

President's Corner

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December 2005

This newsletter will arrive shortly after the UK Chapter Annual General Meeting on 7th December. In summary the Chapter has progressed this year much as planned. Membership has grown faster than planned, at end October 2005 we have 2,975 members. We set out a summary of the report for 2005 and plans for 2006 in the centre section of this newsletter.

I am pleased to announce the UK Chapter Directors for 2006/7. The new Director of Programmes is Gordon MacKellar, who takes over from Martin Price. On behalf of all of us, I welcome Gordon and offer many thanks to Martin for the good work he has done. Director of Marketing is Kevin Phillips and Director of Administration is Cameron Cromwell. These roles are for two-year terms.

We are reviewing how we might reshape the UK chapter Board to suit the changes to the work and to roles that have emerged since the current board was designed. The Chapter has grown almost tenfold since then. This is work in progress. **Please contact me** to find out more about a role with the Chapter.

Meantime we have considered the work done by the Director of Marketing and have identified that this now comprises two roles, one for Chapter Marketing and one for Chapter Communications. I am very pleased to welcome Kathleen Wood as PMI UK Chapter Director of Communications. Kathleen is a volunteer with the UK Chapter and has been doing an excellent and much appreciated role as Newsletter Editor. This and other changes to Board roles will be formalised in 2006.

At end October total PMI membership was over 207,000. PMI is racing toward 250,000 members. To commemorate this milestone, PMI announces the 250,000 Member Race. There are some superb prizes. Enter your guess for the date and time when the 250,000th member will join at www.pmi.org.

You may recall when OPM3 was introduced. In line with PMI practice this standard will be updated. There is a Call for Volunteers to Participate on the OPM3 2008 Update Project Team, register at the PMI web site.

For those in the vicinity of London, dates for the 2006 London events have been set by the London Programme Committee. The meetings are on Wednesday February 1st, March 1st, April 5th, May 10th, June 7th, September 6th, October 4th, November 1st, and December 6th. Meetings start at 6pm. If you have not been to an UK Chapter meeting I strongly encourage you to try it.

Best wishes for an enjoyable Christmas and successful 2006,

Nick Lake,
President UK chapter



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2005 Project Management Tips and Techniques

While Creating Ideas, Avoid Killer Phrases

Instead replace them with questions that include: what, who, where, when, why and how. Those questions are also called “open questions” and help to get the discussion back on track. For instance, replace “We’ve tried this before” with “Can you tell me more about what you’ve tried?” or “Our customer would never buy this” with “Say more about what our customer needs and why he needs it.”

Actively Listen When You Conduct Brainstorming Sessions

Repeat the proposed solution in your own words. This serves two purposes: you rule out misunderstandings by clarifying ideas so the team members develop a shared understanding of the idea. At the same time this reflection of the idea can encourage the idea giver to develop the idea further.

Respect Different Skills When Looking for a Problem Solution

Every idea is unique and people have different ways of communicating them. Encourage people who present less popular ideas or have difficulties communicating them. The different skills must be seen as an asset and not an obstacle to overcome.

Include Your Project Team Whenever Possible

When looking for a creative solution, include your project team wherever possible. “Two minds are better than one.” Sure, you are brilliant and have great qualities, skills and experience, but acknowledge your limitations and leverage the experience and knowledge of others in your team. Also, if you ask project team members for help they will perceive this as a sign of respect.

Freedom from Criticism

Pre-requisite for building a creative environment is freedom from criticism. Make sure that there are no criticisms during the idea generation process. This enables people to take risks freely without fear of embarrassment.

Creativity Technique: Anti-brainstorming

If there’s a dearth of ideas on how to solve your problem brainstorm on how you can make it worse. Sounds weird, but it works! Imagine what you need to do to make the situation worse and write the resulting ideas on a flip-chart or on post-it notes. Then see if you can translate any of these ideas into its opposite, i.e. improve the situation. This is often a lot of fun and helps reduce the tension arising from thinking about the problem.

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Dates For Your Diaries

Half Day PMI® Event at the National Museum of Photography, Film and Television – Bradford
Thursday 6th April, 2006

The PMI UK Midlands and North Committee have organised this exciting afternoon of subjects and speakers, focussing on leaders and people involved in projects. Put this date in your diary and come and learn about how you can improve the performance of your projects through people, by listening to and discussing with leading experts in the field.

We are currently finalising details with the museum, but the same presentations will be given:

Introduction to the EMEA office – Titta Rosvall

Leading Teams To High Performance – Lessons from the Wild – Lindsay McKenna

The New PMI Leadership Institute – Titta Rosvall

Get to rely on your people - soft skills are simply not enough – Martin Price

Once again, the PMI UK Midlands and North Committee would like to apologise for the postponement of the event in Leeds last month and are looking forward to welcoming you all in Bradford.

South West Event Wednesday 1st February, 2006

Put the date in your diary—more information to follow in the New year

Please Note

The contact telephone number for the PMI UK Chapter Admin office changed on the 1st December 2005.

Tel: 020 8751 5625
 Email: service@pmi.org.uk

Please make a note of this change. Thank you.



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Notes on the Annual Members Meeting 7th December 2005.

**Agenda: Report on 2005, Objectives for 2006, 2006
Directors, AOB**

President Notes

This year the Chapter has made steady progress in line with the Chapter objectives. We were fortunate to have the PMI Global Congress EMEA in Edinburgh. On a personal note, we have had much change for Board members during the year, with over half of us changing employer. Next year will be a year of change for the Chapter as we will redevelop a strategic plan for the Chapter and then review Chapter Board roles, how we add value for Chapter members and our approach to work with corporates.

Chapter Objectives

Advance within the United Kingdom the global mission of the Project Management Institute.

Promote recognition and appreciation of the project management profession with local businesses, educational establishments and professional associations.

Develop project management professionalism by providing a quantity of stimulating, high quality programmes.

Build a strong enduring membership base of project management professionalism by providing value-added membership services.

2005	Objectives	Achievements
Professional Development	Support growth in PMP certifications Provide UK members certification assistance	PMP increase from 838 to 1444 PMP over last 12 months (+72% compared to +12% last year) Prometric opened 10 additional Centres 2005 100s of direct responses on certification Reviewed Academic Outreach programme
Programmes	Continue London meetings Hold at least 5 "Regional" events Hold events with focus on a specific Industry Formalise Programmes Committee structure Establish London and West Programme Committees	10 evening events in Venue found for 2006 in London 3 events in Scotland: Aberdeen; Glasgow; Edinburgh Half day event in Bristol Pilot of web based best Practice repository Newly formed London Committee 3rd quarter transition of role
Marketing	Continued enhancement of web site Representation at events – attendance at BPPM and Project Challenge Increased media exposure – contribution to industry publications and advertising Newsletter – increased editorial Increase sponsorship opportunities Work with HQ to enhance PMI brand in the UK	Higher quality newsletter Wider use of e-mail Representation at Events – Attendance at BPPM and Project Challenge Increased liaison with PMI HQ Representation from PMI HQ marketing team at UK events 3rd quarter transition of role
Membership	Grow to 2600 members Continue support for members Continue work with Organisations Work to convert the Area Members	2,974 members (30 Oct 05) 23% increase in 12 months (21% in 2004) Monthly email Supported members with enquiries Met with 10+ major organisations



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- Managing Complex Projects, London - 21/23 February

Administration	Manage increased complexity Use cash for Chapter purposes Tighten management of budgets Introduce new cost control system Comply with legal requirements Implement Volunteer Code of Conduct	Complied with legal requirements 9 Board Meetings (5 FtF + 4 TelCon) Financial strategy implemented Operating Profit for 2005 = £8k (target of £1k) Implemented Monthly financial reporting Implemented Volunteer Code of Conduct
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UK Chapter Directors for 2005 and 2006

On behalf of the Chapter the President thanked the Directors who have served in 2005. **Nigel Creaser** served for the first half of 2005 as Director of Marketing and **Martin Price** has served as Director of Programmes for the latter half of 2005.

The President thanked **Kathleen Wood** who has served as Newsletter Editor for 2005 and will take up a new role as Director of Communications in 2006. The President also thanked all the volunteers who have served on the **Programmes Committees** in 2005. The Directors for 2006 are:

President	Nick Lake	Director of Programmes	Gordon MacKellar
Director of Professional Development	Russ Tiller	Director of Marketing	Kevin Phillips
		Director of Communications	Kathleen Wood
Director of Membership	John Zachar	Director of Administration	Cameron Cromwell

2006	Objectives
Professional Development	Provide UK members certification assistance Build Mentoring Programme Pilot Examination Aid Webinars
Programmes	New London venue at the LSE. Plans include PMI Roadshow - new member meeting Corporate Sponsors' evening Cracker-barrel discussion and debate - May Half-day meeting and social - June Hold six Regional events Hold a Programmes Committee annual workshop Develop the web-space for use by all regional committees. Deliver at least 35 PDUs Formalise the automated PDU claiming process Publish events three months in advance.
Marketing	Split Marketing and Communications roles Develop a Communications Plan for 2006 Continued enhancement of web site Consider online payments Added value information Jobs adverts Representation at events: BPPM and Project Challenge with support from HQ Increased media exposure – contribution to industry publications and advertising Newsletter – increased editorial Increase sponsorship opportunities Work with HQ to enhance PMI brand in the UK
Membership	Grow to 3,400 members Continue support for members Continue work with Organisations Decision on work to convert Area Members
Administration	Manage increased complexity Use cash for Chapter purposes Tighten management of budgets Introduce new cost control system Comply with legal requirements Sustain financial strategy

Leading with Heart: The Secret of Great Project Managers

Paul Shapiro

If my experience is any indication, most project managers get started in this career because they have a passion for technology. Then, they wind up spending most of their time dealing with people. Ironically, it is your people skills, not your technical skills that will make or break you as a leader.

I spent a number of years teaching project management skills and managing projects all over the world. Some years ago, I decided to start working closer to home. I managed to get an opportunity to present my project management methodology to the board of directors of an up-and-coming dot-com company in Seattle, USA, where I lived at the time.

I got up one morning and sat at the dining room table to have breakfast and prepare my notes to ensure that my presentation would be dynamite. My three-year-old daughter came downstairs and asked, "Daddy, can I play beauty parlour on you?" In professional business mode, I answered, "Sure, whatever." I studied, ate and prepared while she played with my hair.

I thought the presentation, which was in the ballroom of an elegant hotel, went very well. At the end of the presentation, I asked if anyone had any questions. The chairman of the board raised her hand and asked, "Why do you have that large blue ribbon tied to your hair?"

Almost 15 years later, with a lot less hair, I have gleaned a lot of life's lessons. Many have come from my two daughters, including the overarching, "take work seriously, but don't take yourself seriously." I am fortunate to be able to teach and coach leaders. And, although there are a number of critical competencies—negotiation, managing change, aligning people and managing teams, just to name a few—that are endemic to the role of leaders, none are more important than leading from the heart with a hefty dose of humour.

I could write reams about this topic, but I'll just highlight two areas: communicating your personal vision and the role of humour on project teams.

Find your Vision

Look around and I guarantee you'll find that where there is excellence, where there is innovation, where there is extraordinary success, you will find a person who has a clearly articulated vision. Having taught thousands of students a variety of leadership skills, I have discovered that creating a vision that is inspiring, personally motivating, clear and succinct is one of the greatest challenges contemporary leaders face. Frankly, most people simply can't do it. Most people don't even know how to begin. Or, they create a vision that sounds like it was cut and pasted from some corporate document and could be applied to any project, for any company, anywhere.

Last year, I had a very senior manager from a major European company develop a vision for his organisation. Lo and behold, he created a vision statement that was pure corporate babble. Not one to mince words, I told him that it was drivel and that he ought to be ashamed to share this vision with his organisation. He admitted that he had in fact used much of the company's annual report language to produce it. We worked together "Well," I said, "he won't be here tonight, so I'll take his room." In the midst of her laughter, she was able to find a room that was vacant. Humour is that element which allows us to experience positives when dealing with negatives. When faced with seemingly insurmountable conflict, humour gives us a different perspective on our problems. Use it often, but gently.

Dos and don'ts for using humour:

- Don't struggle to be funny. Find your own positive spin and your own way of communicating it.
- Don't overdo it. Spending 50 minutes of a 60-minute meeting engaging in humorous or clever activities is counter-productive.
- Do use every means possible to create opportunities for humour to be used on a team. For example, put Play-Doh on a meeting room table for the team to use during meetings.

Leading with Heart: The Secret of Great Project Managers

Continued ...

• Do be inclusive. One team decided to create individual awards. All the awards were terrific and funny, except one. I asked if the recipient would find it funny. The answer was, "No, but everyone else will." Resist that temptation.

Leading with Heart

Knowing your vision, not taking yourself too seriously and embracing humour can be almost as important as the technical side of your job. Your team, like it or not, will become a reflection of you as a leader. Keep them—and yourself—working well together by leading with heart. When you think about how to work with your team tomorrow, remember the words of Walt Disney; "It's kind of fun to do the impossible"

About the Author

Paul Shapiro is a consultant with Paul Shapiro Associates. Paul is also a senior instructor for ESI International's Project Leadership, Management and Communications course. You can contact Paul at paul@paulshapiro.com.

Additional Information Regarding the PMP® Examination

30 November 2005

PMI have confirmed that the passing score for the new Project Management Professional (PMP®) exam has been adjusted to 61 percent (106 correct questions).

This follows a psychometric analysis from over 800 test scores and results since the release of the new exam on 30 September 2005.

The new passing score has been applied to all examinations taken since 30 September 2005 and PMI is in the process of updating the candidates' records.

For further information regarding this including details of the steps PMI is taking to complete the implementation of this revised passing score, please refer to the article on the PMI website at www.pmi.org/info/PMPEXamUpdate.pdf.

Other questions regarding examinations can also be directed to examquestions@pmi.org.

Chapter Facts

As at end September, the chapter membership stands at 2959 of which 1444 are PMPs and 10 are CAPMs.

Congratulations to the record number of 318 new PMPs in the three months to end October 2005

PMI Global Congress EMEA

Madrid in May

Mark your diary for May 8th to 17th in Madrid.

More details on the PMI Web site www.pmi.org



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Innovative Risk Management

© September 2005,
Dr David Hillson PMP FAPM



A project management magazine recently contained an article on innovation which was somewhat provocative when it stated that “Project management is about processes and risk management, and that’s the absolute antithesis of innovation.” This challenge to risk management deserves a response!

The purpose of risk management in projects and business is to seek out significant uncertainties and address them proactively. It is most effective when it considers both threats and opportunities, as recommended by most best-practice guidelines. Surely achieving this goal requires a great deal of innovation?

The first area where creativity is essential is in risk identification. This requires thinking the unthinkable, not being constrained by “the Plan”, but considering other options and alternatives. It asks questions such as “What if... Why not... If only... How about...?” Potential problems (threats) and unexpected benefits (opportunities) can be identified using a range of creative techniques, including brainstorming, assumptions-busting, root-cause analysis, visualisation, scenario analysis, or futures thinking. Indeed it is probably not possible to identify risks without being innovative and thinking new thoughts.

But a second part of the risk process also requires fresh thinking, namely development of effective risk responses. Einstein reputedly said “It is not possible to solve a problem using the same thinking that created it.” Just identifying risks is not enough, and if appropriate action is not taken then risk exposure will remain unchanged. However deciding what is “appropriate” for each risk demands a degree of innovation, being prepared to consider and implement ac-

tions which were previously not thought necessary. Einstein also defined insanity as “Doing the same thing over and over again and expecting different results”, which might be rephrased as “If you always do what you always did, you’ll always get what you’ve always got!” As the Chinese proverb says, “If we don’t change direction we’re likely to end up where we’re headed.”

It seems likely that the person who wrote that “risk management [is] the absolute antithesis of innovation” was probably reacting to an outdated caricature of risk management. If the aim of risk management is perceived as preventing variation from plan at all costs, desperately clinging to the original approach and refusing all change, then it is true that creativity and innovation will be stifled. But modern risk management is very different. It actively embraces and welcomes change, recognising that some risks present an opportunity to improve on the original plan by working “smarter, faster, cheaper” – there is upside as well as downside.

“Uncreative risk management” is an oxymoron which cannot exist, and risk management without innovation merely rehearses and records the inevitable. To be effective the risk process must embody innovative and creative thinking in both risk identification and response development, proactively seeking potentially significant uncertainties and addressing them appropriately. Anything less does not deserve to be called risk management.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).