

30¹⁹⁸⁵⁻²⁰¹⁵ years



HARD NEWS from the ROC

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MESSAGE from the President

By Brian Gregory, PMP
PMI ROC President

Some of you may remember how life was 30 years ago. A postage stamp cost \$0.20, a loaf of bread was \$0.71, milk was \$1.94/gallon and the price of a car averaged \$6,294. The average annual income was \$12,497 and the average house cost \$110,610. Miami Vice (the original) was hot as was Don Johnson and Phillip Michael Thomas. Prince became a household name due to his movie "Purple Rain" and the popular names in music were Wham, Duran Duran, Culture Club, Spandau Ballet, Bananarama, The Eurythmics and Van Halen. And speaking of movies, 1984 brought us "The Terminator," "Ghostbusters," "Footloose," "Police Academy" and "Beverly Hills Cop."

But most importantly the PMI Rochester Chapter was formed! That's right. The year 2015 represents 30 years of supporting, growing and celebrating the project management profession in the Rochester, NY area.

Over the past 30 years our Chapter has been challenged by varying economic conditions and a shift in demographics. However this Chapter has remained resilient and has faced each challenge presented to us. With its keen focus on serving the project management profession in our area this Chapter has continued growing and serving the Rochester and Ithaca project management communities. 2015 will be an exciting year for our Chapter as we celebrate our rich history and launch into the next 30 years.

On behalf of your Board we wish all of you a Happy New Year and we look forward to celebrating our 30th year anniversary with all of you.



Brian Gregory, PMP
PMI ROC President
president@pmirochester.org

NEWS from Ithaca



Dave Makar, Referral Institute Central New York
Learn How To Recognize Behavior Styles
September 20, 2014

By Dina Maxwell, PMP
PMI VP of the Ithaca Branch

Happy 2015 from chilly Ithaca! Our last meeting of 2014 was held in November with Dave Makar of The Referral Institute. We had a lively discussion about behavioral styles and reading people – including each other! (We all unknowingly wore our personalities colors, as you can see if the photo with RED, GREY, and BLUE).

We are switching things up and holding our January meeting in Big Flats to serve our Corning/Elmira members. Please join us if you can!

<http://pmirochester.org/meetinginfo.php?id=292>



FEATURE: Leadership Institute Special Report

PMI Leadership Institute Meeting 2014—North America*

Virtually or In Person—Leaders Learn and Share Their Passion

Once again, the North America region hosted more than 1,000 volunteer leaders for its PMI® Leadership Institute Meeting (LIM), bringing out the passion and thirst for knowledge of PMI's volunteer leaders. The meeting, held prior to PMI Global Congress 2014—North America in Phoenix, Arizona, USA, marked the launch of PMI Virtual LIM, enabling leaders who couldn't come to Phoenix to participate from their own computers.

By the Numbers

Attendance at LIM included:

- **1052** Volunteer Leaders Representing from
- **210** Chapters from
- **55** Countries
- **219** Additional leaders from PMI's *Inaugural Virtual LIM*

Virtual participants were welcomed in a unique way by the "shout-out" camera, which enabled in-person attendees to send video greetings to their colleagues at home.

First-time LIM attendees enjoyed a breakfast that featured trainer and best-selling author Dave Sherman advising "*How to Mix and Mingle Your Way to a Successful LIM.*" Sessions appropriate for new leaders were highlighted in the conference program.



**PMI Rochester Board of Directors
at the 2015 LIM Phoenix, AZ**

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FEATURE: Leadership Institute Special Report, Continued

PMI Leadership Institute Meeting 2014—North America

Future Plans, Happening Now

All attendees, first-time, old-time and virtual, came together for the opening session. Following a welcome by Karen Meyer, PMP, president of the host PMI Phoenix Chapter, 2014 PMI Chair Ricardo Triana, PMP, first introduced members of the Board of Directors, distinguishing them by their first volunteer roles with PMI. Mr. Triana said one of the most important duties of PMI's Board is to understand what is going to happen in the future, to help the Board see the path to the envisioned goal. He called the Board's Strategy Development Oversight Committee a greenhouse for bold ideas. It uses a "process for game-changing ideas, analyzing them and maybe using them in strategy. It's a different way to think about strategy," he said.

Near the end of his talk, Mr. Triana showed a review his almost-10-year-old daughter Sofia had written about a project management book, displaying her understanding of the concepts. "If she does this at nine, imagine what she can do at 30. It is huge that children have [project] skills to survive this world."

PMI President and CEO Mark A. Langley built on what Mr. Triana said about strategy. "Strategy is what we want to become—transformational change—and we know all strategic change comes through projects and programs. Our strategy is about change and transformation, and also by leading and being a leader. I attribute PMI's leadership in world to the volunteers and all the previous Boards.

"Our future plans are happening now," Mr. Langley continued. "We're not where we want to be, but PMI is making progress."

He said it's all about delivering value. "If we provide value, we increase our relevance, both as an organization and as a profession. And if we increase our relevance, we continue to grow and thrive."

Referring to PMI's thought leadership message on implementing strategy through project, program and portfolio management, Mr. Langley noted that some organizations are "getting it," and are recognizing PMI as a leader. Even other associations for project management and related professions are citing Pulse of the Profession® research, he noted.

Mr. Langley ended his talk by reminding the leaders that they "are the face of project management to your communities. It is important to use all we have in PMI to get that message out."

PMI Vice President, Practitioner Markets Brian Weiss asked attendees if they have been developing themselves in a way that matters to their employers. "What you do is sorely needed. Four of five organizations struggle to find you, qualified project managers. Organizations continue to struggle with complex environments they are working in. They not only need you but they need a more developed and better you." Chapters are well positioned to help young people, Mr. Weiss noted, offering knowledge, networking and mentoring. "A volunteer opportunity must give them something above and beyond what they get in their school or day job. They won't just show at your door, you must seek young people out using their methods" such as social media. "They need broader purpose to volunteer.

"As you attend LIM, keep in mind your members' employers and also PMI's legacy," he concluded. "We must have these seats filled in three, five, 10 and 15 years."

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FEATURE: Leadership Institute Special Report, Continued

PMI Leadership Institute Meeting 2014—North America

Culture Trumps Strategy

Attendees then heard from Eduardo Braun, MBA, an industrial engineer from Argentina who has interviewed or worked with some of the world's most renowned leaders. What all the leaders had in common, Mr. Braun said, was stressing the importance of culture and soft skills.

He said that Tony Hsieh, CEO of Zappos.com, believes that culture is more important than strategy. Herb Kelleher, cofounder of Southwest Airlines, cited esprit de corps (attitude of employees, which comes from treating them well) as the company's biggest competitive advantage. Author Jim Collins said culture is not part of the strategy, culture is the strategy.

Mr. Braun then facilitated a conversation about leadership among Mr. Triana, Mr. Langley and 2014 PMI Vice Chair Steve DelGrosso, MSc, PMP. Among the topics discussed were skills needed to become an excellent leader, bringing emotions into business and greatest leadership challenges.

Tom Peters' Talk—A Long Time in Coming

After a networking lunch, attendees were treated to a keynote talk by best-selling business author Tom Peters. Mr. Peters, who stalked the aisles during his talk, said he was waiting four decades to speak to a group of project managers because he started his career in construction management and "did CPM [critical path methodology] and PERT [program evaluation and review technique]."

Mr. Peters wondered why we are taught differential equations, but not communications skills. He objected to organizations' lack of emphasis on training.

Among the advice he gave attendees was:

- ◆ If you don't like politics or meetings, don't be a project manager. Politics is life. Relish it. It's our fellow human beings.
- ◆ Your emotional quotient is much more important than your intelligence quotient.
- ◆ Agile is key. Whoever tries the most stuff, wins. Forget "do it right the first time."
- ◆ Thanks to social media, one bad mistake can undo 25 years of branding activity.
- ◆ Have lunch with your colleagues from other areas of the organization.
- ◆ Spend 80 percent of time finding and maintaining allies.
- ◆ "Idiots suck up for success. Geniuses suck down."
- ◆ Give constant recognition, especially for smaller achievements. Micro-milestones matter. "Nobody died from too many thank yous."

Mr. Peters sent the leaders to their educational sessions by telling them to "avoid moderation."

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FEATURE: Leadership Institute Special Report, Continued

PMI Leadership Institute Meeting 2014—North America

Three Days of Education and Networking

LIM featured three days of educational sessions and networking opportunities. Sessions were categorized under track themes of academic (for academic outreach efforts in the community), association governance, leadership development, marketing, membership, PMI updates, tools and resources, professional development (for leaders offering development activities) and volunteer engagement.

One such session on conflict resolution, designated as highly recommended for new leaders and also featured in Virtual LIM, was led by Myles Miller, PMP, the PMI Educational Foundation liaison from the PMI Keystone, PA Chapter, Pennsylvania, USA.

"Conflict will happen," said Mr. Miller. "It's better that you deal with it—better relationships will be built with those you are conflicted with."

He advised leaders to remain calm, no matter what, and just listen as your team member vents. Role-playing by two members of the audience helped illustrate some of the different types of conflict resolution methods. "It's about relationships—keep the person separate from the problem," Mr. Miller said. "Focus on the facts, not the feelings."

Following Dreams, Keeping Play in Your Life

The founder of Kevin Carroll Katalyst, LLC, Kevin Carroll, closed the LIM with a spirited talk that reminded participants to follow their dreams and to keep play in their lives (including in their jobs). He told the journey of his life, being abandoned by his parents and finding his own way back to his grandparents and a surrogate mother, Miss Lane, who helped shape who he became. "You can't change where you are from but you can change where you are going," he said.

Mr. Carroll's resounding message was something his grandfather told him every day: "Don't talk about it, be about it."

Community Service Project

It was fitting that the annual community project followed this inspirational talk. Several busloads of PMI chapter leaders headed to two schools in the Phoenix area that were in need of repair. Working with the non-profit community volunteer program HandsOn Network, Greater Phoenix division, the chapter leaders painted, planted and constructed.

Due to a power outage at the hotel where most LIM participants were staying, many of the community service volunteers were unable to get to their rooms to change, but they showed up ready to work just the same—rolling up their pant legs, putting T-shirts over dresses—still willing to work in 95-degree heat to keep their commitment to the children who attend the schools.

ASK Audra



By Audra Gavelis, PMP
PMI ROC Volunteer

How do you work with difficult people who are not delivering to the project requirements?

I remember one of my very first project management classes in which they used Maslow's hierarchy of needs to demonstrate the success of a project manager. Specifically-if a project manager is in the "esteem phase" and trying to prove their worth or even establish their power over a group, they can easily conflict with others who are in the same phase. Examples of this are the smart graduate who feels that they should be the person telling others what to do, the experienced individual who feels like no one is listening- so why bother talking, and of course, my favorite, the person who is just too smart, too busy, and too important to deliver what they committed to. All of these examples show someone who is trying to fulfill their ego is some way-and the PM can easily fall into this trap because they feel they need to show that they are in control of the team.

In contrast, a project manager who is in the "self-actualization" phase puts ego aside. Instead of becoming frustrated with someone who is not doing what they are supposed to do (or maybe not doing what you told them to do) -they try to evaluate that individual's perspective of what truly motivates them and how you can help them get it done. In simple cases-it may be a time management issue-where there is too much to do with too little time. In this case, the PM can help to get clarification and support from stakeholders-especially from the individual's functional manager of how this project ranks against others. The PM could then help the team member "schedule" their time to get the task done and then both will be aligned on expectations. In other situations, if the individual thinks very highly of themselves, the PM may need to support this notion-in order to motivate the person to perform. *"John Doe, you really are so smart when it comes to XYZ, can we tap into your expertise? Can you write this report by Monday? The senior leadership is looking for an update and I'd love to communicate that this was finished by you and has allowed the team to keep moving forward."*

The most complicated scenario is if someone truly is not competent at his role. In this case, the PM should attempt to support first with time management or modify the scope of the deliverable to better understand the issue. If in fact it is a lack of knowledge or a performance issue, the PM should document specific examples of requests and performance results. The PM should also have a heart to heart with the team member, explaining -with documented examples-where the performance has been lacking and setting clear expectations for the future. If improvement is not quickly observed- a discussion with the functional manager/ leadership is in order.

In the end it is important for the PM to remember that the ultimate goal is delivering the project to the proper scope, on time, and within budget. In some cases, this will require different types of leadership skills in which you will need to put down the Gantt chart, roll up your sleeves, and get inside the head of your team members. Help them break down their personal barriers (or in some cases build their ego up) in order to get what you need from them for the sake of the overall project.

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ASK Audra, Continued

My projects always seem to get behind schedule even though I have a detailed project schedule. What am I doing wrong?

A project schedule is such a powerful tool for a PM and the team. In a perfect world, team members should just be able to look at it and know exactly what to do, however we live in the real world and we know that's not always the case.

One thing to consider is how well your team really understands the schedule and specifically how they, as an individual, contribute to it. In other words, they may see a deliverable with their name on it- however-are they clear on what data they need and when it will be ready? Do they have a true understanding of how many hours the analysis and report will take? Do they acknowledge that "done" means the report is signed off-not just that the experiment was run?

It is important for the PM to review the schedule with individuals to make sure they understand the detailed assumptions behind each deliverable. Most important is that the team member feels that they were a part of creating the schedule and not just given a timeline and told to deliver to it. There will always be pushback from stakeholders to do things faster. By involving the team members, you are acknowledging their feedback, empathizing with their situation, and providing a forum to create solutions on how to keep the project moving forward.

Another consideration is that a lot of people don't like Gantt charts. I know-it's crazy talk-but it's true! The format and level of detail can sometimes shut people down. In this case, the PM should consider different ways of showing the schedule. One tool I found useful was Microsoft Visio by using blocks of activities relative to a timeline. This helped the team not only see the sequence of activities but also if there were certain activities happening in parallel.

The final thought is that people can only "see" so far into the future. If you can utilize progressive elaboration and focus on the short term deliverables in detail -while maintaining an eye towards the larger milestones-you will be much more successful (and less surprised) as those milestones are approached. In my experience, a 6-8 week horizon was a good timeframe. In some cases it is simply a question of someone scheduling a review meeting that needs to occur in 4 weeks from now - so it is on the calendar and team members can visually see a deadline. In many cases, an individual team member will not want to be the one who causes the meeting to be rescheduled because their work is not complete -especially if there are external stakeholders invited.

Audra Gavelis, PMP, has over 15 years program management experience in the areas of new product development, manufacturing operations, and global commercialization launches. She has worked in a variety of engineering and program management roles at Bausch and Lomb and is a Business Unit Director at IEC Electronics. She is passionate about organizational program management maturity and how to translate business strategy into reality using project management methodologies and growing the effectiveness of a business' most precious resources -its people.

If you have questions for Audra for the next newsletter, send them to: AskAudra@pmirochester.org

PMI ROC Spotlight: Dina Maxwell

Interview by Savita Love, MBA PMP ITIL
PMI ROC Director of Publications



VP of PMI Ithaca Branch, Project Manager @ Cornell University

A "Jane-of-many-trades!", Dina Maxwell, PMP, worked in the Retail Banking industry for 13 years and received a Masters Degree in Information Systems through her company's Educational Development Program. She took an IT Administrator internship while in school, and was assigned to a server migration project—her first "official" project! She has worked in software development, data management, database development and now works in a service area. Dina states, "It's been an interesting career."

What interested you in joining the Project Management Profession?

A colleague suggested that I join PMI San Diego and after my first meeting, I wanted to be a part of that dynamic group. I am still a member of that chapter and attend meetings when I visit.

What drove you to become a part of the PMI Ithaca Board?

After moving to Ithaca and seeing that a new branch had been formed, I figured it would be a good way to meet people and promote the profession.

What are some of the things you love about Project Management?

It's a science AND an art. There is structure and freedom. It helps people shine - it is great to be able to show how critical some unsung heroes are to the success of a project.

What are some of the challenges you have faced as a PM, and how did you/your team handle them?

Lack of understanding on the part of clients and stakeholders as to why projects were not delivered when they wanted. Even though emails, status reports, and project plans had been sent, they had a date stuck in their heads. That was really frustrating, but a good lesson: people don't always (or ever) read your reports, but it is still your job to get them to understand what is going on. We developed additional communication tools for future projects that helped (but still did not change one client's perception that the project should always deliver on the initial date communicated at the start of a project).

Do you have any advice for someone who may be interested in Entering the PM Profession?

Come to a local chapter meeting. Find a project manager and ask for some time (everyone has 15 minutes for a cup of coffee). What do they do? What do they like about it? How did they get there? There is a LOT of variety in project management: Construction and Planning Project Managers have different backgrounds, education, and experience than Project Managers who handle Organizational Change Management, or IT Project Management.

Do you have any advice for someone who is looking to Grow their experience as a PM?

Volunteer. That is the single best way to expose yourself to different people with different experience and roles with companies other than your own. Also, join PMI and a local chapter. Go to the dinner meetings and other classes they offer. Join the Communities of Practice areas on pmi.org that you are interested in and attend the free webinars. Link with people on LinkedIn and reach out to people for lunch - just asking others what they think and listening is a great way to learn about so much.

Is there anything else you'd like to share?

I've learned a lot about what goes into running the chapter and really appreciate all the work people give freely to make it successful. I'm thankful to the board and members for allowing me to be the Ithaca liaison.

Notes from a Virtual PM

By Savita Love, MBA PMP ITIL
PMI ROC Director of Publications



Communication is an integral component of a successful Project. As businesses introduce technologies in an effort to improve productivity levels, increase efficiencies, and reduce costs, Project Managers must adjust and adapt their communication approach in order to manage and work with virtual team members. As a full time virtual Program Manager, there have been many times where a Face-to-Face conversation would have saved me, and my fellow team members, from unnecessary confusion, frustration, and wasted time. Here are a few common issues that can derail even the most seasoned PM from getting things done, and some suggestions on how to work around or prevent them from slowing you down:

Hello, are you still there?

Aside from having to work on your vacation day, **Connectivity Issues** may just be the single most frustrating issue we have with virtual communications. Is there anything worse than being dropped in the middle of a presentation in front of Executives and Stakeholders? While there is no universal solution to this problem, there are a few things you can do to prevent losing the Rock Star status you have worked so hard to maintain.

- **Think Multiples** - Always have a backup method to call in to your meeting - land line, cell phone, or VOIP service like Lync or Google Talk – so you can get back on the conference call without missing a beat.
- **Be Prepared** - Send the agenda and a copy of your presentation to the meeting attendees. If they can't see it in a virtual classroom, at least they can open a local copy and read along as you wow them with your superior public speaking skills.
- **Reschedule** - If you are having a truly horrific day in which the idea of a dial up connection actually sounds like a great idea - crsshhh sshhhh eeeennnn shhhh - don't succumb. Reschedule. There is no point in having a conversation with yourself - I mean, you already know what you're going to say, right?

Huh, what did you just say?

Although it may come as a shock to some, English is not always the primary language for all of our project team members. **Language Barriers** can result in confusion, derail a conversation, or even bring the meeting to a halt. Throw in a mix of different accents, background noise, and some static and you have a lovely brew of "I just can't hear you!". Here's' what you can do:

- **Put it in Writing** – Although writing may take a little longer than speaking, it is often more effective when dealing with a complicated topic that requires more than a "Yes", "No" or "Grunt" for a response. Make sure your written message is short, concise, and easy to follow. Most of us don't have the time, or desire, to read a 20 page summary when 2 paragraphs would suffice.
- **Keep it Simple** - Global Team calls are not the venue to show off your exemplary vocabulary skills. Make things easier to understand by using standard terminology, step by step instructions, common words and phrases, and ditch the local slang, bro.

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Notes from a Virtual PM, Continued

- **Close your Eyes** - As a virtual team member, you don't have the luxury of interpreting body language and gestures to understand a conversation - you have to rely heavily on your listening skills. If you are the one having difficulty understanding the conversation, give yourself a moment. Stop multitasking, close your eyes to eliminate distractions, and concentrate on what the speaker is saying.
- **Mute is not your Enemy** - There is a time a place for heavy breathing. Your conference call should not be one of them. Don't be shy about speaking up and reminding your audience to please stay on mute if they are not speaking. This tip is also helpful when communicating with individuals who work from a home office and have tuned out the incessant barking of hungry dogs, the cheerful chirping of tropical birds, the demanding meows of pampered cats, the adorable sound of babies crying, and yes, the unwanted sound of a toilet flushing!
- **Technology can be Your Friend** - Some sounds are just difficult to understand or hear on the telephone. "B" sounds like "V", "V" sounds like "B", "T" sounds like "P", and, well you get the point. It's never a bad idea to have a chat or instant message window open so people can literally spell it out for you. And, you're quick thinking will earn you 10 gold stars because it keeps your audience from losing focus while they suffer through the back and forth dialogue of your spelling competition.

I just don't get it?

Surprisingly, more than 80% of verbal communication is body language. When you take away facial expressions, hand gestures, and posture, understanding a message becomes a lot more difficult. When you throw in a complicated topic, comprehension declines even more. If you are the one **Presenting a Complex Topic**, here are things you can do to help your audience from getting lost and confused:

- **Share Visual Aids** – Pictures help. Graphs, charts, images, and workflow diagrams are worth the effort. As an added bonus, if you can create them in a way that they are easily updated as changes occur, then you can save yourself some time and help your audience keep up by consistently showing the same pictures with updates.
- **Take a Breathe** - Nobody likes a never ending dialogue because the speaker can't take a breath and give their audience a moment to understand the message before moving to the next topic. Take time to make sure the audience is following the conversation. Make a point to stop and ask if anyone has questions, and give them enough time to think, unmute, and speak up.
- **Repeat Critical Messages** - "Lather, Rinse Repeat" isn't just effective for washing your hair. Say it, show it, repeat it a few times to make sure important messages are heard and understood.

When working with virtual team members, communication becomes the single most important tool in the PM toolkit. As a PM, you can overcome common communication barriers by employing the tips and tricks listed above - but remember, use them wisely, and please, don't forget to go on mute before flushing the toilet.

2015 Professional Development Day

Leading Teams Through Change...



By Suzanne Ahrens, PMP, PMI-ACP
PMI ROC Director of Communications

The PDD2015 Team has been planning your Professional Development Day (PDD). Your PDD2015 date is Thursday May 14, 2015, and will be at the Radisson Hotel Rochester Riverside. The theme for this year's event is "Leading Teams Through Change".



We are excited about our keynote line up this year! Our morning keynote speaker will be [Mike Staver](#) - Mike was chosen as one of the 40 hottest business speakers in America by *Meetings and Conventions* magazine, and his book "*Leadership Isn't for Cowards*" is a great read!



Our afternoon speaker will be [Johnny Mo, PMP](#). Johnny is a graduate of the PMI Masters Class and has an enthusiasm and dedication to the Project Management profession. Johnny is excited about change and wants to bring a new perspective to our chapter to show how we can be a part of this exciting concept by adding inspiration to our projects.



Our closing keynote speaker will be [Dave Sherman](#). Dave has the art of SCHMOOZE and will show our project managers how to schmooze properly, how to overcome the fears of dealing with new people, how to find the best places to schmooze and how to embrace the important words in schmoozing. All in all, project managers need to schmooze more to unify teams and get them to work as partners. Dave will show you how.

We are also proud to announce our 1st PDD Networking event, immediately following the day's program. This will be an opportunity to network with fellow PDD participants and speakers while we celebrate our 30 year milestone. This year's PDD is going to be very exciting! Register early to save your seat! Keep watching our website and social media for early bird registration announcements, more surprises and special announcements, and more details on our track speakers.

Save the Date

May 14, 2015
8:00 AM—5:00 PM

Radisson Hotel Rochester Riverside

Professional Development Day: Johnny Mo, PMP

Professional Development Day Afternoon Keynote Speaker: Johnny Mo, PMP

By Michelle Venezia, PMP
PMI ROC VP of Marketing and Communications

[Johnny Mo, PMP](#), is passionate about leadership and project management. When meeting Johnny, what one of the most striking things is his enthusiasm and dedication to PMI and the project management profession. This enthusiasm is contagious; one leaves a discussion with Johnny also wanting to get involved with the PMI Global community. Please enjoy this brief glimpse into Johnny Mo, and I encourage all 2015 PDD attendees to seek him out on May 14 to talk with him more and share this excitement first hand.



Q: Johnny, the first time we met was at PMI's 2014 LIM [Leadership Institute Meeting] in Phoenix. Share with me what drove your passion to become active in PMI Global.

A: As I got more involved in volunteering with PMI, I saw a bigger world that extended just beyond my chapter. What I saw was how the profession was growing and also some of the challenges of where it was not growing on a global scale. When I saw that, it brought me back to the original time when I wanted to be involved in the local chapter to give back to the profession and help the chapter raise the bar and I thought "Wow. It would be so exciting to get involved at the global level with the profession and help PMI raise their bar".

The more I got involved with global, it was such a weird feeling because you met so many like-minded people, and every time you attended a regional or global meeting it was like coming back home, coming back to the family again. Hearing everyone's excitement and challenges is contagious and you want to get more involved. At the LIM, which remember that the North American LIM happens once a year, it really gave me three pillars of insight. One, of course, was the networking and collaboration of seeing old friends and making new friends. The second one was being surrounded by like-minded people. The last one was seeing from a global scale where PMI is, where they're going, and where they want to be.

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Professional Development Day, Johnny Mo PMP, Continued

Professional Development Day Afternoon Keynote Speaker: Johnny Mo, PMP

Q: You are a graduate of the 2010 PMI Masters Class. Tell us about that experience, and what you learned.

A: The Masters Class, actually the Masters Leadership Class, is for people who have been volunteering at PMI at a senior level and/or who have been volunteering for PMI for a very, very long time. There is no cost to the participants other than their own transportation to the event, everything else is paid for, the hotels, the material, and so forth. It is comprised of 25-27 members from around the world that get together and it offers several types of development. It involves personal development through 360 degree feedbacks, personality trait assessments, things like that. It also looks at how you can fit into a bigger picture, a global picture. What attracted me about the Masters class was that I knew I couldn't possibly have the opportunity to grow in that way from either my work, or locally here in my community. It was a chance of a lifetime to really get involved in the global side of an organization and be given the tools of how to prepare to do that. There aren't many opportunities similar to this experience.

Q: What advice would you give members who are interested in becoming more active with PMI?

A: My advice is just when you think you've learned all you can learn, just when you think you've done all you can do, and that there is nothing more you can accomplish, you need to open your eyes to all that PMI can offer and you will say to yourself, "Wow. That's a challenge. I'm going to try that". And it really helps you not only with your personal development, but also provides the opportunity to do something for the greater good. This will sound cliché, but you need to do it with passion – what does that mean? When you do something and you want to help others improve, that is step one. But you also always need to be considering, "What is the best thing for the profession? What is the best thing for my Chapter?" If you always keep that in mind, people will see that you are not just doing it for yourself or your own hidden agenda, but that you are really in it to be a constructive leader. And that is really what you need to be in order to be successful in your volunteer role.

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Professional Development Day, Johnny Mo PMP, Continued

Professional Development Day Afternoon Keynote Speaker: Johnny Mo, PMP

Q: Our PDD theme is “Leading Teams Through Change”. Do you have any insights to offer on that topic?

A: Resistance is futile. Change is our business! If there was no change and everything was a constant, there would be no such thing as projects. There would be no such thing as Project Managers. As Project Managers, we look at it from the tactical perspective of making sure change happens. Strategically, we are dependent on sponsors. If a sponsor says a change is required, we have to take a look at it and make it happen and how to make sure our project stays successful. Change should be exciting because you now have a direct correlation to making the change happen!

When I hear stories about, for example, about construction sites making bridges, a brand new children's hospital, successful IT upgrades – those should be really big feathers in your cap. And if you were not only part of it, but one of the leaders to make it happen, you should take this as a really exciting time to have been involved. We, as Project Managers, are in the nuts and bolts making the changes happen!

Q: What can we expect from your keynote at our upcoming PDD?

A: My keynote will help people open their eyes and see that just templates, work flows, and processes is not the only way of becoming a successful Project Manager. You will see that there is a big human part, because everyone you deal with is human. There is a human and soft skills side that is required to be a successful Project Manager.

Chapter Meeting Highlights

by Larry Heininger, PE, PMP
PMI ROC Executive VP



OCTOBER Chapter Meeting Highlights

The October 2014 meeting was held at Valicia's Ristorante in Gates. Our speaker was Frank DiSano who is a Senior Performance Consultant for Dale Carnegie Training. Prior to Dale Carnegie, Frank spent over 20 years in manufacturing in the areas of Project Management, New Product Introduction, Materials Management, Customer Service, Quality Systems and Production Supervision.

The interactive presentation was designed to increase our ability to understand and work with the various personality types we encounter on a daily basis. After a quick review of the four personality types, (Expressive, Driver, Analytical, Stabilizer) attendees scored themselves. The room was split between Drivers and Analytical (go figure) with one Stabilizer. There were no Expressives in the group.

Frank then reviewed the reaction the four personality types have to conflict and how to deal with it. The closing slides recommended the "Desirable Range" of Assertive which would be described as Confident and Courageous. The extreme ends of the scales were "Paralyzed" and "Ferocious". The closing slides recommended personal approaches for better leadership.

Chapter feedback indicated that the event fell between Met Expectations and Exceeded Expectations.

DECEMBER Chapter Meeting Highlights

Terry Callanan, Chief Quality Officer, Carestream Health, was our guest speaker at the Memorial Art Gallery. Terry opened with an Objective, "Demonstrate how measurement and culture can be combined to enhance the experiences of our customers". The presentation was in two parts, Voice of the Customer fundamentals and a Case Study of Carestream Health.

The fundamentals covered a company's response to dissatisfaction of the customer, Net Promoter Score, Customer Focus vs. Financial Performance, the Kano Model and how to move to the Attractive/Delighter Attribute.

The case study discussed Net Promoter Score, Key Customer Experiences, Customer Experience Interviews, and Modeling to determine which "factors" would have the most impact on Net Promoter Scores. While discussing culture change, a key takeaway was "Attitude is very important to customers".

Terry's closing points included the importance of executive sponsorship and commitment, the use of a meaningful customer satisfaction measurement system, identifying key drivers of satisfaction, and that a take-action culture and attitude really make a difference.

Chapter feed back indicated that the event Exceeded Expectations. Members liked the location and requested that we have another meeting there on a Thursday night when the MAG is open until 9:00 PM so that members can also view Museum exhibits.

UPCOMING PMI ROC Chapter Meetings

January 28, 2015

Location

Penfield Fire Hall 1838 Penfield Road, Penfield

5:30-6:00 Check-in & Networking

6:00-6:40 Dinner

6:40-6:50 Announcements

6:50-7:50 Program

7:50-8:00 Wrap-up

Cost

Members \$25, Non-Members \$35

Register: <http://pmirochester.org/meetinginfo.php?id=288>

How to keep your project from going up in Flames

Speaker-Jim Stranz, Seneca Foods Corporation

The application of modern firefighting tactics and techniques in the management of complex, cross functional and matrix resourced corporate projects.

Jim Stranz is a Rochester PMI chapter member with over 25 years of project management in Fortune 500 companies such as Xerox, Microsoft and currently Seneca Foods Corporation. In addition, Jim is an active volunteer interior qualified firefighter and EMT for the Penfield Fire Company with over 10 years in fighting fires, applying emergency medical triage, emergency extrication at motor vehicle accidents, and swift water rescue. Enjoy an honest conversation about managing in today's demanding project management environment and how applying a fire company approach can help you avoid a "flashover" with project sponsors and your senior management.

Menu—Catered by Sticky Lips BBQ

House Garden Salad

Hickory Smoked Ribs & Chicken Combo

3 Sides

Cornbread

Dessert

Soda & Bottled Water

February 25, 2015

Location and Speaker—TBA

March 24, 2015

Location and Speaker—TBA

COMMUNICATIONS Corner

by Michelle Venezia, PMP
PMI ROC VP of Marketing and Communications



I hope you have had a wonderful holiday season! It is now January, a time when many of us reassess our goals and think about what we want to accomplish in our professional lives. Our Communications, Marketing, and Outreach team is excited to be growing and focusing on bringing new programs and opportunities to our members to achieve those goals!

Over the last quarter, we released a two year [Communications, Marketing and Outreach / Collaboration Plan](#) intended to focus our efforts in alignment with the Chapter Maturity Assessment completed by our Board last September. In an effort to continue to expand our teams' offerings, we have added two new Directors to the team to support the initiatives in this plan. As Director of Corporate Outreach, [Stacy Munechika](#) will be laying out a plan to increase our Chapter's partnerships with local corporations in the area. Stay tuned for some exciting announcements in this area in the next few months. [Esther Betancourt](#) has joined us as Director of Marketing. As our chapter grows, she will ensure we maintain consistency and professionalism in all communications, as well as help us focus on the correct target markets in the Greater Rochester area.

The team is also working hard to prepare exciting offerings for our 30th year as a Chapter! Mitesh Parikh, our Director of Networking, has an exciting networking event planned for you immediately following PDD. This is our opportunity to THANK all of you for your dedication to the Chapter and helping us to continue to grow.

Finally, I am very proud of this issue of "Hard News from the ROC", and the increased content that we continue to receive from our members and from the connection to PMI Global that you will see throughout this issue. As we enter this milestone year, I look forward to seeing many of you at events and hearing your feedback on how we can continue to improve. Please continue to reach out to me at communications@pmirochester.org.

Connect with PMI ROC:

<http://www.linkedin.com/groups/PMI-Rochester-NY-Chapter-113742>

<https://www.facebook.com/pmirochesterchapter>

https://twitter.com/%21/PMI_Rochester



Good communication is as stimulating as black coffee, and just as hard to sleep after.

~Anne Morrow Lindbergh

New Annual Sponsor!

PMI Rochester is proud to announce its partnership with [Carestream Health](#) as the first Annual Chapter Gold Sponsor. Carestream is a worldwide provider of medical and dental imaging systems and IT solutions; X-ray imaging systems for non-destructive testing; and advanced materials for the precision films and electronics markets. With a global team of more than 7000 employees, Carestream is a leading project management employer in the Greater Rochester Area. Join us at the [December 2014 Chapter meeting](#) where Terry Callanan, Carestream's Chief Quality Officer, will share insights about Carestream's "The Voice of the Customer" approach and its importance to project success.

Carestream

For more information on the PMI Rochester Sponsorship program please visit our [website](#) or contact [Michelle Montana](#), Director of Advertising & Sponsorships.

NEWS You Can Use

By France MacDonald, MS, PMP
PMI ROC VP of Governance



On November 28th, 2014, our PMI Rochester Chapter members received an email with a subject title **"Vote Open!!! - PMI Rochester Chapter - 2014 Bylaws Ratification Vote"**.

The PMI Rochester Chapter Board of Directors presented the proposal to ratify our chapter Bylaws to our membership for two main reasons:

1. The board of directors is proposing a change to our bylaws in order to support a January 1st to December 31st Fiscal Year.
2. PMI Global Operations Center (GOC) requires that local chapters follow the bylaw template. The template changes will be applied to PMI Rochester's bylaws subject to member approval.

The proposal to change our Fiscal Year from June 1st to May 31st to January 1st and December 31st will align with both, our strategic and financial planning. Due to this change, our Board Nomination process is changing. Instead of announcing the new board at the annual Professional Development Day (PDD) in May, we will continue to accept nominations for the open board positions and allow our members more time to ask questions to our current board members. Additional details regarding the nomination process will also be provided.

PMI GOC Region 4 has been working hard on aligning Chapter Bylaws within their region. The PMI GOC Bylaws template was used to ratify our Bylaws. Our Bylaws were then reviewed and voted on by our chapter board and then sent to PMI GOC for approval. The last part of the process was to have the PMI Chapter members in good standing vote on the ratification.

This Vote Ballot was distributed using PMI GOC's VoteNet system which was piloted during our Special Election for VP of Finance a few months ago. This system created the following:

Ballot Link: <https://eballot4.votenet.com/pmichapter>

Username: UniqueUserName

Password: UniquePassword

Note: The Username and Password will always be uniquely generated for each ballot, therefore, a member's username and password cannot be used.

Continued on next page

NEWS You Can Use, Continued

On Monday, December 29th, 2014, PMI GOC officially sent notification that the vote for the PMI Rochester Chapter proposal to ratify our chapter Bylaws had passed. The VP of Marketing and Communications updated the version on the PMI ROC [Governance Documents](#) page, updated the announcement on the homepage, and notified our members of the results in the December bi-monthly email that was sent December 30th, 2014.

For a chapter to remain in good standing with PMI GOC, the president of the chapter needs to submit the chapter's bylaws to PMI GOC every year. Also, every three years the chapter's bylaws are required to be reviewed/updated (if required)/ and voted by the chapter members. This insures that bylaws are reviewed and up-to-date based on new changes (i.e., New strategy/direction for the chapter, changes to the board structure, technological changes, etc.).

I would like to thank PMI GOC, our board members, our chapter members, our VP of Marketing and Communication and her team for assisting in obtaining the approval of our new PMI Rochester Chapter Bylaws.

Hopefully this is news you can use!

PMI Rochester Member Survey

By Michelle Venezia, PMP
PMI ROC VP of Marketing and Communications

On Friday, January 23 all PMI Rochester members should receive an email from PMI requesting your participation in an annual member survey. The PMI Rochester leadership team considers your feedback carefully, and uses it to determine new offerings for our members.

We ask that you please take the time to complete this survey, and provide honest feedback so we can continue to ensure we are working to meet our members' needs!

PM World Book Review



Book Title: ***Project Psychology: Using Psychological Models and Techniques to Create a Successful Project***

Authors: **Sharon De Mascia** Publisher: Gower Publishing

Limited List Price: US\$114.95

Format: hard cover, 218 pages Publication Date: 2012

ISBN: 978-0-566-08942-8

Original Review Date: May-12-2012

Reviewer: Carlos Oliveira, PMP
PMI ROC LinkedIn Manager

Introduction to the Book

This book looks at several phases of a project in regards to communication, teamwork and change management. The author presents tools and techniques to explore and understand better teams and individual behaviors and rules of engagement. She also invites the reader to look beyond the words and engage the team in a more holistic approach seeking for the meaning behind words, such as in body language and other factors that are encompass the non-verbal part of communication.

Overview of Book's Structure

This book is organized in 12 chapters and a summary section. In each chapter the author explores a specific façade of project management with focus on the individuals and teams rather than focusing on the tasks.

Chapters 1 through 4 deal with acquiring, developing, managing and directing project teams and individuals, including aspects of 'coaching' and how it can be a useful tool for the project managers.

Chapter 5 explores the relationship between project team and stakeholders. Chapter 6 focuses on the communication plan and how to use tools like "Transaction Analysis" to facilitate good communication. Through the remaining chapters, the author continues working with the other important aspects of project management such as 'Risk Management' (chapter 7), 'Conflict Management and Resolution' (chapter 8), 'Change Management', 'Project Board Selection, interaction and engagement', 'Lessons learned' and 'Projects Wind-down' (chapters 9 through 12, respectively).

At the end of the book there is a summary session very useful to quickly refer back to all concepts presented by the author.

Produced in cooperation between the publisher, PM World Inc. and Page 1 of 4 The PMI Dallas Chapter, Dallas, Texas, USA PM World Library – www.pmworldlibrary.com.

Continued on next page

PM World Book Review, Continued

Highlights: What I liked!

The book 'Project Psychology' has as a subtitle 'Using Psychological Models and Techniques to create a Successful Project'. This is exactly what the author presents to the readers: tools and techniques that project managers can use or should be aware of in order to increase the chances of a successful project. A successful project requires a successful team and the tools presented can help the project manager to coach the team towards success.

One of the highlights of this book is its structure. I would encourage readers to read through it and in the presented sequence; however the book's structure allows you to jump to a specific aspect that you might want to learn more about. For example, one can go to chapter 4 to find tools and techniques on coaching the project team or chapter 7 to learn more about managing risks in projects from the psychological perspective.

The methods presented in the book also give the project manager ideas on how to perceive the interaction of each individual with the project team. The managerial grid, the GROW model and the REACH technique are good examples of tools that project managers can use to better understand their project team.

Finally, my perception is that chapter 3 has the core concepts that are referred to in several other chapters. When talking about 'Building the project team and its culture' the author presents concepts that can help project manager to successfully manage introverts and extroverts, supporters and opponents as well as to identify and deal with pessimistic tendencies or even to provide ways to keep the fun alive within the team. The author suggests that this can be accomplished when project managers understand the team and assign tasks according to the individuals' strengths and personalities.

Shortfalls: What was Missing!

The book was excellent in providing the project managers with the psychological concepts and awareness that can put to use to create successful team and ending up with successful projects.

Most of the concepts seem to be targeting long term duration project teams. However, the book does not seem to explore short term duration projects where teams are put together for 1~3 months and go back to their "resource provider" organizations.

Also, for a future edition of this book, it would be interesting to see some reflections and ideas on Project Psychology applied to an Agile world.

PM World Book Review, Continued

Who might benefit from the Book

Any project manager who wants to put more focus on the people side of managing projects, especially to understand better some of the behaviors and communication styles and individual contributors' preferences, concerns and level of commitment.

Conclusion

This book offers models and techniques that can help experienced or novice project managers to create an environment for optimal team performance. Project managers can use the tools presented on this book to create motivated teams, engage project boards, identify risks and resolve conflicts. The key to success is to understand the psychological aspects of teams, individuals and how these aspects can positively or negatively impact projects.

Project Psychology, Using Psychological Models and Techniques to Create a Successful Project; by Sharon De Mascia; published in 2012 by Gower Publishing Limited; ISBN: 978-0-566-08942-8; 218 pages, hard cover; List Price: US\$114.95; more at <http://www.gowerpublishing.com/isbn/9780566089428>.

Editor's note: This book review was the result of cooperation between the publisher, PM World Inc. and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – www.pmidallas.org). Publishers provide books to PM World, books are delivered to the PMI Dallas Chapter where they are given to chapter members who commit to providing a book review in a standard format; the reviews are published in the PM World Journal and PM World Library. Since PMI Dallas Chapter members are generally mid-career professionals, they represent the intended audience for most PM books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact editor@pmworldjournal.net.

About the Reviewer

Carlos Oliveira, PMP

Carlos Oliveira, PMP, BSc EE, MCS, is a project manager and has been working in the technology industry for almost 15 years. Carlos has a special interest in the psychological aspects of how people and teams interact and communicate, and how different personalities have different impacts and contribution to projects. He says: "Psychology helps us to understand how people behave, what their preferred styles are and what can be learned from what the eyes cannot see". For questions or comments, contact Carlos Oliveira via email: LinkedIn@pmirochester.org

PMI ROC Financial Update

By Jason Becker, PMP
PMI ROC VP of Finance



The finances for a 700 plus member organization can be complex and time consuming. As such, we've doubled the team and created a Director of Finance volunteer position to divide the work and conquer the complexity. Peggy Priest has stepped up to the plate to make our team of 2 complete.

One of our main tasks these past few months, has been to get the budget cycle in line with our operation cycle. This will allow any newly elected board member a few months to prepare for the upcoming budget process. Our budget cycle used to end a few weeks after the PDD in June, with many transactions still outstanding.

The next big task was to upgrade our accounting software. We reviewed our options and decided to keep going with QuickBooks but move to the online version. This will allow several people remote access, including our Accountant. Going into the future we see our transactions being completed through online transactions and emails. The ability for us to record each payment quickly and efficiently becomes paramount.

In the past many of our dedicated members would purchase items with their own funds and submit the receipts for reimbursement. Our chapter is financially sound and has the wherewithal to cover its budgeted items. So we've entrusted board members with credit cards to pay for the budgeted items. This will increase our tracking ability and allow for timely access to chapter funds.

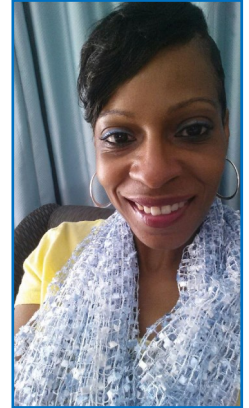
The Director of Finance's first major task is to create a set of documents that guide our financial operations. During a recent Strategy Session, we were able to understand how mature our financial operations were. We identified a few areas to make more robust and are marching forward including creating a Fiscal Policy and Operations Manual for the PMI ROC chapter. This will enable us to have a thorough turnover and standard practices in the future.

If you have any questions please feel free to reach out to us at finance@pmirochester.org.

VOLUNTEER Today!

By Porchia Stewart, PMP

PMI ROC Director of Volunteers



EXCITING STUFF HAPPENS WHEN YOU VOLUNTEER WITH ROCHESTER PMI!!!

In celebration of our outstanding volunteers, Rochester PMI Chapter is pleased to announce the official launch of its “Excellence In Volunteer Award Program”! The “Excellence In Volunteer Award Program” honors individuals who have demonstrated, at a minimum, one or more of the following characteristics or behaviors:

- Increased our ability to meet the needs of our customers when delivering services, initiatives or projects that support the chapter’s strategic objectives
- Exceeds our customer expectations in delivering clear, concise, timely communication
- Works extensively to promote or improve the practice of project, program and portfolio management
- Provides exemplary leadership to fellow volunteers
- Demonstrates superior collaboration and teamwork when working with fellow volunteers
- Promotes mentorship, coaching, and learning to ensure the continual growth and evolution of project, program and portfolio management

At the end of each Quarter, the Director of Volunteers will send an email to the PMI Rochester Board requesting nominations of a Rochester PMI Chapter Member Volunteer who must be in good standing in the active quarter. Each Board Member may nominate a maximum of one volunteer from his/her respective area, per quarter for consideration of the “Excellence In Volunteer Award”. In addition on February 1 of each year, PMI Rochester Chapter members will receive a call for nominations to select a candidate for a Volunteer Annual Achievement Award. Nominations will be collated, and a survey will go out to all chapter members to elect the recipient of the Annual Award.

The winner will be announced and spotlighted in the following month’s Chapter Newsletter and be the honored guest at the upcoming Monthly Chapter Meeting. The recipient of the Annual Award will be submitted to PMI Global for consideration for PMI’s Volunteer of the Year.

To be considered, a nominee must meet the following criteria:

- Be in good standing with PMI National and Rochester PMI Chapter.
- Provide a summary of key contributions with emphasis on impact to PMI Rochester organization; i.e., support our goals and strategies.
- Regularly attends PMI Chapter Meetings.

VOLUNTEER TODAY!
Good things happen when you
get involved with PMI!

The more you give the more you get, so Volunteer today. For more information about Volunteering please contact volunteers@pmirochester.org

VOLUNTEER Opportunities

It is through the dedication of our volunteers that a 700+ organization can remain strong!

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

- **Director of Certification/Re-Certification:** Reporting to the VP of Membership, the Director of Certification/Re-Certification use information in the Chapter Reporting System (CRS) database to send communications to members nearing the end of their credential cycle, assist members in maintaining their credential by advising members of PDU opportunities and PMI online resources. Individual must have Microsoft Excel and Word knowledge. The expected effort will require a time commitment of 5 – 10 hours per month.
- **Director of Finance, Ithaca Branch:** Reporting to the VP of the Ithaca Branch, the Director of Finance will be responsible for budgetary assistance/guidance and support, processing expense reports, Quick Books entries, and financial reporting and reports. Individual must have experience in Microsoft Excel, Quick
- **Community Outreach Team Members:** A Community Outreach team is forming in anticipation of new outreach programs that will be rolled out towards the end of this year. We anticipate we will be working with a local organization to create an interactive program to inspire young children to learn about project management and apply principles to real-life scenarios. If this interests you, please contact us and we will include you in planning sessions to begin in November.
- **Advertising & Sponsorship Team Members:** Volunteers are needed to work directly with vendors and corporations to promote our new advertising & sponsorship program. You will be responsible for identifying and recruiting potential advertisers & sponsors, and to manage the details of each business transaction. The expected time commitment is approximately 5 hours per month.
- **Bloggers or Newsletter Contributors:** The Communications team is always looking for interesting blogs, articles, or newsletter features from our members. If you are interested in contributing to our chapter publication content by writing about something that you are passionate about, please contact us.

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

ANNOUNCEMENTS

PMI Rochester Website Member Sign-On Changes

PMI Rochester has received many concerns from Chapter Members regarding the inability to login to the pmirochester.org website to register for Chapter events at the member rate, due to issues with the single sign-on (SSO) capability. We have been working tirelessly with our web vendor in order to resolve the login issues our members may be facing. In an attempt to alleviate member frustration we will be TURNING OFF THE SSO CAPABILITIES OF OUR WEBSITE.

With the SSO being TURNED OFF, members should be able to login to the PMI Rochester website using the email address that is registered on file with PMI. This should allow for a more seamless experience when registering for events, dinner meetings and other PM related activities!

On January 29, the SSO capability will be disabled and members will receive an email with information on how to create a password for the PMI Rochester site. Information will also be posted on the pmirochester.org homepage. Please be on the look-out for this communication, and if you have any concerns or questions contact our Director of IT, Theresa Bui, at webadmin@pmirochester.org.

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 communications@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



Joyce Ellis, PMP
PMI ROC VP of Membership

A warm Welcome to the following new Chapter Members!

OCTOBER 2014

Kyle Amendola	Wayne Hunter	Mike Ficarra
Maria Gorevski	Frank Nagy	Katie Fredericks
Rebecca Boss	Dawn Savacool	

NOVEMBER 2014

Dale Zajac	Karin Call	Terry Schoenacker
Mark Raymond	Alexander Chelebian	Teri Bonds
Beth Schachtman	Daniel Listrani	Eve White

DECEMBER 2014

Matthew Ploutz	Kristi Leary	William Erb
Sarah Patton Wimer	Paul Salvatore	Don Gusmano
Rosemary Morris		

JANUARY 2015

Jesse DeHond	Daryl Atwood	Glenn Caccamise
Elizabeth Simonetti	Nathaniel Mart	Robin Williamson
Terence Allen		

NEW PMI ROC Credential Holders

Congratulations to the following members who have recently received a PMI credential!

Jennifer Chesebro	Alexandra Hartmann	Rene Wimer
Debbie Redman	Chris Mech	Vincent Ferrer
Dale Zajac	Eric Caveny	Robert Roushey
Matthew Ploutz		

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!

**HUNDREDS OF
ONLINE WEBINARS
TO CHOOSE FROM**

Up to **500**
PDUs per
year for
\$149



CLICK HERE

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

You can view the ITMPI's Summer/Fall 2014 catalog online at www.itmpi.org/catalog.

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](#), Director of Advertising & Sponsorships for more information.

PMI ROC Board of Directors

Position	Name	Email Address
President	Brian Gregory, PMP	president@pmirochester.org
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VP of Finance	Jason Becker, PMP	finance@pmirochester.org
VP of Membership	Joyce Ellis, PMP	membership@pmirochester.org
VP of Governance	France MacDonald, MS, PMP	governance@pmirochester.org
VP of Marketing & Communications	Michelle Venezia, PMP	communications@pmirochester.org
VP of Professional Development Day	Marilyn Bohrer, PMP	pddvp@pmirochester.org
VP & Secretary	Lori Gacioch, PMP	secretary@pmirochester.org
VP of the Ithaca Branch	Dina Maxwell, PMP	ithaca@pmirochester.org
Director of Publications	Savita Love, PMP ITIL MBA	publications@pmirochester.org



PMI Rochester

510 Clinton Square
Rochester, NY 14604

Phone: 585-337-0764

www.pmirochester.org

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

“Hard News From the ROC” is published four times per year by the Rochester Chapter of PMI. While the information and recommendations have been compiled from sources believed to be reliable, PMI Rochester Chapter makes no guarantee as to, and assumes no responsibility for, the correctness, sufficiency or completeness of such information or recommendations. Opinions expressed are those of the authors and not necessarily PMI, PMI Rochester, or their members.

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