

# PMI *today*

PROJECT MANAGEMENT INSTITUTE

Making project management indispensable for business results.® | A Supplement to PM Network® | July 2007

*A Meeting of Minds and Cultures*

## EMEA GLOBAL CONGRESS

### A Signature Event for Professional Development and Diversity

FIRST-TIMERS AWARDS



By Jill Cherpack, PMI Marketing Content Developer  
Photos by Jim Tkatch

**F**ully subscribed for the second year in a row, PMI Global Congress 2007—EMEA was a signature event not only for project management practitioners in Europe, the Middle East and Africa (EMEA), but for practitioners from all regions of the world. Held this year in Budapest, Hungary, from 14–16 May, the congress attracted a remarkably diverse audience of attendees from 64 countries and myriad cultures, which enriched the event for all concerned.

Participants represented entities from both public and private sectors, and organizations of all sizes, from solo consultancies to multinational corporations and nearly everything in between. This composition added another facet of diversity while also indicating that the project management profession is coming of age and increasing in stature.

Attendees from EMEA were delighted to meet peers from the vast EMEA region and beyond. Participants from other regions came to Europe especially to gain insights from the diverse group. Above all, attendees came for the educational content.

The atmosphere was stimulating and busy. Even in the most heavily attended sessions, presenters engaged participants in activities and open discussions. The exhibition area was a bustling hub of action where attendees converged for the grand opening reception, lunches and frequent breaks, and also poured in to meet exhibitors, shop in the PMI Bookstore and make new contacts.

First-time congress attendees received a special boost during the First-Timers Orientation on the opening day. PMI staff, volunteers and veterans of past congresses gave recommendations to help the newcomers make the most of their event experience.

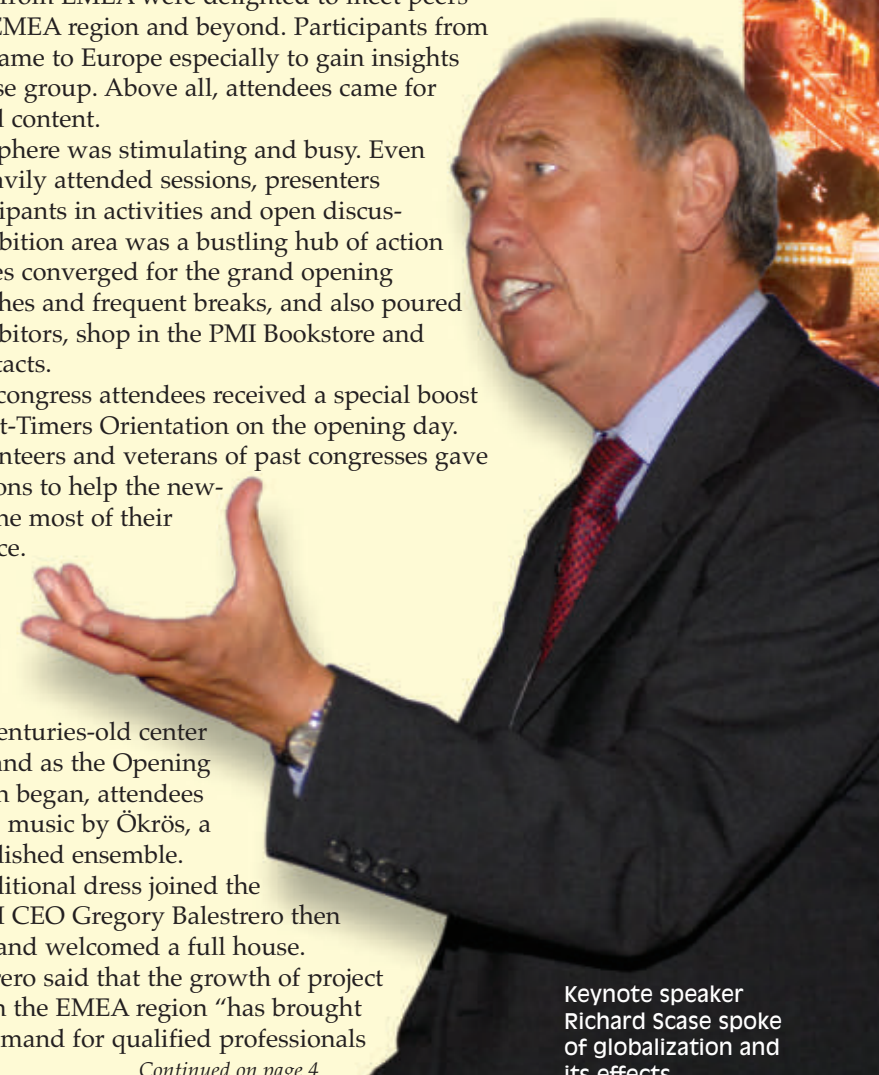
#### Congress Opens with Music and Dance

Hungary is a centuries-old center of fine music, and as the Opening General Session began, attendees were treated to music by Ökrös, a highly accomplished ensemble.

Dancers in traditional dress joined the musicians. PMI CEO Gregory Balestrero then took the stage and welcomed a full house.

Mr. Balestrero said that the growth of project management in the EMEA region “has brought tremendous demand for qualified professionals

*Continued on page 4*



Keynote speaker Richard Scase spoke of globalization and its effects.

#### Special section: PMI Strategic Plan

**3** EMEA CORPORATE NETWORKING GROUP

**10** PMI CHINA OUTREACH



“Worldwide, organizations will embrace, value and utilize project management and attribute their success to it.” – *Envisioned Goal*

PMI *today* IS AVAILABLE ONLINE IN A DIGITAL VERSION FOR PMI MEMBERS ONLY AT WWW.PMI.ORG

**Editorial & Advertising Offices**

Address manuscripts and other editorial submissions, mailing list rental queries, requests for reprints, bulk copies, submissions, letters to the editor or reprint permission to:

**Project Management Institute**  
Publications Department  
Four Campus Boulevard  
Newtown Square, PA 19073-3299 USA  
Tel: +1-610-356-4600; Fax: +1-610-356-4647  
General E-mail: pmipub@pmi.org  
Editorial: editorial@pmi.org  
Website: www.pmi.org

Unless otherwise specified, all letters and articles sent to PMI are assumed for publication and become the copyright property of PMI if published.

**Publisher**

Mahala Renkey mahala.renkey@pmi.org

**Manager, Publications**

Donn Greenberg donn.greenberg@pmi.org

**Editor In Chief**

Dan Goldfischer dan.goldfischer@pmi.org

**Publications Planner**

Barbara Walsh barbara.walsh@pmi.org

**Periodicals Associate**

Natasha Pollard natasha.pollard@pmi.org

**Product Editor**

Roberta Storer roberta.storer@pmi.org

**Writer**

Sandy Farnan sandy.farnan@pmi.org

**PMI Today Design & Production**

Lowe Associates, Inc.

**Publication & Membership**

PM Network® (ISSN 1040-8754) and PMI Today® are published monthly by the Project Management Institute. PMI Today is a supplement to PM Network. Canadian agreement #40030957. Postmaster: Send address changes to PMI Today, Four Campus Boulevard, Newtown Square, PA 19073-3299 USA. Tel: +1-610-356-4600, Fax: +1-610-356-4647.

PMI Today's mission, as the official membership news publication of the Project Management Institute, is to provide a forum for communication among Institute membership and about volunteerism and policy. All articles in PMI Today are the views of the authors and are not necessarily those of PMI.

PMI is a nonprofit professional organization dedicated to advancing the state of the art of project management. Membership in PMI is open to all at an annual dues of \$119/year (US). For information on PMI programs and membership, to report a change of address or for problems with your subscription, contact PMI at the addresses shown below.

**Advertising Representative**

Holly Townsend  
PMI Advertising Sales Program  
c/o The Townsend Group  
7315 Wisconsin Avenue, Suite West 750  
Bethesda, MD 20814 USA  
Tel: +1-301-215-6710; Fax: +1-301-215-7704  
E-mail: pmiaads@townsend-group.com

**Staff Liaison**

Manager, Supplier Relationships Sandra Ardis  
E-mail: sandra.ardis@pmi.org



**Project Management Institute**  
Global Operations Center  
Four Campus Boulevard  
Newtown Square, PA 19073-3299 USA  
Tel: +1-610-356-4600; Fax: +1-610-356-4647  
E-mail: customercare@pmi.org  
website: www.pmi.org

**PMI Regional Service Centre: Europe - Middle East - Africa (EMEA)**  
300, Avenue de Tervueren  
B-1150 Brussels, Belgium  
Tel: +32-2-743 15 73; Fax: +32-2-743 15 50  
E-mail: customercare.emea@pmi.org

**PMI Asia Pacific Service Centre**  
#03-01, Rex House 73 Bukit Timah Road  
Singapore 229832  
Tel: +65 6330 6733; Fax: +65 6336 2263  
E-mail: customercare.asiapac@pmi.org

**PMI Representative Offices**  
Beijing, China  
Washington, D.C., USA

© 2007 Project Management Institute, Inc. All rights reserved.

"PMI," the PMI logo, "Making project management indispensable for business results," "PMI TODAY," "PM NETWORK," "PROJECT MANAGEMENT JOURNAL," "PMBOK," "CAPM," "PMP," the PMP logos, and "OPM3," are registered marks of Project Management Institute, Inc. in the United States and/or other nations. "PgMP" is a service mark of Project Management Institute, Inc. in the United States and other nations. The PMI Educational Foundation logo and "Empowering the future of project management" are registered marks of PMI Educational Foundation. For a comprehensive list of PMI marks, contact the PMI Legal Department.

**From THE BOARD**



By Martin C. VanDerSchouw, PMP, PMI Secretary/Treasurer and Chair, Performance Oversight Committee

This month's PMI Today special insert shares one of the most important roles of the PMI Board of Directors, setting strategy for the Institute. Members of the PMI Board of Directors also maintain a fiduciary duty to protect the organization's assets and ensure that members' resources are used in an appropriate manner.

In fact, PMI Board of Directors is ultimately responsible for the survival, financial viability and program success of the organization. Their responsibility is "fiduciary," meaning in trust for PMI members. When you elect members of the Board of Directors, you trust that these directors will fulfill their financial and other leadership responsibilities. It is important to every member that PMI remains in sound financial health.

One way that the PMI Board ensures the financial health of the Institute is through the annual financial audit. An audit is a process under which an independent third party examines the financial statements of the organization and renders an opinion on whether the financial statements and accompanying processes are:

- Relevant to the organization in question;
- Accurate;
- Complete;
- Presented fairly; and
- In conformity with generally accepted accounting principles of the nation in which the organization is based.

The audit is mandated by PMI's bylaws, which specify: "The PMI Board

**Annual Financial Audit and Annual Report**

**Assuring the Financial Health of the Institute and Sharing Information with Members**

shall provide for an annual audit of the Institute's finances and financial statement by an independent auditor. Results of such audit shall be reported to the PMI Board of Directors. The Chief Executive Officer shall submit regular, scheduled statements of account to the PMI Board of Directors." (Article XIII).

In accordance with this annual requirement, I am pleased to report that on 13 April 2007 Elko & Associates, Ltd. provided the annual Independent

accounting principles generally accepted in the United States of America."

Also under the PMI Bylaws (Article VI), the Board has the duty to "oversee the management, control and supervision of the business, as well as other lawful activities and affairs deemed necessary to further the objectives of the Institute, including an annual report to PMI members."

The purpose of PMI's Annual Report is to present information about the Institute and its activities for a given year to its stakeholders. You, as members, will be able to learn from the 2006 Annual Report about the volunteer leaders, important projects and initiatives, growth, and advocacy efforts that were key to PMI in 2006. The Annual Report will be available on PMI.org in August.

The report also includes the full Statements of Financial Position, which show the various assets and liabilities as of 31 December 2005 and 31 December 2006. These statements are accompanied by the Independent Auditors' Report referenced above. All of this demonstrates that the expanding activities of PMI are backed by the important foundation of sound finances.

I encourage each member to look at PMI's 2006 Annual Report. If you have not been following the activities of your Institute through PMI Today® or the PMI Community POST electronic newsletter, you will be encouraged by the growth of PMI and its credentials, the variety and level of importance of the activities your leaders and colleagues are involved in, and the progress toward the Institute's envisioned goal that "Worldwide, organizations will embrace, value and utilize project management and attribute their success to it." ■



Auditors' Report.

This report states "In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of [the] Project Management Institute as of December 31, 2006 and 2005, and the results of its activities and its cash flows for the years then ended, in conformity with

**PMI GREATER TORONTO INFORMATION SYSTEMS LOCAL INTEREST GROUP**

**PMI CHAIR SPEAKS ON VALUE OF PROJECT MANAGEMENT**



PMI Chair Linda Vella, PMP, motivated a group of more than 100 participants at an event organized by the Greater Toronto Information Systems Local Interest Group (GTISLIG) in Toronto, Canada, on 15 February. "The breadth and depth of Linda's presentation on the value of project management, validated by current and global data, created a warm aura of information that successfully offset the subzero, snowy, windy and freezing conditions that the audience had weathered to be here," said Sanjay Swarup, P.Eng., PMP, the chair of GTISLIG and director (component affairs) of the PMI Information Systems Specific Interest Group (ISSIG).

The GTISLIG, established in 1999, is a fusion between the PMI Southern Ontario Chapter and the ISSIG.

**Annual PMI Membership Meeting Call for Agenda Items**

The Annual PMI Membership Meeting will be held Monday, 8 October 2007 at the Georgia World Congress Center in Atlanta, Georgia USA from 8:00 am until 8:15 am. PMI Chair Linda Vella, PMP will preside.

**NEW BUSINESS:** New business may be submitted as stipulated in the PMI Bylaws, Article V, which requires that, "Upon ninety (90) days notice and a petition signed by five percent (5%) or more of the voting membership to the Secretary-Treasurer, a question and resolution shall be submitted to the quorum of voting members present at the Annual Membership Meeting." To view the PMI Bylaws, feel free to visit

[http://www.pmi.org/info/AP\\_Bylaws.pdf](http://www.pmi.org/info/AP_Bylaws.pdf). Petitions and agenda items must be submitted to the PMI Secretary-Treasurer by 10 July 2007, on a completed PMI proposal template that can be found at [www.pmi.org/info/AP\\_AgendaItems.asp](http://www.pmi.org/info/AP_AgendaItems.asp).

**ANNUAL MEETING AGENDA:** A final Annual Membership Meeting Agenda will be posted at [www.pmi.org/info/AP\\_AgendaItems.asp](http://www.pmi.org/info/AP_AgendaItems.asp) the week of 10 September 2007. In accordance with Bylaws Article V, no business, other than specified on that final agenda, shall be transacted.

**Further Information:** Any correspondence regarding the Annual Membership Meeting should be forwarded to Martin C. VanDerSchouw, PMP, Secretary-Treasurer, c/o Dorothy Hamilton, Manager, Governance and Executive Administration, Four Campus Boulevard, Newtown Square, Pennsylvania 19073-3299 USA or via e-mail to [chair@pmi.org](mailto:chair@pmi.org).

## EMEA Corporate Networking Group Meets in Lisbon

# Networking Meeting Addresses Outsourcing, Education and Career Paths

The European Corporate Networking Group (ECNG), which acts as a thought-leadership forum for project management excellence in the Europe-Middle East-Africa (EMEA) region, held its second official meeting in Lisbon, Portugal, on 2-3 April. The themes of the meeting were global outsourcing and career paths.

The informative presentations provoked lively discussions. Many organizations in the group, such as host Portugal Telecom, are committed to bridging the educational gap, and are implementing education and training programs to equip project managers with the necessary tools to manage complex projects. Another approach is to include project management modules at university level, a topic that presenters from Universidade Nova de Lisboa covered in depth.

In terms of outsourcing, it was clear from the member presentations that this business methodology is increasingly used as companies expand globally and need more resources. Participants noted this solution is not without its challenges, however, and businesses often face the problems of cultural, linguistic and time-zone differences across their

teams. These challenges must not be underestimated, and meeting participants emphasized that good planning, good communication and cultural sensitivity are key to project success when working with outsourced teams.

The ECNG was established in September 2005 and held its first official meeting in Stockholm in October 2006. The

### MISSION STATEMENT

**"The ECNG will become the leading EMEA project management thought leadership forum to promote excellence in project, portfolio and program management practices."**

group's mission statement reads: "The ECNG will become the leading EMEA project management thought leadership forum to promote excellence in project, portfolio and program management practices."

ECNG meetings provide excellent opportunities for networking and best-practice sharing for business executives in the EMEA region. The group also serves as an information source for PMI to learn what companies need in terms of project management support, and what the "hot topics" are in the various sectors.

ECNG member companies include Nokia, Ericsson, Siemens IT Solutions and Services, BAE, MBDA, Deloitte, SAP, Accenture, Portugal Telecom, IBM, HP, Airbus, Capital One and BP. The group's semiannual meetings are hosted by a different member company each time. Topics are chosen by the members.

The Lisbon meeting was facilitated by PMI Manager, Business and Government Relations Wally Moore. The next meeting will take place in October and will be hosted by Nokia in Helsinki, Finland.

For more information on the ECNG, please contact Mr. Moore at [wally.moore@pmi.org](mailto:wally.moore@pmi.org).

ECNG meeting attendees included (from left): Prof. Steiger Garção, Universidade Nova de Lisboa; Milagros Mostaza Corral, PMI EMEA; Craig Deenis, Accenture; Andrea Demaria, Siemens IT Solutions and Services; Bob Holdcroft, BAE Systems; Wally Moore, PMI Global Operations Center (GOC); Bill Rundgren, SAP; Barna Boros, Ericsson; Jenny Bateman, PMI EMEA; Seppo Halminen, Nokia; Dirk Ramhorst, Siemens IT Solutions and Services; Harry Stefanou, PMI GOC; and Miguel Miranda Mourao, Portugal Telecom.



## PMI Leads the Way in Accreditation

# CREDENTIAL PROGRAM EARNS ISO ACCREDITATION

PMI recently announced that the Project Management Professional (PMP®) credential program has earned ISO/IEC 17024 accreditation from the International Organization for Standardization (ISO).

ISO 17024 accreditation of PMI's credential program further validates the global recognition of the PMP designation by an independent, unbiased accreditation body. PMI is the first global professional project management association to achieve this accreditation for its system for certifying personnel.

ISO, headquartered in Geneva, Switzerland, launched ISO 17024 in 2002. It is now endorsed by 85 countries, and is a globally accepted benchmark for organizations that certify individuals worldwide.

**Organizations that employ PMI-certified PMP credential holders can reference the ISO 17024 accreditation as a qualifier for knowledge, experience and capability in project management.**

The accreditation includes rigorous requirements for examination development and maintenance, and for quality management systems for continuing quality assurance. Organizations that employ PMI-certified

PMP credential holders can reference the ISO 17024 accreditation as a qualifier for knowledge, experience and capability in project management.

Professionals who are considering earning the PMP credential can be reassured that PMI's credential program is

recognized in the global business community as an international standard for certifying personnel. There are currently more than 225,000 PMP credential holders in over 160 countries. ISO 17024 accreditation provides further validation of the PMP's status as the most globally transferable project management credential in the world.

PMI uses the same development, maintenance and quality management system for all of its globally recognized credentials, which address the needs of practitioners from entry level through senior executive:

**Project Management Professional (PMP®)** was initiated in 1984 to demonstrate to employers, clients and colleagues that project managers possess project management knowledge, experience and skills to lead and direct projects to successful completion.

**Certified Associate in Project Management (CAPM®)** enables project team members and others to be recognized for their value to project team performance. CAPM beneficiaries include coordinators, liaisons, facilitators, sponsors, subject matter experts in other business areas such as finance, marketing and customer care, and those who are pursuing project management as a career and are qualified undergraduate and graduate students.

**Program Management Professional (PgMP<sup>SM</sup>)** is a credential that acknowledges the skills of professionals who lead the management of multiple, related projects that are aligned with organizational objectives and ensure the ultimate success of the program.

PMI professional credentials are available to PMI members and nonmembers alike, and are widely recognized and accepted throughout the world as evidence of a proven level of education, knowledge and experience in project management. More information on PMI credentials can be found at [www.pmi.org](http://www.pmi.org).



# 2007 PMI Board of Directors

Your comments to the Board can be sent to [CustomerCare@pmi.org](mailto:CustomerCare@pmi.org).

### Chair

Linda Vella, PMP  
+1-416-308-8215  
[linda.vella@pmi.org](mailto:linda.vella@pmi.org)

### Vice Chair

Philip R. Diab, MBA, PMP  
+962-6-461-4474  
[diabpr@gmail.com](mailto:diabpr@gmail.com)

### Secretary/Treasurer and Chair, Performance Oversight Committee

Martin C. VanDerSchouw, PMP  
+1-303-663-5402  
[martin.vanderschouw@pmi.org](mailto:martin.vanderschouw@pmi.org)

### Chair, Strategic Planning and Program Alignment Committee

Bruce J. Rodrigues, PMP, MBL, PrEng  
+27-11-463-1022  
[brucerp@pixie.co.za](mailto:brucerp@pixie.co.za)

### Chair, External Relations and Volunteer Involvement Committee

Thomas Walenta, PMP  
+49-171-335-8938  
[thomas.walenta@pmi.org](mailto:thomas.walenta@pmi.org)

### Directors-at-Large

Frederick A. Arnold, PMP, PMI Fellow  
+1-412-298-3775  
[fred.arnold@pmi.org](mailto:fred.arnold@pmi.org)

Eugene (Gene) Bounds, PMP  
+1-703-377-4186  
[eugene.bounds@pmi.org](mailto:eugene.bounds@pmi.org)

Yanping Chen, PhD, PMP  
+1-703-516-0035  
[yanping.chen@umtweb.edu](mailto:yanping.chen@umtweb.edu)

Iain Fraser, FPMINZ, PMP  
+64-4-495-9100  
[iain.fraser@pmi.org](mailto:iain.fraser@pmi.org)

Mark Mathieson, PMP  
+1-559-322-5568  
[mark.mathieson@pmi.org](mailto:mark.mathieson@pmi.org)

Kathleen Romero, PMP  
+1-804-855-3299  
[kathleen.romero@pmi.org](mailto:kathleen.romero@pmi.org)

Katherine J. Shawver, PMP  
+1-419-755-8685  
[kjshawver@earthlink.net](mailto:kjshawver@earthlink.net)

Karen Tate, MBA, PMP  
+1-513-563-3545  
[ktate@griffintate.com](mailto:ktate@griffintate.com)

Ricardo Viana Vargas, PMP  
+55-31-3024-3003  
[ricardo.vargas@macrosolutions.com.br](mailto:ricardo.vargas@macrosolutions.com.br)

Al Zeitoun, PhD, PMP  
+1-212-515-5103  
[al.zeitoun@iil.com](mailto:al.zeitoun@iil.com)

### Staff Executives

#### Chief Executive Officer

Gregory Balestrero  
+1-610-355-1610  
[ceo@pmi.org](mailto:ceo@pmi.org)

#### Chief Operating Officer

Mark Langley  
+1-610-355-1645  
[mark.langley@pmi.org](mailto:mark.langley@pmi.org)

# EMEA GLOBAL CONGRESS

THE  
S  
W  
A  
R  
D  
D  
M



Continued from page 1

who can handle projects that are growing in size, complexity and importance ... We are living in a world of complex projects and with a shortage of people to manage them."

Next, PMI Board of Directors Chair Linda Vella, PMP, spoke of PMI's family of professional credentials and the increasing numbers of Project Management Professional (PMP®) credential holders.

"PMI is constantly working to help shape the project management profession," she said. "We want to constantly empower project managers as they build their credentials and skills in project management."

**Dana Roberta from Romania is learning project management as part of an international program on technical training for avian influenza emergency response. She said of the congress, "I want to learn and experience everything. It's all new to me."**

Ms. Vella introduced keynote speaker Professor Richard Scase, one of the United Kingdom's leading business strategists and forecasters. Like Mr. Balestrero, Mr. Scase spoke of globalization and its effects.

Project leaders will need the skills to develop local partnerships in emergent markets, and to

incorporate a whole range of political and cross-cultural communications skills, Mr. Scase said. They will need the ability to travel and relocate while dealing with political and environmental risk and uncertainty—the latter a reference to global climate change.

Mr. Scase also spoke of declining population levels in the European Union (EU) and the need for more female project managers, noting that women now comprise a majority in EU universities. He stated that Europe's educational systems are not responding to a need to produce more scientists and technologists.

**"I like to challenge the theories of project management with practical implementation; I like to see how the theories work in practice."—Salma M. Al-Sabahy from Oman, who works on IT infrastructure projects.**

Following the keynote address and a break, attendees plunged into their choice of sessions, which ranged from foundational to advanced project management skills. Other topics included project management issues, trends and tools, along with business, communications and teamwork skills.

## Regional Focus for Regional Needs

Regional topics discussed at the congress included the subject of public-private partnerships (PPPs) in the EU. PPPs are a means for public entities to access private capital and expertise to deliver infrastructure cost-effectively.

Session moderator Sebastian Mueller, PMI's government relations representative in Europe, stated that €500 billion is the estimated sum needed for development and infrastructure in Europe, and PPPs are an excellent means to bridge the funding gap.

A popular session was titled, "Lessons Learned: Taking it to the Next Level." Presenter Sandra F. Rowe, MBA, MSCIS, PMP, addressed a widespread weakness among project managers: failure to capture or utilize project lessons learned so that teams on future projects can be better prepared. Ms. Rowe identified tools and documents, including those developed by PMI specific interest groups, to make it easier to capture information.


A serious topic presented humorously was "Becoming a Relationship Professional: The Challenge a Project Manager Must Win." A team of coaches taught participants how to clarify their feelings and manage their reactions when they are angered or offended. With role-playing and audience participation, attendees learned

their "defense against offense," in order to maintain professionalism during moments of anger or discomfort.

The final day of the congress featured encore presentations of popular sessions for those who missed them the first time. It was also the time to make final selections from the PMI Bookstore, get final questions answered at the PMI booth, and make follow-up plans with congress exhibitors.

At the closing ceremony, PMI Board member Bruce J. Rodrigues, MBA, PrEng, PMP, recapped the event while the audience

viewed a presentation of photos that portrayed the past three busy days and evenings. Mr. Rodrigues and Gary Goldstein, PMI manager of professional development, recognized the Congress Project Action Team (COPAT) and sponsors who made the event a success, and announced that in 2008 PMI's EMEA congress will occur in Africa for the first time, taking place in Marrakech, Morocco.

Can't wait for Marrakech? Join PMI at its next Global Congress in Atlanta, Georgia, USA, 6-9 October. Early registration is available. 

**"It is interesting to see that no matter what kind of a job you have, all the elements and problems occur everywhere."**

—Hans Burger, a project manager with SWIFT, the Belgian-based Society for Worldwide Interbank Financial Telecommunication. He has attended several congresses, and said he came to this event to learn more about the latest tools, techniques and insights.

### Thank You Volunteers

PMI thanks the Congress Project Action Team volunteers for their dedication and hard work on the EMEA congress.



Zoltan Czibok, PMP    Alfonso Bucero, PMP    Robert Hierholtz, PhD, PMP    Isabelle Levavasseur, PMP    Thomas Zimmermann    Herbert Gonder, PMP

### Thank You Sponsors

Thank you also to the congress sponsors for their valued support, which made the congress possible:

- CA
- IIL Europe Ltd.
- Cadence Management Corporation
- Primavera Systems Inc.
- ESI International

## Leadership Institute Meeting Attracts Volunteers from Many Countries

By Jill Cherpack, PMI Marketing Content Developer

The best-attended PMI Leadership Institute Meeting ever held in the Europe-Middle East-Africa (EMEA) region opened on 11 May in Budapest, Hungary, with warm welcomes from PMI CEO Gregory Balestrero and Imre Szalay, PMP, president of the PMI Budapest, Hungarian Chapter. PMI volunteer leaders were present from 31 countries, 35 chapters and 13 specific interest groups. Attendees came from Asia Pacific, Latin America and North America, in addition to the EMEA region.

Mr. Balestrero recognized the role of the Budapest chapter in helping to prepare for the Leadership Institute Meeting and PMI Global Congress 2007—EMEA. He recalled the honor of being in Budapest last year to celebrate completion of the unofficial Hungarian translation of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Third Edition.

One of Europe's premier motivational speakers, Kevin Kelly, presented the keynote address on the qualities needed by leaders in 2007 and beyond. A principal challenge to leaders, he said, is that "we live in an attention deficit society ... Attention is the drug that everybody works off of." He asked the audience to open their thoughts to the idea

that "everybody can be your teacher. You must reach that belief to reach your potential as a leader."

*Continued on page 7*



## Research and Standards Working Sessions: Ideal for Giving Input

For those who were especially interested in project management research or PMI global standards, working sessions held ahead of the formal opening of PMI Global Congress 2007—EMEA provided ideal opportunities to gain the latest information on these instrumental program areas, and to give input for ideas on priorities and needs.

A full-day PMI Research Program Working Session was, like the congress, fully subscribed. Researchers, practitioners and academics reviewed significant issues facing the implementation of project management in eastern and central European markets. Additionally, some of the latest and most significant research that informs the knowledge and practice of project management was presented and discussed.

Participants also filled the rooms devoted to the half-day PMI Standards Program Working Session. PMI Standards Project Specialist Nan Wolfslayer gave an overview of PMI global standards, along with plans for new standards and updates to current standards.

Murray Grooms, PMP, presented a status report of the project to update *A Guide for the Project Management Body of Knowledge (PMBOK® Guide)*—Third Edition. Breakout sessions were held on updating projects for two other standards: *The Standard for Program Management* and *The Standard for Portfolio Management*.



## New Career Framework is Introduced

John Roecker, EdD, PMI's career framework manager, introduced this product at PMI Global Congress 2007—EMEA. The career framework is a web-based tool to help employers identify and develop career paths for project managers.

The framework includes a research-based set of job descriptions for project, program and portfolio management that can be customized to meet organizational needs. Project practitioners can also use the framework as a self-assessment tool to identify areas for development and to plan for career growth. Find more information about the career framework at [www.pmi.org/careerframework](http://www.pmi.org/careerframework).



# CALENDAR

## Coming Events

- Conferences
- Seminars
- Congresses
- Seminars
- Components
- Global



### PMI Today Deadlines:

SEPTEMBER 2007 .....16 JULY  
OCTOBER 2007 .....15 AUGUST

The *PMI Today* Calendar of Coming Events is reserved for activities organized by PMI, its components and its cooperating organizations. Please see PMI's online Coming Project Management Events Calendar at [www.pmi.org/info/AP\\_Coming\\_PMEvents.asp](http://www.pmi.org/info/AP_Coming_PMEvents.asp) for more events, including those sponsored by Registered Education Providers and other suppliers of related goods and services.

### The Magic of Project Management: Mystery, Mastery, Art

**18-19 June 2007** St. Petersburg, Russia. PMI St. Petersburg, Russia Chapter hosts its Second International Project Management Conference. Visit [www.onlinereg.ru/pmispbconf](http://www.onlinereg.ru/pmispbconf) or contact the organizing committee at [project@pmi.spb.ru](mailto:project@pmi.spb.ru).

### PMI MEGA SeminarsWorld®

**16-19 July 2007** Orlando, Florida, USA. See the SeminarsWorld Homepage on PMI.org.

### PMI Atlanta Chapter Annual Profession Development Day

**25 August 2007** Atlanta, Georgia, USA. [www.pmiatlanta.org](http://www.pmiatlanta.org).

### PMI Kansas City Mid-America Chapter Professional Development Days

**10-11 September 2007** "Project Management Today and Tomorrow." Overland Park, Kansas, USA. Two keynote speakers, 30 workshops and more. [www.kcpmichapter.org](http://www.kcpmichapter.org).

## UPCOMING PMI GLOBAL CONGRESSES

Visit [www.pmi.org](http://www.pmi.org) for details.

**PMI Global Congress**  
NORTH AMERICA 2007

PMI Global Congress 2007—  
North America  
6-9 October 2007  
Atlanta, Georgia, USA

**PMI Global Congress**  
LATIN AMERICA 2007

PMI Global Congress 2007—  
Latin America  
12-14 November 2007  
Cancún, Mexico

### PMI 2007 Northern California Fall Symposium

**17 September 2007** San Francisco, California, USA. Sponsored by five PMI chapters in Northern California. [www.pmi-sfbac.org](http://www.pmi-sfbac.org).

### Achieving Project Management Excellence with Dr. Harold Kerzner

**18 September 2007** Louisville, Kentucky, USA. Presented by PMI Kentuckiana Chapter. To register, visit <http://iil.com/Kerzner/abp.asp>.

### PMI Southern Caribbean Chapter 2007 International Project Management Conference

**18-19 September 2007** "Business Success Through Project Management—Best Practices for the 21st Century." Trinidad, West Indies. For information, contact Mrs. Barbara Ramtahal, +1-868-658-3366; [pmiscc04@gmail.com](mailto:pmiscc04@gmail.com).

### PMI Tampa Bay, Florida Chapter 2007 Symposium

**28-29 September 2007** Tampa, Florida, USA. "Tools for Leadership: Inspiration, Innovation, Excellence!" <http://www.pmi-tampabay.org>.

### PMI New Zealand Chapter 2007 National Conference

**17-20 October 2007** "Lights! Camera! Action!" Wellington, New Zealand. [www.pmi.org.nz](http://www.pmi.org.nz).

### V PMI-RS Seminar of Project Management

**29-31 October 2007** Porto Alegre, RS, Brazil. Sponsored by PMI Rio Grande do Sul Chapter. Information: <http://www.pmirs.org.br>.

### PMI Minnesota 2007 Professional Development Days

**29 October-1 November 2007** Brooklyn Park, Minnesota, USA. "Master Craftsman: Building Project Success." Sponsored by PMI Minnesota Chapter. [www.pmi-mn.org](http://www.pmi-mn.org).

### PMI-CTT 2007 Symposium

**30 October 2007** Waterloo, Ontario, Canada. The PMI Canada's Technology Triangle Chapter brings you its 2007 Project Management Symposium, "Raising the Bar on Project Management." Keynotes, breakout groups, networking sessions, educational seminars. <http://www.pmi-ctt.org>.

## PMI SeminarsWorld 2007

To register for PMI® SeminarsWorld®, visit [www.pmiseminars.org](http://www.pmiseminars.org)



DATE	LOCATION
16-19 July 2007	Orlando, Florida, USA (MEGA SeminarsWorld)
13-16 August 2007	Washington, DC, USA
10-13 September 2007	Las Vegas, Nevada, USA
10-13 October 2007	Atlanta, Georgia, USA (in conjunction with PMI Global Congress 2007—North America)
23-24 October 2007	Memphis, Tennessee, USA (in conjunction with PMI Memphis, TN Chapter Professional Development Day)

### eSeminarsWorld™ Offerings

EseminarsWorld is a series of instructor-led, web-based professional development courses. The eSeminarsWorld topics are as diverse as our traditional SeminarsWorld face-to-face offerings, yet offer the convenience of attending and earning valuable PDUs right from your computer. Courses are offered over two- and five-week periods and require approximately one hour each day to complete. You choose what time of day to log in and complete lessons and assignments. Contact [professionaldevelopment@pmi.org](mailto:professionaldevelopment@pmi.org) for more information.

- 12-16 July** **NEW! Program Management in Context: Developing Business Strategies through Programs**
- 19 July-24 August** **Project Management Fundamentals: An Intensive Program**
- 26 July-9 August** **Managing Multiple Projects**
- 9-23 August** **Building Teams, Commitment and Culture for Virtual Teams**

## PMI FACT FILE

Total number of PMBOK® Guide editions in circulation now over **2 MILLION!**

Statistics through 31 May 2007	
<b>Total Members</b>	241,895
% increase May 2007/2006	9.6%
<b>New Members</b>	7,858
<b>Component Memberships</b>	
Chapters	180,688
SIGs	61,143
Colleges	4,347
<b>CAPM Candidates Approved for Exam</b>	4,382
<b>Total Active CAPMs</b>	2,586
<b>New PMPs (May 2007)</b>	3,844
<b>New PMPs (YTD)</b>	20,253
<b>Total Active PMPs</b>	233,330
<b>www.pmi.org</b>	
May 2007 Visitors	781,224
YTD Total	3,816,875
<b>Publishing</b>	
PMBOK® Guide—Third Edition copies placed in circulation*	
May 2007	27,345
Total copies in circulation*	779,285
Total copies of 1996, 2000* and Third* Editions of PMBOK® Guide in circulation	2,214,937



## PMI Global Corporate Council Partners

- PMI Global Corporate Council partners are aligned with PMI and committed to using project management for tactical efficiencies, strategic advantage and a more effective overall organization.
- Accenture
  - BAE Systems
  - Bank of America
  - The Boeing Company
  - Booz Allen Hamilton\*
  - Boston University\*
  - Capital One
  - Citigroup
  - Deloitte
  - Huawei Technologies Co.
  - IBM Corporation
  - ICF International Inc.
  - International Institute for Learning Inc.
  - KPMG International
  - Lockheed Martin Corp.
  - National Aeronautics and Space Administration (NASA)
  - Nokia OYJ
  - Pricewaterhouse-Coopers\*
  - Procter & Gamble
  - SAP
  - Siemens
  - U.S. Department of Defense - Defense Acquisition University
  - US Department of Energy-Office of Engineering and Construction Management
  - Washington Government Group\*
- \*Charter partners

# IMAGINE the Envisioned World of the PMI STRATEGIC PLAN

## PMI STRATEGY MANAGEMENT SETTING DIRECTION; IDENTIFYING RESULTS

**Imagine** a world in which *project management is as visible and recognized as other professions globally and in which project management is a unique competency of organizations.*

**In that world, all PMI members, as well as other project management practitioners and suppliers, will be recognized by their employers for their knowledge, skills and competencies because worldwide, organizations will embrace, value, and utilize**

*project management and attribute their success to it.*

This is the future PMI is working toward with its Strategic Plan. The italicized statements in this vision all appear in the Strategic Plan—the first two as “vivid description statements,” and the third as PMI’s Envisioned Goal.

In this special section, *PMI Today* explores the PMI Strategic Plan—what it says, how it evolved, what it means to members, and how every member can help support and execute the Strategic Plan.

## Strategic Planning: The Roadmap for PMI's Future

**Strategy** is a term referring to a plan of action that is intended to accomplish a specific goal. An actively used, reviewed and adjustable strategic plan is the lifeblood of any growing, global organization—identifies why the organization exists and provides a roadmap toward its desired future.

Implementation of a strategic plan is a widely used business practice that benefits nonprofit, for-profit and government organizations alike. Without it, an organization would not have a mission to fulfill or a clear understanding of what it wants to achieve.

While complicated flow charts illustrating strategy models may look intimidating, the concept of a strategic plan is a simple one: It addresses two fundamental questions—Where are we going? And how do we get there?

Identifying values and goals is essential to answering these questions and



building a useful strategic plan. There also has to be a set of attainable and measurable objectives so the organization knows when its goals have been achieved.

A strategic plan may include both short- and long-term goals. While a 30-year goal or vision may seem hard to imagine, the shorter-term goals that are built into

most strategic plans provide the route to get there.

Another common strategic plan element, the core purpose, identifies the organization’s mission. A set of core values identifies the foundational ideology of the organization—in other words, its reason for being. The short- and long-term goals, then, expand upon the idea of where the organization is going and why.

The value of a strategic plan is that it makes the future less uncertain for all concerned. And, most important, it provides guidance to all parts and all levels of the organization and its stakeholders.

 Members may view the entire PMI Strategic Plan on [PMI.org](http://PMI.org).

# What Does the PMI Strategic Plan Mean to Members?

**P**MI's Board of Directors focuses not only on ensuring all the important traditional benefits of a professional membership association (such as research, standards, professional credentials and professional development), but also on enabling organizations to more successfully achieve their strategies based upon the work that PMI members provide.

Through its brand promise, "Making project management indispensable for business results,"<sup>®</sup> PMI aims to establish greater recognition of the value of the project management profession and its practitioners by the organizations that employ PMI members. As it advocates for the profession and the Institute, PMI also focuses on helping organizations achieve their desired results and, as a consequence, recognize the role of PMI members in attaining those results.

As more and more organizations—including businesses, governments, nongovernmental organizations, and other nonprofits—identify project management as a strategic competency, the profession will continue to grow. At the same time, the demand for qualified project, program and portfolio management practitioners is also likely to increase dramatically. Likewise, the demand for support from those who serve the profession (for example, trainers, educators, software developers, consultants, contractors, researchers, etc.) is also expected to increase.

## Strategic Plan Brings Results

**W**hile the implementation of the PMI Strategic Plan is probably invisible to most members, the results are quite clear. The primary action embodied in the Strategic Plan is delivering value to members. This is accomplished through the creation of new knowledge, the development of new and improved products and services, the establishment of improved partnering relationships, and broad-based advocacy and outreach to decision-makers.

Initiatives such as the library of PMI global standards, the family of professional credentials, the career framework, PMI seminars and congresses, improvement to the PMI communities, the sponsorship of research, and interactions with decision-making executives are all driven by the Strategic Plan. And because of the Strategic Plan, more and more project management practitioners

are seeing increasing recognition for their work.

The PMI Board saw that two goals—the *superior practice of project management* and the *global acceptance of project management*—were related to the maturing of the profession and its increased perceived value. Achieving these two goals, which were developed by the Board using the Balanced Scorecard methodology, is critical for attaining PMI's vision.

Superior practice without global acceptance would prevent the profession from achieving its proper recognition. Conversely, global acceptance without superior practice would result in the ultimate loss of value of the profession. It is only through continuous improvement in the practice of project, program and portfolio management, and through the linkage of the practice to increasingly beneficial "business" results, that the Strategic Plan will be achieved.

## Strategic Plan—Important to All

**W**ith every part of the Institute focusing on the desired outcomes of the Strategic Plan, the opportunities for members to receive the recognition they deserve will increase. And, as goals are achieved, PMI members will be increasingly proud to be a part of the largest organization advocating for the profession and its practice. The far-seeing Strategic Plan is helping to bring about these desired outcomes, and thus is performing its function as the foundation for change.

The PMI Strategic Plan is the instrument to set direction for that change and realize the envisioned future for the benefit of PMI members, practitioners, employing organizations and other stakeholders. And, equally important, the PMI Strategic Plan provides the PMI Board a foundation upon which to engage in continuing strategic discussions, deliberations, and decisions about the future of the Institute and the profession.

**IMAGINE** a world in which you tell a stranger that you are a project manager and that person immediately understands your role in achieving results—and is impressed by who you are!

## HOW Did the PMI Strategic Plan Evolve?

**A**s part of their fiduciary function, the PMI Board of Directors is responsible and accountable for strategic planning. The current PMI Strategic Plan is a public document that was initially developed by the Board in 2002. The Board identified the need for a measurable and actionable strategic plan that responded to the needs of the members.

The PMI Strategic Plan was developed as an organized response to the environment, based on a particular set of market-driven needs. It seeks to provide optimal benefits to PMI's members and stakeholders by building on strengths and addressing weaknesses in order to pursue the greatest possible advantage for the profession and PMI members, while distinguishing PMI from others.

The Strategic Plan has been maintained by the Board since then, with the most recent update—an enhancement to one

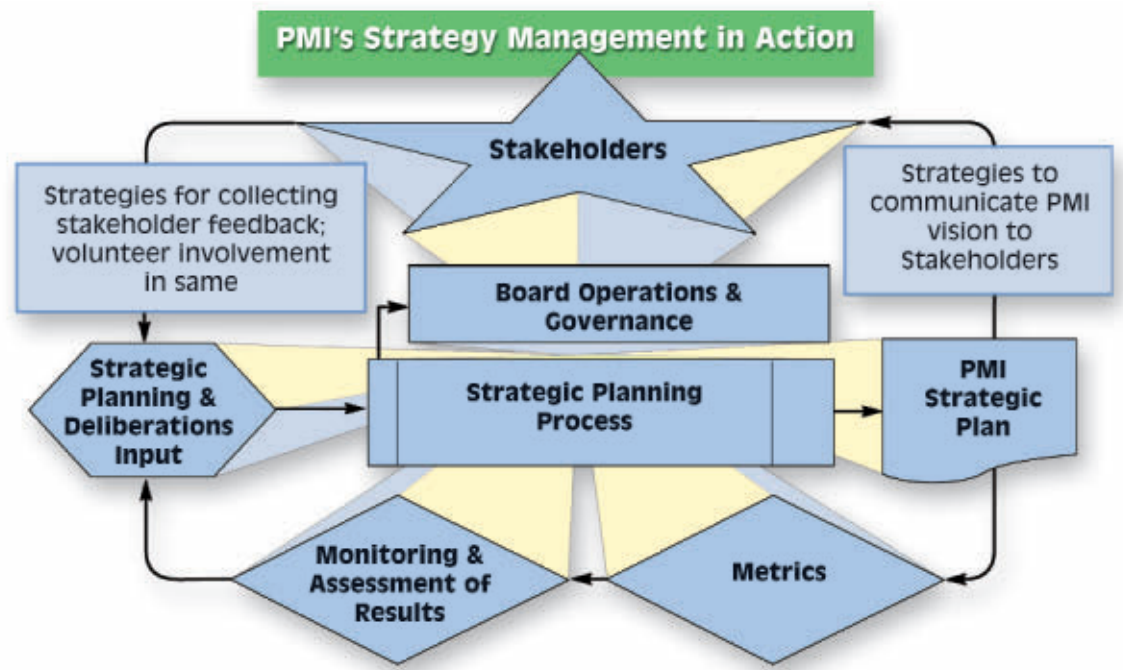


of the guiding strategic principals—approved on 10 March 2007. Today, the overall purpose of the PMI Strategic Plan remains the same: to guide PMI in identifying ways to advance the practice and value of project, program and portfolio management for the benefit of PMI members and other stakeholders.

Based upon a propriety framework facilitated by Tecker Consultants LLC, the PMI Strategic Plan is organized into four time-related horizons. Under the guidance of the PMI Board of Directors' Strategic Planning and Program Alignment (SPPA) Committee, the Board adopted a modified view of this framework which identified the critical strategic plan elements:

■ **10-30 YEAR HORIZON:** Consideration of factors in the long-range planning horizon; includes the articulation of a core ideology (core purpose and core values) and an envisioned future (envisioned goal and vivid description).

- **5-10 YEAR HORIZON:** An evaluation of the environmental factors including risks (both threats and opportunities) that influence the future of PMI, the project management profession and the business environment in which PMI operates. The result is a series of assumptions about the future and a set of strategic principles to guide the functioning of the organization.
- **3-5 YEAR HORIZON:** Identifying how PMI will differentiate itself in the marketplace with a value proposition and its accompanying differentiation statements. These focus on how the organization will provide beneficial outcomes to its members and other stakeholders. In turn, they help PMI articulate goal statements that identify where PMI could be in the next several years and how it can get there.
- **1-2 YEAR HORIZON:** Near-term operations and projects to implement the strategic direction. The focus here is on action plans that are aligned to the outcomes delineated in the strategic plan.



## THE PMI STRATEGIC PLAN— **WHAT** Does It Contain? **HOW** Does It Work?

PMI's Strategic Plan encompasses the Institute's mission, vision, guiding principles and differentiating position. These are expressed as the core purpose and values, Envisioned Goal and vivid description, strategic principles, and value proposition and differentiation statements.

These represent the "who we are," "what we want to achieve," and "how we will get there" parts of the Strategic Plan. The value proposition establishes PMI's unique position within the marketplace. The actionable goals, objectives and measures for the next several years are the result of the strategic guidance contained within the Strategic Plan, and were developed using the Balanced Scorecard Methodology.

### Core Ideology—What Is PMI?

PMI's core ideology describes the consistent identity that transcends all changes related to PMI's relevant environment. The core ideology consists of the core purpose—the organization's reason for being (its mission) and core values. It also entails the essential and enduring principles that reflect who we are and guide us.

## PMI's CORE IDEOLOGY

### Core Purpose

To advance the practice, science and profession of project management throughout the world in a conscious and proactive manner.

### Core Values

#### PROFESSIONALISM

- Competence
- Ethical behavior
- Honesty

#### KNOWLEDGE

- Sharing information
- Thorough leadership
- Standards-setting
- Educational excellence

#### COMMUNITY & VOLUNTEERISM

- Inclusiveness
- Member participation
- Constructive synergies
- Openness with our stakeholders
- Diversity
- Consideration for all cultures

#### VALUE OF PROJECT MANAGEMENT TO BUSINESS

- Importance of business and government

### Envisioned Goal and Vivid Description—What Does The Future Look Like?

This part of the PMI Strategic Plan identifies the ultimate and ambitious results PMI seeks to achieve. These are statements that serve as the significant long-term outcomes around which PMI leaders, volunteers, members, staff and other stakeholders need to rally.

The envisioned future conveys a concrete, but as-yet unrealized vision for PMI. It consists of two elements: an Envisioned Goal, which is a clear and compelling catalyst that serves as a focal point for effort; and a vivid description, which is a series of vibrant and engaging descriptions of what it will be like to achieve the Envisioned Goal. The statements in the vivid description express the Envisioned Goal in more measurable terms.

This Envisioned Goal appears on the front page of *PMI Today* each month: *Worldwide, organizations will embrace, value and utilize project management, and attribute their success to it.*

The vivid description statements are:

- 1) Project management is a unique competency for organizations.
  - Organizations employ individuals who possess skills, knowledge and experiences that are specifically required in managing projects, programs and portfolios, and whose performance can be measured.
  - Organizations follow globally recognized project management standards.
  - Organizations have established educational, experiential, credentialing and performance requirements for individuals engaged in specific project management roles.
  - Organizations have clearly established career paths, including one in project management that allows individuals to advance to the highest levels of leadership.
- 2) Project management is as visible and recognized as other professions globally.

**IMAGINE** a world in which these statements were true. How much different would it be?

### Strategic Principles—The Foundation for Getting There

In order to guide the actions of the Institute, the Board established strategic principles to serve as the foundation for sound, consistent and value-based decision-making. PMI needs these principles to maintain its strategy and respond in a flexi-

ble manner to changes in the needs of its stakeholders and in the global environment.

The strategic principles are not bound by one specific time horizon, but are intended to influence strategy through development of all strategic plan elements.

Three examples of the strategic principles are:

- PMI will use best business practices including project management where appropriate.
- All products and services will be supported with appropriate market research, a business case and a life cycle management process.
- PMI shall actively encourage individuals and groups to participate in and support social good causes.

Members may view all the strategic principles—as well as the entire PMI Strategic Plan—on [PMI.org](http://PMI.org).

### Value Proposition and Differentiation Statements—Making a Difference Today

While the Envisioned Goal is focused on 10 to 30 years in the future, the nearer-term driver is the value proposition, which explains how PMI will make a difference in order to get organizations to embrace project management. To do this, PMI must be able to interact with the senior executives of organizations, and have them respect what PMI and the profession provide—that is, PMI must have *Eminent Influence* in the marketplace. PMI must differentiate itself in the marketplace by establishing a unique position in the following ways:

- PMI establishes a premiere reputation as a credible resource and innovator for project management knowledge, trends and practices.
- PMI establishes a reputation as the preferred partner for strategic alliances for advancement of the profession and its successful practice.
- PMI establishes itself as the leading and respected advocate for the mature practice of project management integrated throughout organizations.
- PMI leads the evolution of the profession and the maturity of its practice.

PMI and its stakeholders are now sharing in the results of initiatives that were based on these differentiation statements. Events, communities and deliverables—such as the PMI Global Corporate Council, the PMI Research Conference, PMI publications, the *Organizational Project Management Maturity Model (OPM3®)* and many others—clearly demonstrate PMI's leadership role.

# HOW IS THE STRATEGIC PLAN TRANSFORMED INTO ACTION?

PMI uses a best-practice tool, the Balanced Scorecard (BSC) Methodology, to translate its Strategic Plan into actionable goals and objectives. In doing this, PMI advances its commitment to fulfill its brand promise of "Making project management indispensable for business results.®" The BSC is also used to communicate the Strategic Plan, and to track progress on its achievement.

The PMI Balanced Scorecard is composed of the two interlocked goals: *superior practice of project management* and *global acceptance of project management*. The achievement of these two goals is driven by twelve interrelated objectives, which are spread across the four perspectives of the Balanced Scorecard.

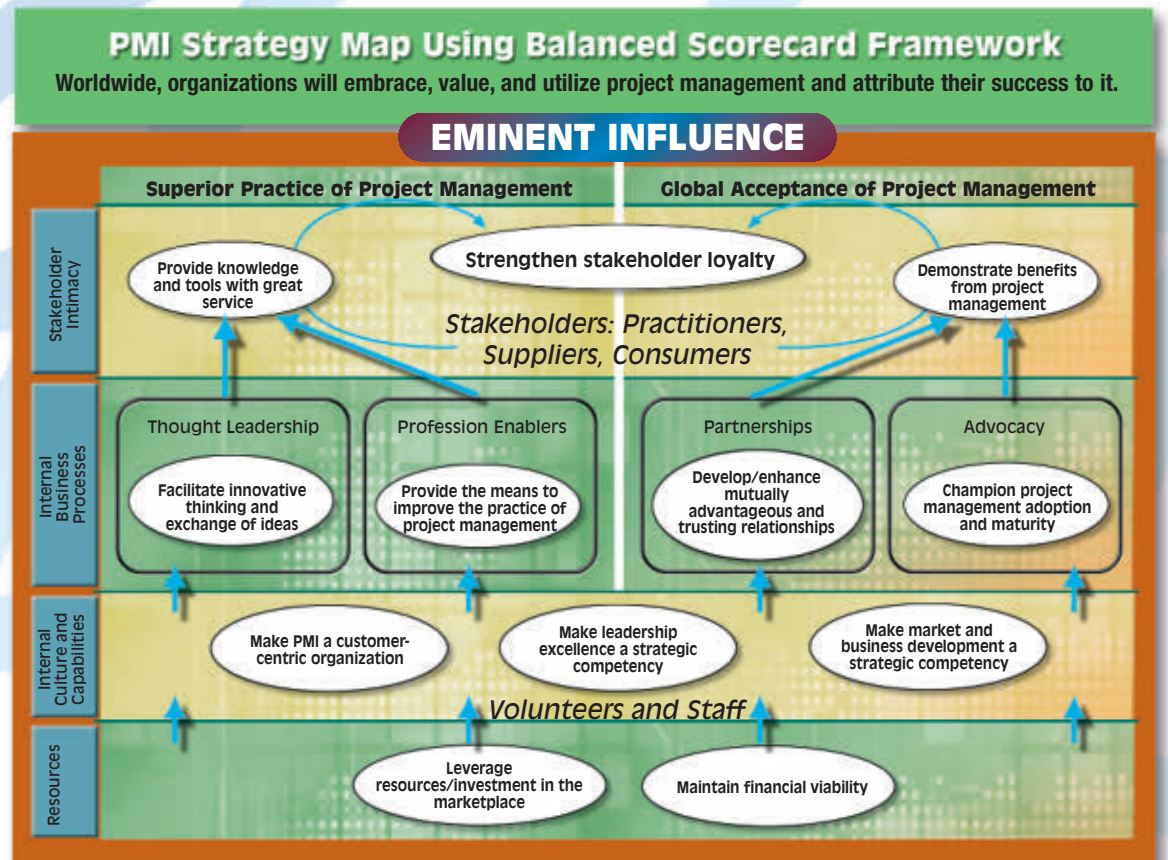
Rather than looking only at the financial perspective, as a for-profit organization would, PMI's Balanced Scorecard looks at the Institute from a variety of perspectives. These include the perspectives of its customers (Stakeholder Intimacy), the things the Institute does to meet the needs of its customers (Internal Business Processes), and the internal changes the Institute needs to make to provide the things that meet the needs of its customers (Culture and Capabilities).

For PMI, the bottom of the BSC chart, rather than the top, is

Resources (financial and organizational). These are the underpinnings that allows the Institute to focus on the other perspectives.

The 12 BSC objectives were established to create action toward achieving the Strategic Plan. They drive the iden-

tification and implementation of projects and operations in the Annual Program Plan and Budget, which is approved by the PMI Board of Directors.



## HOW DOES THE PMI BOARD MAINTAIN THE VITALITY OF THE STRATEGIC PLAN?

The PMI Board of Directors ensures that the PMI Strategic Plan remains relevant, vital and vibrant by monitoring its progress on an annual basis, by monitoring conditions in the project management marketplace, and by monitoring the external environment.

The Board uses scenario-thinking methodology to both enhance and focus the environmental monitoring portion of its ongoing strategic planning process. Scenario

thinking enables a focused approach to environmental monitoring.

Scenario-thinking methodology makes it possible to evaluate the major directional forces that might be propelling the external world in a particular direction—with favorable or unfavorable consequences for PMI and the profession.

Ultimately, the marketplace will tell PMI if it successfully achieved the PMI Strategic Plan. That is, the marketplace will answer

the key questions: Does the envisioned future exist? Was the value proposition achieved as defined by the differentiation statements and the outcome statements in the Strategic Plan? Does the superior practice of project management exist? And is there global acceptance of project management?

*Join Together to Achieve the Vision...*

### HOW CAN WE ACCELERATE PROGRESS ON THE PMI STRATEGIC PLAN?

The Strategic Plan has set the direction, but it will be accomplished only after all key stakeholder groups embrace the Envisioned Goal and join in the effort to achieve it. To that end, PMI has asked leaders of chapters, specific interest groups (SIGs) and colleges to embrace the Strategic Plan and align their components with it.

This strategic alignment endeavor is just one of the results of the Community Transformation Project in 2006. It is embodied in the Component Performance Management Framework. The support of the chapters, SIGs and colleges to further leverage the power of the profession will mean an increased rate of progress on the PMI Strategic Plan.



**...a world in which everyone in the overall PMI community—members, professionally credentialed individuals, suppliers, consumers of project management services, and other stakeholders—are all aligned to and enjoying the results of the PMI STRATEGIC PLAN!**

## Leadership Institute Meeting Attracts Volunteers from Many Countries

Continued from page 5

### Community Development: a High Priority Initiative

Brantlee Jacobs, CAE, PMI's manager of component and community relations, and volunteer leaders Deena Gordon Parla, PMP, and Jan Van Broeck, PMP, updated attendees on the community development initiative.

The group was informed that a plan to implement new community models will be complete by year's end, and implementation will occur over the next two years. At present,

with. Some new requests [for chapters with branches] are already taking off at rapid speed."

During a subsequent session led by component mentors Alexandre Rodrigues, PhD, PMP, and Zbigniew J. Traczyk, PMP, attendees heard about next steps and lessons learned so far in the chapter with branches pilot in Poland.

As a leader of the Warsaw chapter, Mr. Traczyk is deeply involved in the pilot. He noted that the biggest challenge was the overall process of

this initiative include development of models that are flexible and adaptable, that focus on knowledge sharing and best practices, and that lessen the workload to administer and manage the community. An implementation and transition plan for new virtual communities is expected to be available by the end of the year.

Other sessions included one on the goals, programs, benefits and plans of the PMI Educational Foundation; a presentation on the PMI Code of Ethics and Professional Conduct; a session on the content and framework of the PMI Strategic Plan; and a follow-up on components' alignment with the PMI Strategic Plan.

Educational breakout sessions rounded out the agenda, organized according to the Leadership Institute competency areas of association governance, individual leadership development and PMI institutional knowledge. The Leader to Leader Discussion, held at the end of the agenda, was an opportunity for volunteer leaders to ask questions of PMI Board members and executives in an open forum populated by virtually all of the meeting attendees.

Participants widely reported that they enjoyed the event, and laughter could be heard coming from many of the sessions. The mix of first-timers and veterans of past meetings was especially valuable for generating and sharing new ideas, and for the transfer of knowledge and experience.

Many attendees from outside the EMEA region commented on how much they value the EMEA Leadership Institute Meeting as a place to learn from an exceptionally diverse group of colleagues, and to benefit from their ideas and experience. ■



the PMI Warsaw, Poland Chapter, in collaboration with the PMI Poznan, Poland Chapter, is testing the "chapter with branches" model. This geographic model permits PMI members in underserved areas to form a community and leverage the support, infrastructure and expertise of an established chapter.

Ms. Jacobs reported that PMI has received more than 100 inquiries about the chapter with branches model.

"It's all new for all of us," she said. "We want to make it as easy as possible, and easy to do business

changing the chapter bylaws. Chapter members perceived the ability to improve service to underserved areas as the biggest advantages of the chapter with branches model.

### Virtual Communities: Flexible and Adaptable

Dan Tuten, MCSE, PMP, project manager of the Virtual Communities Project, presented an update on this initiative, which is focused on improving member value for geographically dispersed communities such as PMI's specific interest groups and colleges. Success measures for



Photo by Csaba Everling

## First EMEA Masters Class Graduates

Just before the Budapest Leadership Institute Meeting, members of the fifth PMI Leadership Institute Masters Class completed their final session. The class participated in varied activities, from hearing presentations to working in groups, as they completed their year-long program of work, study and self-discovery.

This was the first PMI Masters Class based in the EMEA region. Participants uniformly cited the diversity of this class's members as a strength, as members from 14 countries learned from each others' rich experience and cultural perspectives.

PMI CEO Gregory Balestrero spoke to the class, emphasizing the need for humility. "Remember you're a good leader because of the work of others. It's about other people," he

stressed. "Stay aware of yourself and how you influence other people. Stay humble."

The atmosphere in the final days of the class was upbeat yet bittersweet. Class members were proud to complete the rigorous program but reluctant to release the bonds and the intellectual intimacy they had built together.

The graduation ceremony on the evening of 11 May could only be described as joyous. The members of the PMI Board of Directors were in attendance. Each graduate was recognized individually and called to the stage to accept a certificate of completion. No great passage seems complete without a celebration, and all present gathered at a reception to celebrate the graduates' achievement.

**Deena Gordon Parla, PMP,** a member of the PMI Turkey Chapter who serves on the Community Development Member Advisory Group, said that being a member of the Leadership Institute Masters Class "is really important to help build global views among PMI leaders. It has furthered my commitment to PMI." Among the many things she gained in the class was "a better set of tools" for being a leader. "We learned our triggers for conflict. Everyone found that very exciting—getting out of your comfort zone!"



# Spa for the Mind

## Masters Class Alumni Continue Their Leadership Journey

Alumni of PMI Leadership Institute (LI) Masters Classes reunited in Las Vegas, Nevada, USA in March 2007 for the third annual "Spa for the Mind." This non-PMI event, entirely organized and paid for by the alumni themselves or their employers or sponsors, gives graduates the opportunity to continue their leadership journey.

PMI Chief Operating Officer Mark Langley attended some of the Spa for the Mind sessions and presented on trends in project management. Among other activities, participants brainstormed "the art of possible" as to what the Spa might look like going forward.

"I am always impressed by the individual ownership that LI Master's Class alumni embrace over their professional and personal development," said Mr. Langley. "When I am in the same room with LI grads, the words of (Henry Ward) Beecher usually come to mind: 'The difference between perseverance and obstinacy is that one often comes from a strong

will, and the other from a strong won't.'"

The Leadership Institute Masters Class is a year-long leadership development course targeted at strategic volunteer leaders and is similar to training provided leaders of globally recognized companies. During Spa activities, attendees share successes and failures of past events in the hope that future events show improvements, as a result.

Graduates learn from each others' collective experiences in the unique "classroom" that they designed for themselves. Using the knowledge gained in the Leadership Institute, these graduates continually help each other build upon the skills that propelled them together to be prepared for their next individual leadership challenge.

"It is an honor for me to be part of the Leadership Institute Masters Class alumni," said attendee Nathaniel J. Quintana, PMP, vice president of membership for the PMI Mile-Hi Chapter, Denver, Colorado, USA. "This was my first Spa for the Mind... I enjoyed participating in a nontraditional classroom setting with other Masters Class

graduates and learning about their passions and dedication to leadership."

"My participation in the Spa for the Mind nourished my leadership soul," said Kristine Munson,

PMP, a former president of the PMI Orange County Chapter, California, USA. "Listening to the stories each person told regarding their own personal leadership journey inspired me. I was struck by two common themes in each story, an invitation and a choice to lead."

"Great leaders cultivate leaders by extending the invitation," she explained. "The leadership challenge I took was to further hone my skills in identifying contributors and inviting them to participate."

Jorge F. Gelabert, PMP, past president of the PMI Southern New England Chapter and another Spa participant, said he felt "refreshed, recharged," and he called the Spa "an experience quite like no other. The Spa for the Mind picked up where [Masters Class] graduation left off. Providing a safe environment where the open and honest exchange of ideas, experiences and feedback among the graduates, enabled me to continue to grow as a leader."



### New Credential Will Feature New Evaluation Process

# PgMP<sup>SM</sup>

## TO LEAD THE WAY AS A NEW GLOBAL CREDENTIAL

As the pilot period comes to an end, PMI is preparing to launch the Program Management Professional (PgMP<sup>SM</sup>) as a new globally recognized, technologically advanced credential.

For other PMI credentials, candidates apply for and schedule their examinations using PMI's web-based certification software. With the launch of PgMP, PMI will take advantage of technology improvements to introduce a new three-step evaluation process for candidates to obtain the credential. These steps are:

**1) Application Review:** As always, applicants will use the online certification system to document their education and their project and program management experience. With the launch of PgMP, the software system will now allow a panel of program managers from across the globe to evaluate applicants' professional work experience, conducting their reviews from multiple regions.

**2) Examination:** Once an application is approved, the candidate will be eligible for the multiple-choice examination that evaluates his or her ability to apply program management knowledge to both situational and scenario-based questions. The examination will be available to candidates around the world at all Prometric test centers.

**3) Multi-Rater Assessment (MRA):** Candidates who pass the examination progress to the MRA. This web-based procedure is similar to a 360-degree review process in which the candidate selects a team of raters who assesses his or her performance on tasks that are pertinent to program management. PMI makes use of web technology to administer this assessment globally.

PMI's web-based software will provide global access to the PgMP application directly from the PMI website. In addition, updates to PMI's web-based certification

system will enable PMI to introduce scaled scoring for two of the three PgMP evaluations—the examination and the MRA.

Scaled scoring is designed to measure candidates' performance against a minimum proficiency level known as the passing point. It allows PMI to update assessments quickly, maintain the rigor of the assessment and ensure that all assessments are of equal difficulty.

The research and development required to launch a new credential has provided PMI with information to strengthen processes and keep them consistently fair to all project management practitioners. For more information on scaled scoring, visit the online FAQs at [www.pmi.org/scaledscoringfaq.htm](http://www.pmi.org/scaledscoringfaq.htm).

**PMI's web-based software will provide global access to the PgMP application directly from the PMI website.**

## Metrics SIG Attracts Thousands to Month of Webinars

The PMI Metrics Specific Interest Group (SIG) is “measuring” its success in its inaugural virtual congress by stating that it was, according to SIG Chair Steven C. Rollins, PMP, “the largest project management event, ever.”



Steven C. Rollins, PMP

The congress aimed to deliver a project management metrics webinar every business day in the month of April, with an audience of up to 1,000 for each session. By opening the webinars to the public, the SIG hoped to help market the value proposition and goals of PMI to the public in general.

The outcome of the project was a month of 28 webinars and 12,000 “views” sold. PMI CEO Gregory Balestrero served as the opening keynote speaker, and Michelle LeBrosse of Cheetah Learning served as the closing keynote speaker.

Some companies bought annual passes for all their employees at great value and some required viewing sessions as part of annual objectives, Mr. Rollins said. The Metrics SIG plans to archive all the webinars and anticipates an additional 200,000 viewings throughout 2007. Each webinar has a value of one Professional Development Unit (PDU) toward maintenance of PMI credentials.

Some of the most popular sessions included “Risk Assessment and Risk Management—What’s the Point?” presented by Glenn Koller, PhD, a senior advisor for risk evaluation at BP Amoco; “Earned Schedule, an Emerging Enhancement to Earned Value Management,” presented by Walt Lipke, retired U.S. Air Force program manager; and “The Value Proposition of Your PMO: Becoming a High-Value PMO,” presented by Mr.

Rollins, who is CEO of Allpro Network Inc. Several webinars originated from outside of the United States, and one was conducted in Spanish.

Mr. Rollins noted that the SIG did only three months of marketing for the congress. He attributes much of the event’s success to collaboration with other SIGs and PMI chapters, which marketed the congress to their members.

Another “measurable” result of the event was that in the months prior to and during the congress, the Metrics SIG moved from a Category I SIG to a Category II SIG, gaining 200 new members to increase its roster to more than 1,000 members.

“This was a tremendous endeavor,” said Mr. Rollins. “We are pleased with the results. It was an enriching, rewarding experience for all of us. We’re looking forward to taking it to the next level.”

The future holds major growth plans for the SIG’s programs. “We had three webinars in 2006, we will have 30 in 2007, and we hope to go beyond 100 in 2008,” Mr. Rollins said.

The SIG is already planning for its 2008 congress, with the goal of staging a minimum of 100 live webinars in April. “It will be a collaborative effort with all of PMI’s SIGs, and a revenue-sharing model,” said Mr. Rollins. “Other SIGs are welcome to present their webinars during the Metrics SIG event, as long as the topic is metrics-related. Metrics go across all industries.”

“We want people to think of the Metrics SIG as the PMO of metrics to the world,” he added.

The Metrics SIG has other ambitious ideas, include launching a metrics version of eBay, allowing inventors of metrics-related software and tools to sell their goods.

“We want to be an aggregator to the world at large, allowing the public to decide which metrics inventions are best” said Mr. Rollins. The SIG also plans to publish podcasts.

**“Largest Project Management Event, Ever”**

**A month of 28 webinars.**

**12,000 “views” sold.**

**Each webinar has a value of one Professional Development Unit (PDU) toward maintenance of PMI credentials.**

**A “measurable” result of the event: The Metrics SIG moved from a Category I SIG to a Category II SIG, gaining 200 new members to increase its roster to more than 1,000 members.**

**The SIG is already planning for its 2008 congress. Contact Sandeep Khanna, MBA, PMP, vice-chair for programs, at [programs@metricsig.org](mailto:programs@metricsig.org)**

“We’re agile, we can get there pretty quickly,” said Mr. Rollins about the SIG. “We see opportunity and we’re ‘on it.’ We want everyone who is a member of PMI to see the value of adding the Metrics SIG to their membership.”

For information about the Metrics SIG’s 2008 congress, please contact Sandeep Khanna, MBA, PMP, vice-chair for programs, at [programs@metricsig.org](mailto:programs@metricsig.org).

## IT & Telecom SIG Bridges Oceans and Cultures

How does one take a global approach to the project management challenges of the information technology industry?

That was one of the questions examined in a two-day class conducted in mid-April 2007 in Trinidad by Dave Prior, PMP, vice chair of the Information Technology & Telecom Specific Interest Group.



Dave Prior, PMP

The class focused on examining a project management approach based on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Third Edition* within the context of information technology.

Mr. Prior observed that “No matter where you go around the globe, project managers who work in IT all face the

exact same problems.”

He saw the trip as evidence of the continuing growth and spread of PMI. “The folks who invited me to Trinidad also serve in the PMI Metrics SIG at both the board and volunteer level. Sometimes PMI can make the world feel very small, indeed.”

The IT & Telecom SIG, through the efforts of Petra Goltz, PMP, vice president of globalization and other board members, have been working

hard to make the SIG a global organization.

“We’ve found that our members are asking for more of a world-view, versus being U.S.-centric,” said Dave Garrett, vice president of public relations. “Partnerships with other SIGs and chapters have helped us make that happen.”



Mr. Prior and his class in Trinidad.

# PMI China Outreach ADVOCATING PROJECT MANAGEMENT'S VALUE TO GOVERNMENT ORGANIZATIONS

Following last year's successful event, PMI held its second China Government Forum at Beijing Financial Street InterContinental Hotel on 24 April. Held in collaboration with the China State Administration of Foreign Experts Affairs (SAFEA), the 2007 PMI China Government Forum focused on the importance of developing project management capabilities within government organizations and for government investment projects.

The objective of this forum, as stated by SAFEA Director General Ji Yunshi in his opening speech, was to "promote internationally advanced project management models and experience within Chinese government organizations; to improve the level of government project management; to introduce advanced project management body of knowledge to major government investment projects in China, through world-leading project management organizations such as PMI; and to improve the management level and operational efficiency of such projects and improve the projects' return on investment."

The Chinese government has made heavy investments in various projects, ranging from large-scale energy and infrastructure projects such as the Three Gorges Dam, and key regional economic development projects in China's "Vast West" and Tianjin Binhai New Area, to large-scale national R&D and "informatization" projects such as the "863" program, the Shenzhou spaceship program and the e-government project. Additionally, several high-profile world events are being staged in the country including the Beijing Olympic Games 2008 and Shanghai World Expo 2010.

The 2007 PMI China Government Forum attracted over 100 attendees from many of China's central government organizations, large national state-owned enterprises and national industry associations that work closely with government. Major central government organizations participating in the event included the National Development and Reform Commission; the state-owned Assets Supervision and Administration Commission; the Commission of Science, Technology and Industry for National



Center photo above: Mr. Liang Jiakun, Vice Minister of State Administration of Work Safety, exchanges business cards with PMI Chair Linda Vella, PMP.  
Bottom photo above: PMI CEO Gregory Balestrero speaks at the Business Roundtable.

Below: Group photo taken at PMI's second China Government Forum in Beijing.

Defense; the State Council Informatization Office; the Ministry of Information Industry; the Ministry of Personnel; the Ministry of Science and Technology; the Ministry of Commerce; the Ministry of Water Resources; the Ministry of Communications; and the Standardization Administration of China.

PMI Chair Linda Vella, PMP, delivered an opening speech, together with two ministerial-level Chinese government officials: Mr. Ji and Yang Xueshan, the vice director general of State Council Informatization Office. PMI CEO Gregory Balestrero demonstrated to the audience the global value of project management to government organizations in his keynote speech.

PMI Director-at-Large Yanping Chen was a member of the seven-person panel in the panel discussion session. PMI Director of Member & Organization Relations John Engman; PMI Manager of Government & Business Relations Wally Moore; PMI China Representative Office Chief Liaison Jack Chen; and Clement Yeung, the PMI Asia Pacific organization relations liaison, also attended the event.

This forum was covered by more than 20 local media agencies, including CCTV, the national and most influential television station, and *People's Daily*, the most influential government newspaper in China.

## Beijing ICT Business Roundtable 2007 Promotes Strategic Value of Project Management

On 25 April, one day after the PMI China Government Forum, PMI hosted a business roundtable in Beijing for China's information and communications technology (ICT) industry, bringing together 25 business executives and project directors. Organizations represented included Lenovo, Huawei, ZTE, Flextronics, IBM China, HP China, Microsoft China, Motorola China and Ericsson China.

PMI CEO Gregory Balestrero kicked off the meeting with his talk on the strategic value of project management to organizations, which was the theme of the roundtable. PMI Chair Linda Vella, PMP, emphasized the value of the Project Management Professional (PMP®) credential to organizations.

*Continued on page 11*





Continued from page 10

Two guest speakers from Lenovo Group and IBM China showcased the strategic value of project management at their respective organizations using real cases and examples. Lenovo Group Director of Strategic Program Management Chang Yaojun demonstrated how portfolio and program management have contributed to the success of three major strategic transformations at that organization. Liu Yong-Li, head of China competency management at IBM Global Services, focused on the link between project management excellence and the realization of corporate strategy, as well as the roadmap to achieve project management excellence at IBM Global Services.

Both of the speeches were well received by the audience. Following the presentations, Mr. Balestrero facilitated a very successful panel discussion with representatives of Lenovo, IBM, Huawei and PMI.

—Jack Chen 陈志捷  
PMI China Representative Office Chief Liaison



## CHAPTER LINKS

News People Projects Transitions



### PMI Upstate New York Chapter

## Neal Whitten Discusses Leadership at Development Day Event

### "IF IT IS TO BE, IT'S UP TO ME!"

That was the message, loud and clear, which internationally known speaker, writer and *PM Network*® magazine columnist Neal Whitten, PMP, delivered at the second annual PMI Upstate New York Chapter Professional Development Day (PDD) on 18 April.

Despite stormy weather, 163 people came to Albany, New York, USA, to participate in the project management and leadership seminar, which was titled after Mr. Whitten's book, *Neal Whitten's No-Nonsense Advice for Successful Projects*.

Attendees, all of whom received a copy of the book, included members of neighboring PMI chapters, members of the New York State Forum group and the American Society for Training and Development, as well as other area professionals.

Mr. Whitten's full-day seminar centered on the importance of identifying your own personal leadership style, fostering successful project teams and advancing project management within your organization.

"We're excited to bring such speakers as Neal Whitten to Albany as part of our mission to provide professional project management education to our members," said Chapter President Norine Kenny, PMP. "We hope to promote awareness of project management and to attract new people to [the chapter] organization through this annual Professional Development Day event."

Based on the success of last year's event, Karen Huggins, PMP, vice-president of programs, led the PDD planning effort, which began in September 2006. The planning paid off, because as Mr. Whitten concluded with a question-and-answer session and thanked everyone for attending, he said, "For the number of people in the PMI-Upstate New York Chapter, this has to be one with the highest atten-



PDD Committee Members were recognized for their effort by speaker Neal Whitten, PMP. Shown are (from left): Diana Pinto, PMP; Kathie Vetter, PMP; Karen Huggins, PMP; Norine Kenny, PMP; Chris Foster, PMP; Mr. Whitten; Mike Peters, PMP; Susan Mardon, PMP; Pam Lacy; Nancy Davi, PMP; and John Andrew. Committee members missing from the photo included Tina Marzano, PMP; Debbie Morris; and Batric Mihailovic, PMP. Photo by Megan Mumford.

dance per total membership that I've facilitated so far." (The chapter currently has 468 members.)

Mr. Whitten introduced each member of the PDD Planning Committee as they stood to accept their appreciation.

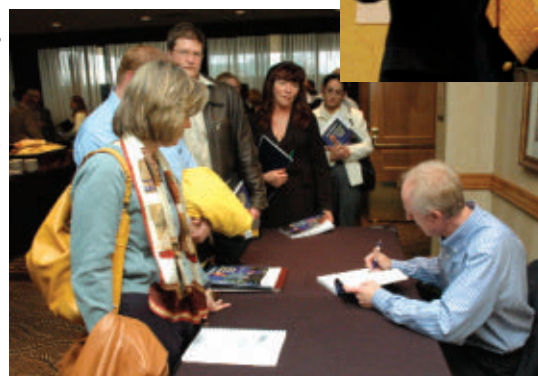
At the beginning of the afternoon session, the chapter honored Bruce Oswald, PMP, with an outstanding service award, recognizing his many roles on the executive board as past-president, vice-president of membership and secretary, as well as mentor and advisor to the chapter for over 10 years.

Following the seminar, Mr. Whitten met with participants to sign copies of his book and share some one-on-one insights. The session closed with an enjoyable business mixer where attendees had an opportunity to share their thoughts from the day's session and to meet new people with a focus on project management.

Bruce Oswald, PMP, accepts the outstanding service award from Norine Kenny, PMP, chapter president. Photo by Pamela J. Lacy.



Neal Whitten signs copies of his book and spends time with attendees of the PDD event. Photo by Megan Mumford.



Neal Whitten, PMP, discusses leadership at the PMI Upstate New York Chapter Professional Development Day. Photo by Pamela J. Lacy.



# CHAPTER LINKS

News

People

Projects

Transitions



## PMI San Juan Puerto Rico Chapter

# SURVEY Measures Perceptions of Project Management in Puerto Rico

### Executives Give Positive View

Nine years after the chapter was founded, leaders of the PMI San Juan Puerto Rico Chapter decided it was important to measure how business organizations view the importance of project management. The chapter and Advanced Computer Technology, a Registered Education Provider, developed a study that covered the importance of project management in Puerto Rico from a top management point of view.

The results of the study were presented at a chapter meeting on 26 April by Enid T. Vargas, PMP, of Advanced Computer Technology. Ms. Vargas is a past president of the PMI San Juan Puerto Rico Chapter.

Participants in the study included executives in a number of industries including:

- Government
- Information Technology
- Pharmaceuticals
- Education
- Manufacturing
- Professional Associations
- Banking
- Insurance
- Construction
- Telecommunications

The survey focused on the executives' view of the importance of the Project Management Professional (PMP®) credential, PMI, project management as a profession and project manager qualifications profile. Seventeen percent of the top managers were interviewed.

The overall goal from this survey is to establish action plans to continue the development of project management in Puerto Rico.

### WHAT EXECUTIVES THINK ABOUT PROJECT MANAGEMENT

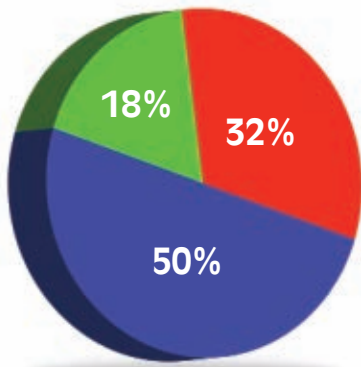
Here are some of the findings of the Puerto Rico study, along with some of their implications for the project management community on the island.

Very Important   Important   Unimportant

#### The importance of the PMP credential:

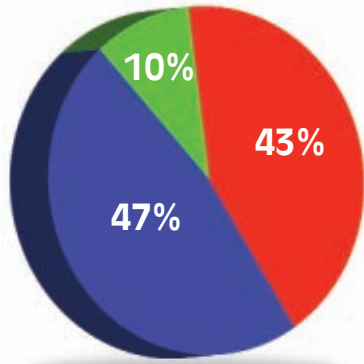
Top management recognizes that the Project Management Professional credential is a value-add for any organization. Therefore, the PMP community should keep up-to-date with generally recognized good practices in project management.

The PMP is a distinction, and top managers expect better and outstanding results in a project led by a PMP-certified individual, as opposed to a non-certified project manager.



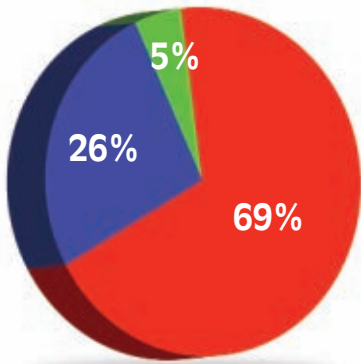
#### The importance of the Project Management Institute:

The Puerto Rican project management community should establish new strategies to penetrate the industries in which the word needs to be spread about the existence of PMI and the benefits of joining PMI.



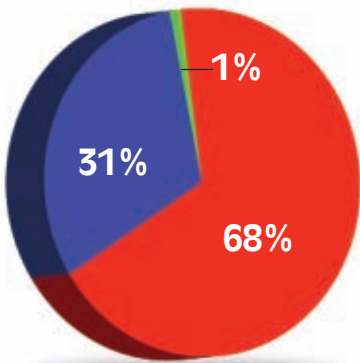
#### The importance of project management as a profession:

Project managers should apply generally recognized good practices according to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Third Edition*.



#### The importance of project manager qualifications:

Project managers should complement their project management hard skills with other skills, such as people skills. In particular, a project manager should be prepared in negotiation, effective communications, problem solving, influencing, managing difficult people and many other skills.



**CORRECTION:** Due to a technical glitch, an incorrect value was reported in May *PMI Today* in the graph showing the PMI Romania Chapter membership evolution (page 7). The correct number of Project Management Professional (PMP®) credential holders in the chapter in 2005 was 60, not 32.

## PMI Atlanta Chapter

# Volunteers Fêted

In an evening of relaxation and networking at a restaurant on 21 March, the PMI Atlanta Chapter honored its 2006 volunteers. More than 140 volunteers who effectively ran the chapter business for the year gathered to be recognized for their service.

Vice President of Membership Peggy Joyner, PMP, and Tom Fruman, PMP, the current president of PMI Atlanta, welcomed the volunteers and handed out awards, including gift certificates and mementos for service to the chapter.

Shown in the photo are Mr. Fruman and Ms. Joyner presenting a token of appreciation to John Rickards, PMP, outgoing chapter chair.



## PMI Guadalajara Mexico Chapter

# Chapter Leaders Advocate at Trade Show



In April 2007, the PMI Guadalajara Mexico Chapter participated in a regional trade show for the construction industry. Chapter volunteers handed out more than 500 flyers to attendees and discussed chapter activities, inviting those interested to attend monthly conference meetings, which cover subjects such as Monte Carlo analysis for project risks and schedule management.

Shown at the chapter's booth are (from left) Chapter President Roberto Cadena, PMP, and Chapter Treasurer Jose Luis Chavez.

