Strategic Issues
- Chapter of the Future
- Building a Strategy Roadmap

Day #2

- Continue Building a Strategy Roadmap
- Debrief

Time was spent both as individual chapters as well as a collective group.



FEATURE: Joint Strategy Session Cont'd

For next steps, the PMI Rochester Board walked away both with ideas to move forward as well as validation that our previous strategy sessions had provided a direction to offer value to the PMI Rochester membership. The PMI Rochester Board has been reviewing the output of this collaborative effort and has already started the process of assessing the maturity of our chapter for 2016 with the intent of defining strategies to take the chapter to the next level.



Finally, working with nearby chapters and regions to collaborate and advance the art and science of project management in our collective communities is a common practice within PMI. Along with PMI Buffalo, PMI SWOC and PMI Erie, PMI Rochester was recognized by PMI GOC and was asked to speak at the 2015 PMI LIM to share in our collaborative mindset. Collaborating with nearby chapters is a cost-effective, solid way to learn from other chapters and to share in our successes for the advancement of our profession and the Joint Strategy Session model again shows how PMI Rochester is working hard to ensure the best opportunities are afforded PMI Rochester members.

Career Corner

By Audra Gavelis, PMP
VP of Marketing & Communications



So, where do you want to be in 5 years?

I have never liked this question – as I never had a good answer for it. There was not a particular position that I said – this is exactly what I want to do – but rather this is the type of role I want to play. I love working with people and bringing order to chaos. I actually enjoy breaking down barriers and communication to help people move forward. I like to have a plan so we know how to execute efficiently. Wow, I guess I really do love project management!

However as much as I loved the role – I also knew that I wanted to learn more about the business. I wanted to get out of my technical product development details and understand more of how the overall business worked together. After all, to me, everything in life is a project – whether it is developing a new product or service, trying to improve operational metrics, or even pulling off a new marketing campaign.

So how do you do that? If you don't have a job in finance, marketing, or operations – how can you learn more about it?

Ask to be a fly on the wall at a non-project meeting – Yes we are all busy and don't have time to attend meetings that are not ours – however this is a wonderful opportunity to learn the language of these different functions and see how they interact. Although you may know some of the basic concepts – you will be able to see how the specific data or tasks are being discussed can give you more appreciation of how those pieces come together for the overall business. This also shows your leadership that you are interested in the broader business and understanding how your project can support the overall goals of the organization.

Be open-minded – Maybe you have an MBA and took a class in operations or finance – so you know how it works – why would you need to learn more? Let me ask you – do your projects follow the PMBOK® precisely? Are there nuances in your projects – that are very specific to your area and business? The same applies to other functions where you may already have a general knowledge of the concept – however be open minded to listening to the true issues surrounding your business. In some cases – maybe there are some tools in your project management toolbox that you could suggest for other groups to utilize.

Expand your learning – Continuing education can never be over rated in terms of growth for your career as well as your personal well-being! Whether it's a podcast that you listen to in your car or a free course from a university (Check out Coursera.org) – there is a lot of information out there to help you learn technical and personal development skills that will help broaden your perspective of business and of life.

Career development is an ongoing process and you have the power to make the choices that will shape your future today!

If you like this article and have any questions or comments please send them to communications@pmirochester.org.

Be sure to check out Career Corner on the PMI ROC website. Local companies are contacting PMI ROC to recruit you! <http://pmirochester.org/classifieds.php?type=job>

News You Can Use!

Project Management in the News: A Collection of Useful Articles

By Lori Gacioch, VP of Governance

Over the summer months there have been a few of useful articles that have come out that our PMI Global organization has posted on PMI.org. I thought our ROC PMs might be interested in taking a look at my top 5 picks. You may find that there is something you've always wanted to pursue and were just waiting to run across the right thing in order to jump! Today may be your lucky day! Read on...

Top 10 Project Management Certifications: <http://www.cio.com/article/2945413/certifications/top-10-project-management-certifications.html#slide1>

7 Tips to Transform Difficult Stakeholders into Project Partners:
<http://www.cio.com/article/2942210/project-management/7-tips-to-transform-difficult-stakeholders-into-project-partners.html>

New Legislation to Bolster Program and Project Management Policy:
<http://www.theepochtimes.com/n3/blog/new-legislation-to-bolster-program-and-project-management-policy/>

Interesting to note that the US Government does not recognize Project Management as a profession. Keep that in mind as you read this article (wink).

How to Find the Perfect Project Manager: <http://www.cio.com/article/2933191/project-management/how-to-find-the-perfect-project-manager.html>

Five Reasons Why Projects Fail:
<http://blog.hightail.com/five-reasons-projects-fail/>

The rest of the articles can be found here if you are interested in seeing the ones I didn't pick:

<http://www.pmi.org/About-Us/News-Project-Management-in-the-News.aspx>

Also, there is a fascinating YouTube video that is absolutely worth the 20 minutes during your lunch break to learn the history behind how PMI got its start back in 1969 (the year I was born) and how it created its foundation in Governance and Strategic Planning. After all, this is News You can Use!

<https://www.youtube.com/watch?v=tWa02duoLkg>



Continued on next page

Book Review

By Manisha Mande



In his book "The 20/20 Diet", Dr. Phil

McGraw identifies seven reasons diets fail people over and over again. BTW, a great read if you have time. But that's not why I'm posting to this blog today. In chapter three, one small paragraph drew my attention as he talks about "Getting Out of Your Own Way" which ties nicely into what I'm about to talk about. He says, "Stop putting yourself down for *what you aren't blessed with* and **focus** instead on *what you are blessed with*". If this doesn't talk to working to your strengths then I don't know what else does.

This past two weeks, I've been lucky to work with a colleague of mine who is a Gallup certified Strengths coach. Gallup's research shows that people who have the opportunity to focus on their strengths every day are **six times** as likely to be engaged in their jobs and are **more than three times** as likely to report having an excellent quality of life.

Strength Finders 2.0 is a #1 Wall Street Journal and BusinessWeek bestseller by Tom Rath. The intended purpose of Strength Finders 2.0 is to facilitate personal development and growth. The results from the online assessment are viewed as a preliminary assumptions to be verified with the respondent. Accordingly, feedback about talents and strengths development often forms the basis of further interventions that help individuals capitalize on their greatest talents and apply them to new challenges.

Rath believes that people should focus on making the most of their talents, rather than focusing on their flaws or imperfections. The time we spend on turning our flaws into strengths is exhausting and dispiriting. Instead if you focus on what you naturally do very well can have rapid payoffs in confidence, productivity and hope. In Strength Finders 2.0 he has created a more systematic approach to assessing people's strengths. The book explains the test, offers some coaching and provides a security key that allows one reader per book to take the quiz online.

Book Review Cont'd

Strength Finders 2.0 is an online measure of personal talent that identifies areas where an individual's greatest potential for building strengths exists. By identifying one's top themes of talent, it provides a starting point in the identification of specific personal talents, and the related supporting materials help individuals discover how to build upon their talents to develop strengths within their roles. The Strength Finders 2.0 assessment is designed to measure the *raw talents* that can serve as the foundation for strengths. Thus the purpose is to identify "Signature Themes" of talent that serve as a starting point in the discovery of talents that can be productively applied to achieve success.

Rath defines Strength as a combination of **Talent** (natural tendencies/Potential) plus **Skills** (basic steps in an activity) plus **Knowledge/Practice** (information & understanding). Or $\text{Talent} \times \text{Investment} = \text{Strength}$ which is the ability to provide consistent, near-perfect performance in a given activity. It is an activity that leaves you feeling strong. Specifically, a strength is mastery created when one's most powerful talents are refined with practice and combined with acquired relevant skills and knowledge.

Rath ended up with a menu of 34 dominant themes (A theme is a category of talents, which are defined as recurring and consistent patterns of thought, feeling, or behavior) with not one negative theme. Once you have completed the online assessment (<https://www.gallupstrengthscenter.com/Purchase/Index/Product>), you receive three comprehensive reports (Signature Themes, Strengths Insights Guide and *Strengths Discovery and Action-Planning Guide*) that are based on your Strengths Finder 2.0 results. This guide features an in-depth dive into the nuances of **what makes you unique**, using more than 5000 new personalized Strengths Insights that Rath has discovered in his recent years of research. These customized Strengths Insights help you understand how each of your top five themes play out in your life on a much more personal level. They describe what *makes you stand out*. You then receive 10 "Ideas for Action" for each of your top five themes. So, you have about 50 specific actions you can take that are customized to your top five themes. In addition, the guide also helps you build a strengths-based development plan by exploring how your greatest natural talents interact with your skills, knowledge, and experience.

After a respondent has completed the assessment and talent feedback is provided, a set of developmental suggestions is customized to the individual's Signature Themes and to their role to help them integrate their talents into a more informed view of self. As the identification and integration stages of strengths development unfold, behavioral change is encouraged.

Continued on next page

Book Review Cont'd

The book also indicates that if you are weak in a particular area, find someone to work with who is naturally stronger in that area. By doing that, you can focus on doing what you do best. You don't have to do everything yourself - by partnering with other people who have complementary strengths, you can get more done. Understanding the strengths of the people you work with is the first step in ensuring everyone is focusing on what they can do best. Diverse teams have a much larger pool of strengths and experiences to draw from, so it's easier to solve challenges as they occur. Everyone doesn't have to be awesome at everything - by working together, diverse teams can accomplish their objectives far more effectively. Depending on what you need to do, looking for particular strengths pays off in the recruitment / hiring process. Having said that it doesn't mean that you never work to improve your flaws because having some basic knowledge is critical to ensuring you won't be going down the wrong path. When you know your strengths, you can consciously or subconsciously take on projects that utilize your strengths. The project engages everything that comes naturally to you leaving you feeling accomplished. By seeking out opportunities to build upon your skills, you can make your strengths even more pronounced.

In summary:

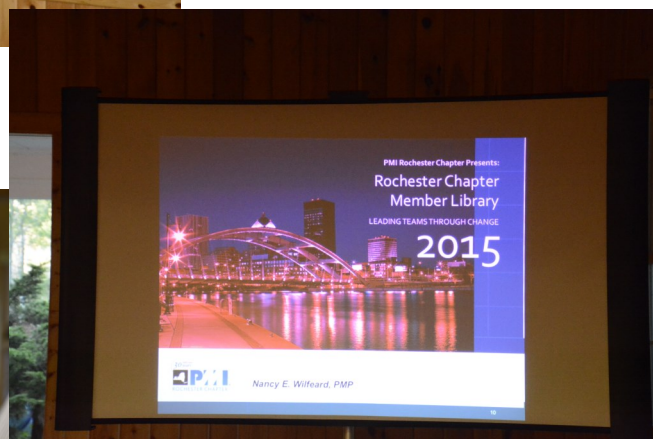
- Identification of one's top raw talents is the starting point
- For best results, focus on doing what you are best at
- Time spent on turning our flaws into strengths is exhausting and dispiriting
- Partner with others who have complementary strengths
- Create a team that has complementary strengths
- Encourage peers and direct reports to focus on their strengths
- Hire for talent and develop for strength
- Build your activities and schedule around your strengths & seek out opportunities that help you hone in on your strengths. In some cases, you might even use a combination of strengths while working on a task.

Achiever	Futuristic
Activator	Harmony
Adaptability	Ideation
Analytical	Includer
Arranger	Individualization
Belief	Input
Command	Intellection
Communication	Learner
Competition	Maximizer
Connectedness	Positivity
Consistency	Relator
Context	Responsibility
Deliberation	Restorative
Developer	Self-Assurance
Discipline	Significance
Empathy	Strategic
Focus	Woo

Chapter Meeting Highlights

September 22 Chapter Meeting at Ellison Park

Photos courtesy of Carlos Oliveira.



UPCOMING PMI ROC Chapter Events

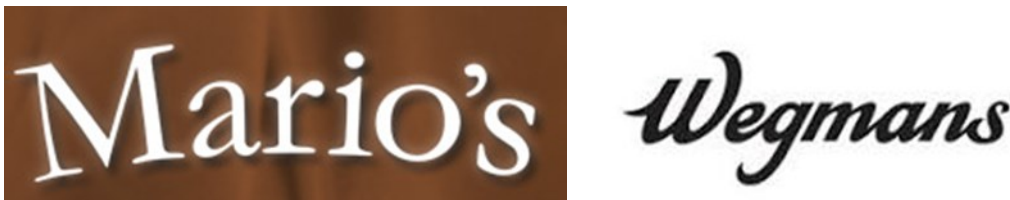
Our Next Chapter Meeting:

Our October meeting is approaching fast, on ***October 28th we will be at Rick's Prime Rib House.*** We will be entertained with a Toastmaster style evening. You may still sign up to speak with a few others during the evening event. It will be learning experience for everyone as we see a demonstration of several speakers being evaluated and feedback for everyone.



Save the Date:

The December Chapter Meeting is our member appreciation event and it will one to bring your appetite to. It will be at Mario's Restaurant and the topic will be Wegmans Cheese Caves. Cheryl Polaski will share with us the project milestones and adventures along the way.



Please catch the next newsletter article for the 2016 PDD!

VP of Professional Development-Jason Becker

PMI ROC Financial Update



By Peggy Priest, PMP
PMI ROC VP of Finance

How much financial knowledge do Project Managers need?

I read this blog from Project Management.com and have had this conversation with many other project managers because I have a finance background and tend to look at projects from the financial view. Read this and let us know what you think as well. J

From the PM in Practice Blog (projectmanagement.com)

By: Shoaib Ahmed

I attended a training seminar the other day on finance and accounting for non-financial managers. It was an interesting training course. If you consider the constraints within which project managers must work to, one is financial. The last time I studied anything remotely close was accounting 101 during the first year of my under graduate degree some 17 years ago.

The course was run by Victoria University Professional and Executive Development School. Not being a student of accounting and finance, the seminar title seemed like exactly something that I'd be able to use in my project management role. As the course outline was being set out, I realized this was probably the wrong form of accounting for me. The primary focus was on accounting concepts and how to understand company accounts and performance. It appears management accounting is what I should've been looking into for making decisions based on numbers.

While I didn't totally achieve what I wanted to in terms of outcome, it wasn't a total waste of time either. We focused on importance of cash and return on investment based on various capitalization models. I had never thought to consider projects, or even business cases along those lines. It is a very useful knowledge to have when considering the straight ROI figures. I will be much wiser to attempts at manipulation along those lines.

This all made me think, how much financial knowledge of you really need to manage projects effectively? Projects are usually incurring expense until such time it is transitioned into the business. Usually project managers will not be responsible for the realization of the benefits. That means unlike accounting, all the numbers are in one direction. That is why most project managers will be able to get away with limited or no accounting and finance knowledge, as long as they are reasonably good with numbers.

This all changes when the project manager becomes responsible for both generating income and controlling expenses, which is the case in supplier environments. I have a set number of resources that I can utilize for various projects. How I use these resources not only determines success, but also income for my team. In strict sense this is more akin to portfolio management, rather than project management. In this scenario, I found the focus on importance of cash flow and various funding models was very useful.

If you are running a program that is designed to deliver a financial benefit, I can see a very practical application in terms of analyzing if you're meeting the desired profit targets. Similarly, if your benefits can be quantified in terms of monetary value, then understanding accounting and finance is very useful. However, in general I haven't found the lack of understanding in this area hasn't necessarily made life any more difficult, as I am comfortable with numbers in general.

My role involves more than simply managing projects. It also includes forecasting of revenues, participating in the sales process and contributing to strategy among others. I still think understanding management accounting may be very useful. I will probably look to get some more professional development in that area. Again, those in my view are more portfolio management in nature, rather than project management.

Membership News

What's New in PMI's Continuing Certification Requirements (CCR) Program

The CCR Program was designed to help active PMI certification holders grow and develop with the profession. As the global business environment and project management profession evolves, the program must adapt to provide development of new employer-desired skills.

Employers need project practitioners with leadership and business intelligence skills to support long-range strategic objectives that contribute to the bottom line.

The ideal skill set — the PMI Talent Triangle — is a combination of technical, leadership, and strategic and business management expertise.

Effective December 1, 2015 the CCR program will be aligned with the employer-identified skills depicted in the PMI Talent Triangle to ensure PMI certification holders are equipped to remain relevant in a continually changing business environment.

The updates to the CCR program are as follows:

Educational PDUs transition from solely self-determined professional development to learning in three skill areas (Technical Project Management, Leadership, Strategic and Business Management) identified by employers as critical skills

The number of minimum PDUs in Education activities has increased and align with the three skill areas reflected in the PMI Talent Triangle

The number of maximum PDUs for activities that give back to the profession has decreased

Improve the current online CCR system so that it is easier to navigate when claiming PDUs and tracking progress

New PDU Requirements within 3-year cycle:

Below are links to additional resources that will give you more details about the changes to the CCR program and what you can expect.

[FAQs for Certification Holders](#)

[Download](#) this PDF that explains why the PMI Talent Triangle is important and provides examples of leadership, technical and strategic and business management skills.

Certifications	Total	Minimum Education PDUs	Maximum Giving Back PDUs
PMP PgMP PfMP PMI-PBA	60	35	25
PMI-ACP PMI-RMP PMI-SP	30	18	12

Beginning December 1, 2015 PMI Rochester will indicate what part or parts of the PMI Talent Triangle our chapter sponsored events are aligned.

If you have any questions regarding the upcoming changes to the CCR program please send your inquiries to membershipvp@pmirochester.org

VOLUNTEER Opportunities

Volunteer Opportunities in the Rochester & Ithaca Branch

WHY VOLUNTEER? There are many benefits to volunteering with the PMI Rochester Chapter. You can earn up to 25 PDUs per cycle for volunteering with the PMI Rochester Chapter. You make a difference in the PMI Rochester Chapter by helping your fellow members and the Project Management professional community throughout the Rochester chapter including the Ithaca Branch. You learn new project management skills in the process as well as have the opportunity to share your knowledge and experiences and it's a great way to meet new people in your profession and to network!

The key to any effective organization is people who are committed to the common mission. The PMI Rochester Chapter has been fortunate to have many capable and motivated people participating in building and maintaining the chapter from the early days through to our most recent accomplishments.

As such PMI Rochester is led by volunteers, run by volunteers and utilizes volunteers for most of the tasks needed to make it the organization that it is.

If you are interested in serving as a volunteer for the PMI Rochester Chapter there are volunteer opportunities that range from assisting with event planning to work supporting the chapter website to serving our project management community as a member of the board. Many positions require as little as two to four hours per month. The amount of time that you spend as a volunteer is up to you and your availability. It is through the dedication of our volunteers that a 700+ member organization can remain strong!

If you would like to discuss any of the open positions listed below in greater detail please contact Porchia Stewart, our Director of Volunteers, at volunteers@pmirochester.org or Denisia Carden, the VP of Membership, at membershipvp@pmirochester.org.

Share your passion with others by considering serving one of these open volunteer positions today!

For more information contact Porchia Stewart, Director of Volunteers, at volunteers@pmirochester.org.

VOLUNTEER Opportunities Cont'd

Professional Development Day Project Manager: This position reports to the VP of Professional Development. The PDD P.M. duties and responsibilities will include the following:

Logistics Team Lead

- Ensure and facilitate on-site provision of necessary equipment
- Manage list of vendors engaged for various logistics needs
- Work with Finance Manager to determine budget and monitor expenses

Materials Coordinator

- Manage production of printed conference materials e.g. conference kits, signage, posters, banners or similar
- Work with Sponsorship lead to ensure that sponsors are recognized where appropriate

Hotel Coordinator

- Source for appropriate accommodation for speakers and attendees
- Work with Speaker Coordinator to make travel arrangements and hotel reservations
- Work with hotel to ensure that speakers' accommodation expenses are appropriately charged

Venue Coordinator

- Manage event catering needs
- Manage food and beverage requirements and dietary restrictions
- Work with venue to ensure requirements are met e.g. audio visual equipment, space allocation
- Manage transportation needs for speakers and off-site activities (if any)

The expected effort for the PDD P.M. position will require an estimated time commitment of 6 -8 hours per month.

Director of Income: Reporting to the VP of Finance, the Director of Income will provide support to the VP of Finance as well as the Director of Finance. The Director of Income will assist the VP of Finance as needed with budgetary assistance/guidance and support, processing income transactions for the Chapter, and making QuickBooks* online income entries. Additionally, the Director of Income will be on the Professional Development Day (PDD) committee serving in the finance role. The expected effort will require a time commitment of approximately 2 – 4 hours a month. **QuickBooks Online Training will be provided.*

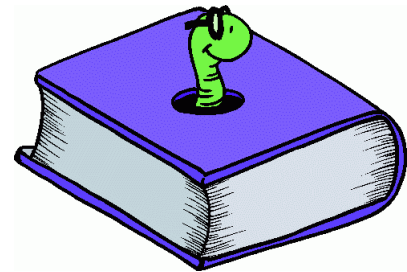
Director of Communications, Ithaca Branch: Reporting to the VP of the Ithaca Branch, the Director of Communications will be responsible for: coordinating marketing and communication activities for the Branch and producing and distributing electronic communications for the Branch membership and prospective members. Communications experience would be a plus. The expected effort will require a time commitment of 1-5 hours per month.

VOLUNTEER Opportunities Cont'd

Director of Programs, Ithaca Branch: Reporting to the VP of the Ithaca Branch, the primary responsibility of the Director of Programs is to obtain speakers for monthly Ithaca chapter meetings. The DoP will work with the Executive VP and Director of Programs in Rochester, along with the VP of Ithaca to solicit speakers. Speaker topics should be varied across disciplines and interests. The DoP will communicate with the speakers regarding location, directions, and ensure the speaker has a pleasant experience. The Director of Programs is also responsible for attending monthly Ithaca Branch Director Meetings and providing a monthly update for the monthly Board Meeting. Individual must have the ability to work efficiently under time-driven deadlines. Event planning experience is helpful. The expected effort will require a time commitment of 5-10 hours per month (depending on if there is a meeting that month).

ANNOUNCEMENTS

Read all about it!



New Rochester PMI Chapter Book Library Takes Off!

By Nancy Wilfeard PMP, Director of Book Library

I'd like to introduce myself: I recently joined the Governance team, led by Lori Gacioch. At the September Chapter meeting I kicked off our new "Rolling" Project Management Library. It consists of chapter purchased and member donated books, CDs and DVDs. I will be rolling in the cart to each chapter meeting, where you can feel free to browse, check out a book, CD or DVD. At least 4 more new books are coming from the North American PMI Leadership Institute Meeting in Orlando, FL.

While we have a good start, we are open to more donations! We are also anticipating that PMO Global will be donating some PMI authored books in the next month or two. See me, Nancy Wilfeard for these and other new additions at the next chapter meeting!

EVENTS



International Project Management Day 2015

Ensuring a Sustainable Future

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Register Now

**** How PMOs Bring Business Value ****

Please join us for our Annual Conference

on Thursday, November 19th, 2015 at Locust Hill Country Club

Hosted By:



[CLICK HERE TO REGISTER](#) (make sure to select "PMI Rochester" as the referral source at Check-out so a portion of your registration fee comes back to your Chapter!)

ANNOUNCEMENTS



PMI Rochester Mentoring Program

The PMI Rochester Chapter Mentoring Program provides mentoring opportunities for members of the Rochester chapter of PMI. This program is directed toward improving individual project management professionalism in alignment with the PMI Rochester Chapter goals.

Mentoring provides a great way to give back to the project management profession. It gives participants the opportunity to grow their network while at the same time earning PDUs!

The Chapter Mentoring Program Team will facilitate mentor and mentee pairing. The mentoring relationship will be conducted between the mentor/mentee pairs. Meeting times, frequency, and duration will be up to the mentor/mentees to manage. The time commitment will be up to the mentoring pair. Interested chapter members can email networking@pmirochester.org for more information.

WE Need Your Inputs!

Did you know that writing articles for the newsletter is a great opportunity to earn PDUs? If you write an article or book review for our chapter newsletter, you can log one PDU for every hour you spend on the article. What a great way to collect PDUs, share your knowledge and experience with your peers, and see yourself published (which also makes great resume material)!

Project managers in the Greater Rochester area are invited to contribute their experience and expertise to the newsletter in devotion to the art and science of project management and continuing education.

Please email publications@pmirochester.org for more information on how to get published in the next edition of "Hard News From the ROC".

NEW PMI ROC Chapter Members

A warm Welcome to the following new Chapter Members!

Denisia Carden
PMI ROC VP of Membership



July 2015

Ann F, Burruto	Rick Krienke	Robert J. McNeill
Michael Cahill	Michael Lamb	Don Nims
Michelle D'Angelo	Robert T. Maslyn	

August 2015

Eileen Askey	Michael King	Elizabeth Teegarden
Judith Bruder	Anne Leach	Allison Vorndran
Lucas Coolidge	Thomas W. Marmor	Matthew Wing
Merrick Distant	Susan Milner	Tracy Worden
George Hadgis	Penny Parrish	Bradley J. Rauch
Jennifer Hettel		

September 2015

Carol Antinore	Graham Manfreda	Mark O'Brien
Maryellen Becken	Ravi Marala	Jennifer Sabrle
John Jakobovic	Juan Angle Martinez-Parraga	Brian Van Auker
Elizabeth Mancuso		

NEW PMI ROC Credential Holders

Congratulations to the following members who have received their PMI credential in Q3 2015!

Susan Bernegger	Jennifer DeYoung	Elizabeth Teegarden
Robert Burnett	Ehsan Mojtahedi	Katherine Tuttle
Les J. Eccleston	Manisha Mande	Greg Pilgrim
Anthony Guarneri	Keith Millspaw	Lucas Collidge

CLASSIFIEDS

Breakthrough Solutions



PMI Rochester is excited to partner with Breakthrough Solutions to provide three different Agile Project Management courses.⁴

"Learn the Truth About Agile vs. Waterfall" is intended to help participants see Agile and traditional plan-drive project management principles and practices in a new light as complementary rather than competitive. This course is free and is a 30 minute introduction to the following 2 courses.

"Agile Project Management Workshop for Project Managers" addresses this from a project management perspective to help project managers see Agile and traditional project management principles and practices as complementary rather than competitive and to learn how to blend the two together to fit any given situation. Offered at a rate of only \$25 for PMI Rochester members, earn 3 PDUs.

"Agile Project Management Overview for Executives" addresses this from a business management perspective and provides some essential principles and guidelines of how to successfully develop a well-integrated enterprise-level approach for any business. Offered at a rate of only \$45 for PMI Rochester members, earn 1.5 PDU's.

The instructor, Chuck Cobb, is an Adjunct Professor at Boston University where he will be teaching a new graduate-level course on Agile Project Management. [Click here](#) for more details and to get started now!

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Through PMI Rochester's partnership with the ITMPI, chapter members can now gain unlimited access to the ITMPI's entire PDU library for only \$149 per year. That is a \$50 discount from the regular price. Moreover, a percentage of your sale is shared with the Rochester chapter, so your purchase supports our Rochester finances. Get started today at www.itmpi.org/pmirochester.

With your membership you will gain:

- - Access to 150 live, PDU approved educational webinars per year at www.itmpi.org/webinars
- - Access to a vast archive of 400+ PDU approved webinar recordings at www.itmpi.org/library
- - Anytime education from the world's leading network of IT and Project Management experts at www.itmpi.org/contributors

PMI ROC Thanks Our Annual Gold Sponsors!!

Carestream



CLASSIFIEDS cont'd



KnowledgeCity®
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We are pleased to offer our partnership with KnowledgeCity. KnowledgeCity offers over 8,000 online video tutorials in Business Skills, Computer Software, and Safety Compliance. As valued members of PMI Rochester, we would like to extend to you a Free Trial offer by visiting: www.knowledgecity.com.

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- Flexible format – learn at your own pace
- 24/7 access – learn anywhere, anytime
- Certificates of Proficiency – offered for every course
- Dedicated customer support – online, and by phone
- Learning Management System (LMS) – track your company's training progress
- Training Need Analysis – each user gets a personal "training path" of courses relevant to them

As members of PMI Rochester, you are entitled to an exclusive discount of 20% off a monthly or annual membership. Simply enter the following code to receive your discount: PMI Rochester

PMI Rochester and InfoSec Institute have formed a strategic partnership to offer InfoSec Institute's training to all PMI Rochester Members for greatly discounted prices to enhance their personal and professional growth. InfoSec Institute is a national provider of PMP and CAPM certification courses, as well as Information Technology and Information Security professional development courses. Visit PMI Rochester's [pricing page](#) for more information.



Advertise With Us!

700+ Active Members in the Greater Rochester Area. 1,000+ Contacts on Mailing Lists in the Greater Rochester Area.
Contact [Michelle Montana](#), Advertising Manager for more information.

PMI ROC Board of Directors

Position	Name	Email Address
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Executive VP	Michelle Venezia, PMP	executivevp@pmirochester.org
VP of Finance	Peggy Priest, PMP	finance@pmirochester.org
VP of Membership	Denisia Carden	membership@pmirochester.org
VP of Governance	Lori Gacioch, PMP	governance@pmirochester.org
VP of Marketing & Communications	Audra Gavelis, PMP	communications@pmirochester.org
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VP of the Ithaca Branch	Dina Maxwell, PMP	ithaca@pmirochester.org
Director of Publications	Joanna Stoica, PMP	publications@pmirochester.org



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For Newsletter information, suggestions or to submit articles, please contact the Communications team at: publications@pmirochester.org.

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