



# Nashville PMI Newsletter

Volume 2009, Issue 3

## Nashville Chapter Stats for July 2009

Global Members:

306,980

Nashville Chapter: 874

Nashville PMPs: 546

July Luncheon: 107

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## President's Message - Q3 2009

In case you have not checked it out yet, we rolled out a new website last month! This gives us much more flexibility with updates, sponsor logos, etc. We now can place future sponsors' information on the site, and tie in with the weekly e-mail from Rusty. If you have any suggestions on how we can continue to improve the site, please let us know ([web@pminashville.com](mailto:web@pminashville.com)). Some additions coming soon include board pictures/bios, and more downloads (including a templates section).



The board has been busy filling in the 3-year business plan due to PMI Global in September. This will include a scorecard to measure our chapter up against how other chapters are doing across the organization. We have taken things "one" step further with our surveys, monthly metrics dashboard and the VP of Metrics position. Look for more information from these to be posted on the website in the coming months.

As mentioned in the last newsletter, Ron Hooper (VP of Professional Development) is investigating the possibility of adding a PgMP prep course and a PMP prep course later this year. If you are considering either certification and want to help us gauge interest, please e-mail Ron at [professionaldevelopment@pminashville.com](mailto:professionaldevelopment@pminashville.com).

Financially, the chapter remains in good shape. James Mitchell (VP of Programs) has been working with our luncheon partners to cut down the costs, and we recently revised our annual budget to recognize material savings, bringing us on track for the year. Special thanks to the team for finding ways to keep the budget in line.

Thank you for your continued interest and participation in the PMI Nashville chapter. Member contributions keep the chapter strong and thriving. We have over 680 people in the LinkedIn group, and volunteer interest continues to grow. The latest Principles course is a sellout with 24 attendees, and the luncheons are popular as expected. Great feedback from the surveys over the past couple of months, and overall chapter satisfaction per the surveys is scoring at the Very Satisfied level. Your comments are also much appreciated and we have been able to make better adjustments as a result.

If you have any questions, concerns, or suggestions about the chapter, please feel free to contact me at [president@pminashville.com](mailto:president@pminashville.com).

Sincerely, Charles Lebo  
President, PMI Nashville Chapter

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## PMI Member Access to the PMBOK® Guide

One of your many PMI member benefits is complimentary access to an electronic version of ***A Guide to the Project Management Body of Knowledge*** (PMBOK® Guide).

Within the past month, PMI has implemented a revised download process which strikes a balance between your ease of use and protection of PMI's intellectual property.

The procedure to access the standard is to log in to

**PMI.org > Resources > Standards Library, and then choose to download the PMBOK® Guide—Fourth Edition**

From here, you are able to download or print the PMBOK® Guide, which will be marked with your username and member ID, and secured with your PMI.org password.

This means the file is licensed to you for your personal use only. If you print the file, it will be identified with a notice that says, "Licensed to (Name, PMI member ID)."

As a member benefit, and to protect the valuable intellectual property of this important global standard, your personal download is not for distribution, sale or reproduction.



## From the PMBOK



**Control:** Comparing actual performance with planned performance, analyzing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

**Critical Path:** Generally, but not always, the sequence of schedule activities that determines the duration of the project. It is the longest path through the project.

# Nashville's Project Management Job Future

By **Mike Denison, PMP** - from excerpts and data provided by the *Center for Regional Economic Competitiveness* and the *Nashville Area Chamber of Commerce*



The Nashville region has enjoyed population, employment, and economic growth for many years. To continue its record of success, the region must ensure that it maintains a tangible workforce advantage. The 10-county Nashville Economic Market Area, with 1.25 million working-age people, currently has about 853,000 people participating in the labor force. As one of the nation's large and emerging growth markets, it is expected that project management will play an increasingly important dynamic of the workforce. The Nashville economic market area has been growing nearly twice as fast as the rest of the nation, but at a more moderate pace than some other regions. Over the next 10 years, growth is expected to moderate to about 1.0 percent per year, which translates into 120,000 new jobs. Education and health services, leisure and hospitality services, and wholesale and retail trade are expected to account for well over half the net new job growth. Nashville depends on several very sophisticated and relatively healthy sectors and employer groups, including:

- Automotive
  - Nissan Motors
  - Saturn Corporation
  - Peterbilt Motors Company
- Corporate Headquarters
  - Gaylord Entertainment Co.
  - Bridgestone/Firestone Americas
  - Cracker Barrel Group Inc.
- Manufacturing
  - Electrolux Home Products
  - Ingram Industries Inc.
  - Tyson Foods Inc.
- Technology
  - BellSouth
  - Dell Computer Corp.
  - Comdata
- Distribution
  - United Parcel Service
  - LifeWay Christian Resources
  - Gap, Inc.
- Health Care
  - Vanderbilt Medical Center
  - HCA Inc.
  - Saint Thomas Health Services
- Call Center
  - Convergys Corporation
  - Ford Motor Credit
  - Verizon Wireless

In general, the region's economic structure appears to be relatively sound with similar challenges as other parts of the U.S. economy. Key opportunities in several high wage / high skill areas will likely be important economic drivers, resulting in increased demand and earnings for project managers with formal training and certification and at least some postsecondary education. The Nashville area has a strong and diverse economy. Its employment and income levels are rising and its growth has been steady. The PMI Nashville chapter leadership will need to continue enabling the Nashville project management workforce by providing training, certification prep, PDU's, volunteer activities, and networking opportunities to ensure that project management skill levels commensurate with all types of occupational needs.



# PMI Nashville Luncheon Programs

## Programs at a Glance:

**August: Why Overcoming the Five Dysfunctions of a Team is Important to Project Success**

**September: Are You a “Soft” Project Manager**

**October: Who’s on Your Team?**

### **NOTE:**

**Most Luncheon Programs are the 3rd Tuesday of the Month.**

**Time: 11:30 a.m.**

**Where: Cool Springs Marriot, Millennium Maxwell House Hotel, Select Hotel by Holiday Inn**

## The August Program - Cool Springs Marriot location



Topic: Why Overcoming the Five Dysfunctions of a Team is Important to Project Success

Presented by: Gregory Maciolek

PDU: 1.5

Like it or not, all teams are potentially dysfunctional. This is inevitable because they are made up of fallible, imperfect human beings. From the basketball court to the executive suite, politics and confusion is more the rule than the exception. But the power of functional teamwork is great.

Overcoming the Five Dysfunctions of a Team enables project managers to harness the power of their team. It is a larger challenge for project teams than for intact teams because of the cross-functional nature of project teams. On-time and under-budget are sweet words to a project team but how do you achieve these measures of excellence when team dynamics include: 1) absence of trust, 2) fear of conflict, 3) lack of commitment, 4) avoidance of accountability and 5) inattention to results?

High performance is not as hard as you think if you can understand and manage the Five Dysfunctions of a Team. Patrick Lencioni's book provides a real-world route to productive and effective project teamwork.

Greg Maciolek will provide an overview of the five dysfunctions along with a path to replace dysfunction with high functionality in effective and productive project teams.

## The September Program - Holiday Inn Select location

Topic: Are You a “Soft” Project Manager

Presented by: Nikki Meyer, MBA, PMP

PDU: 1.5

In this presentation, the use of the term “soft” will be in two contexts: one is about soft skills, those things that are hard to teach but need to be there, and soft as in not firm enough to do what needs to be done to be a good PM.

You can send people to training on coding, management, requirements gathering, etc. but it is very difficult to train someone in the soft skills –in many ways, either you have them or you don't. But all is not hopeless – sometimes we have the skills but don't know how to use them or when to use them or no one said it was OK

## The October Program - Cool Springs Marriot location



Topic: Who's on Your Team?

Presented by: Barbara Gray, PMP

PDU: 1.5



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## PMI Nashville Luncheon Programs (October program continued)

As project managers, the success of the project can depend on our ability to build a cohesive team. If the work place is not a pleasant place to work, people will search for another job. In today's economy, the workforce may not be as eager to leave the security of their place of employment. This means that many in the workforce are either not satisfied and possibly causing conflict and stress in the workplace or are finding ways to work through issues with management and co-workers. This presentation will look at some various issues we encounter as project managers and how through communication and leadership skills we can deal with personalities that make up a project team.

Barbara is the PM for the centralized procurement of furniture for the Army's BRAC initiative. As a senior level consultant, Ms Gray has worked within the defense industry as a government employee and a defense contractor. Ms Gray has managed major projects (\$20-50 million) in industrial manufacturing and served as a consultant to the world's largest fiber optics manufacturing facility. Barbara has worked on the THAAD missile program in the Test and Evaluation Directorate in Huntsville and Hawaii. Barbara now lives in Huntsville, AL.

## PMI Nashville LIG Activities

Join us for the next **PMI Healthcare LIG meeting:**

**Date:** **Thursday, September 17, 2009**

**Time:** **5:30pm – 6:45pm**, networking before and after with light refreshments.

**Location:** HCA Healthcare, Bldg. 3, Room 110, 1 Park Plaza, Nashville, TN 37202

**More Info:** Contact Cheryl Austin at [cherylaustin@comcast.net](mailto:cherylaustin@comcast.net) or 615.293.8443

**Registration:** \$5 online (members), \$10 online (guests), or \$10 at the door

**Topic:** ***Becoming and Effective Facilitator***

**Summary:** Facilitation is one of the key skills needed in any leadership role. It is the ability to ask the right question, to help a group move along to decision and action, to pay attention to both process and content at the same time. Good facilitators make it look easy. Liz Allen Fey, CEO of Management Solutions Group, LLC has been training facilitation methods for over 15 years. She will share with us some of the tools and tips she has learned over the years.

**Biography of Presenter:** Liz Allen Fey is owner of Management Solutions Group, LLC.



Her work with corporations, organizations and communities builds on her 20 years of management experience. As a consultant, she has worked in health care, music, hospitality, finance, manufacturing, food service, government, construction, non-profits, as well as with communities. Her work ranges from conducting organizational assessments, writing curriculum and providing training in management areas, coaching and mentoring executives and leaders, and facilitating small groups to groups of 200 or more. Her formal training is in social work and she received her BA in Sociology from Miami

University in Oxford, OH and her Masters in Social Work from the University of Tennessee. Liz is a Trustee of the United Way of Nashville, is President of All About Women, serves on the Small Business Executive Council of the Nashville Chamber of Commerce, is on the Advisory Board of First Tennessee, and is a member of CABLE. She is Past President of the Board of Book 'em!, was a member of the 2005 class of Leadership Nashville and served on the leadership team the following year, and served on the Advisory Board of Kraft.



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## PMI's PDU Secrets

By *Cornelius Fichtner, PMP*

A project manager has to be many things. To name just a few, a PM has to be a great communicator, a leader, a visionary, and be able to both build and inspire the team. First and foremost, however, a project manager has to be proactive. We employ strategies to plan the future in order to proactively minimize risk on our projects so that we can deliver on time and on budget.

Why then is it that when November comes around you can hear a collective groan rise from the worldwide community of PMPs as they ask, where they could quickly get 20, 30 or even 40 or more PDUs before the year is through? Is this simply a case of the cobbler's children having no shoes? No. I think that this is an acute case of the PMP community not even trying to proactively understand the PMI's recertification requirements. I am writing this in July of 2008, there are seven more months in the year, and I want to help you understand how you can very easily gain all the PDUs you need before the year is through.

The authoritative source when it comes to your PMP recertification is the PMI's Continuing Certification Requirements Handbook. This 10-page document can be found on [www.pmi.org](http://www.pmi.org) in the Career Development section. It contains everything you need to know about your recertification. Like so many PMI documents, it is (a) very well hidden on their website and (b) rather dry and needs some explaining. In a nutshell, you can gain PDUs in five categories and I will highlight them today to show you how easy it is.

**Category 1** is called Formal Academic Education. If you are currently enrolled in an academic course that includes classes on project and/or program management then you can claim 15 PDUs for a typical 15-week semester. To calculate Category 1 PDUs I recommend that you speak with your university as well as the PMI to ensure that you claim the correct amount.

**Category 2** offers a number of opportunities to claim PDUs based on your Professional Activities and Self-Directed Learning. There are many sub-categories that make collecting PDUs easy. Here are four examples:

1. Claim up to 40 PDUs for authoring a book.
2. If you work 1,500 hours per year as a project manager, you can claim up to 15 PDUs. Yes, you get PDUs just for being a PM.
3. Teaching a project management course gives up to 10 PDUs.
4. Be a speaker at your local PMI chapter dinner meeting and claim 5 PDUs.

The absolute easiest way to claim PDUs in this category, however, is the sub-category for Self Directed Learning. Here you can claim another 15 PDUs for a number of simple, self-study activities. The ones that I recommend are to read a project management book or - even better - listen to a project management Podcast. You can find about six free such podcasts by Googling the term "project management podcast"



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## PMI's PDU Secrets (continued)

This brings us to **Category 3**, which refers to attending educational programs offered by one of PMI's many Registered Education Providers (REP). A cost effective way is to talk to your local PMI chapter. Most offer a monthly dinner meeting (1 PDU) or monthly seminars (1 PDU per seminar hour) at a very low cost to you. Some PMI Chapters and PMI Specific Interest Groups (SIGs) even offer online webinars with PDUs. And then, there are of course hundreds of training companies that have the REP status and offer qualifying in-person and online classes.

You also receive 1 PDU for each hour attending project management related trainings by non PMI REPs. This is part of **Category 4**: Other Providers. For example: if your employer offers internal project management training then you can claim 1 PDU for each hour. This is true for almost any PM related seminar. Keep all your receipts and documentation on the topics discussed in the class just in case PMI audits you.

And finally, there is **Category 5**: Volunteer Service for your PMI Chapter. Granted, this category will not make you "PDU rich" but volunteering is extremely rewarding. The maximum number of PDUs in this category is 10 PDUs for elected officials and 5 PDUs for regular volunteers. So the main goal of volunteering for the chapter is clearly not gaining PDUs. The more important reasons are networking with your peers, being involved in local PM community and learning about all the PDU offerings that your chapter has. For me personally, the PDUs that I receive for volunteering in my chapter are the most gratifying and the most satisfying PDUs of them all. So contact your membership director and ask about the available opportunities.

By following the ideas outlined in this article you can gain all the PDUs you need in just a few months. It really is that easy. The trick is to know that you have a multitude of ways available to you. So be proactive and start earning your PDUs today!



**Cornelius Fichtner, PMP** is a noted PMP expert. He is the host of *The PM Podcast* at [www.thepmpodcast.com](http://www.thepmpodcast.com) where you can hear his free interviews with PM experts from around the world. His *PM PrepCast* has also helped over 5,500 project managers to prepare for the PMP exam. You can access the *PM Prepcast* online workshop via the PMI Nashville site @ [www.pminashville.net](http://www.pminashville.net) and click on the **PM PrepCast** banner link.

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## Update from the PMI Nashville Professional Development Desk:

By **Ron Hooper, PMP** - VP Professional Development PMI Nashville Chapter



For those of you that have a PMP certification, you already know how valuable that certification has been for your career. The word continues to spread on the value a PMP certification brings to the workplace. The number of people wishing to enhance their knowledge and career options by studying to achieve the PMP certification has been remarkable this year. Every week, I receive e-mails from people interested in enhancing their knowledge of project management and achieving the recognition of that knowledge with the PMP certification.

As of the first week in August, our volunteer study group coordination team - Charles Cain, Sandra Simpson and me (Ron Hooper) have conducted kick-off orientation sessions for six separate study groups this year. At the pace we have been going, I am sure we will have more people interested before the year ends and have one or more study groups begin. If you are interested in being part of a group, just let me know with an e-mail to [professionaldevelopment@pminashville.com](mailto:professionaldevelopment@pminashville.com). This may be a record number of study groups in one year for our chapter, but the real reward is getting to meet all of the people that want to join the ranks of PMP certified Project Managers.

Earlier this year, we offered a 2 day PMP Preparation Seminar that awarded 14 contact hours toward the PMP certification requirements. This Fall we will be offering for the first time, a 4 day class that will be conducted on 4 consecutive Saturdays. This class will award the full 35 contact hours required for PMP certification. We hope this format will provide an opportunity for those seeking certification, but not able to take off work for a class, an opportunity to prepare for the exam. The class dates will be October 17, 24, 31, and November 7. We have a minimum of 12 students needed to hold the class and the maximum class size will be 25. The cost will be \$1,095 for PMI Nashville members and \$1,195 for non-members.

As we conduct study groups, we not only provide the group with guidance and advice on how to prepare for the exam we take lessons learned from the groups and pass them along. One of the resources we learned about from study group members, was the PM PrepCast. For people who are always on the go and want a way to study on the move, this provides a great study resource. Lessons are downloadable to your MP3 player. A friend of mine even listened to the PrepCast while riding his motorcycle on weekends.

Registration for the 4 day PMP Preparation Class and links to purchase the PM PrepCast are posted at [www.PMINashville.net](http://www.PMINashville.net). (click on the PM PrepCast logo in the upper right corner of the home page. 4 day PMP Preparation Class registration link coming soon!)



## Continuing Education Opportunities

### *Scope, Schedule and Cost*

<b>Instructor:</b>	<b>Don Wessels, PMP</b>
<b>Date &amp; Time:</b>	<b>Monday and Tuesday, November 23 &amp; 24, 2009</b> 8:30 am to 4:30 pm
<b>Location:</b>	Belmont @ Cool Springs The Dover Centre 117 Seaboard Lane, Suite F-170 Franklin, TN 37067
<b>Cost:</b>	\$450 per PMI Member / \$490 per Non-Member
<b>PDUs:</b>	<b>14</b> Professional Development Units (PDUs) will be given for participation in this seminar.
<b>Enrollment:</b>	Register at: <a href="http://www.pminashville.com">http://www.pminashville.com</a> Or contact <a href="mailto:education@pminashville.com">education@pminashville.com</a> for more information

#### **Course Description:**

Every project struggles with resource limits: time, personnel, budget and materials. Be proactive and in control of your project by implementing cost and schedule management. Determine how best to plan project scope based on stakeholder budget and schedule constraints. Establish the performance measurement baseline. Gain proficiency in the tools and techniques used to compare actual work accomplished against established plans. By identifying early warning indicators, you will gain greater insight into potential risk areas and take the necessary corrective action to keep the project in control

#### **Learn How To:**

- Perform a requirements analysis & develop a deliverable breakdown
- Establish project scope with the work breakdown structure (WBS) & identify work packages
- Perform cost roll-up & scheduling techniques
- Balance the competing demands of scope, time & cost
- Negotiate project scope, schedules & budgets
- Establish and integrated scope/cost/schedule performance measurement baseline
- Monitor project status & take corrective action

#### **About the Instructor:**

Don J. Wessels, PMP, is an Associate Director for Professional Development with the PMI IS SIG and a Senior Consultant with Management Concepts, Project Management Division, headquartered in Vienna, Virginia, USA. Mr. Wessels has over 25 years experience as a Project Management consultant, trainer, and public speaker. He facilitates Project and Program Launches, conducts Project Management Assessments, and assists clients in establishing Project Management Methodologies and Project Management Offices.



## ***"It's about the schedule, stupid!"***

By **Rodger Oren, PMP** - Nashville PMI chapter member



Yes, it really is about the schedule. The work the author performed in analyzing survey results for a PhD dissertation found that the schedule is the item that makes a project successful. If you meet the schedule, you will have a successful project. Before we delve further into the implications of this last statement, let us review what factors and variables were considered and how the survey was administered.

First, the author developed three factors that were thought to have a contributory nature with the outcome, project success. The factors were (1) organization, (2) project and (3) individual. In those factors, a total 10 variables were considered and analyzed through statistical tests. The variables in the organization were: (1) culture, (2) politics, and (3) technical. The project variables were the triple constraint: (1) cost, (2) scope, and (3) schedule. The individual factors were: (1) leadership style, (2) presencing, or the ability to anticipate the future, (3) tenure or experience, and (4) certification.

Then, by using a survey, administered through an online service, the author asked several project management communities a series of questions. Participation from the Nashville chapter helped the author meet his sample set required to apply properly statistical methods to the results. While all of the variables were found to contribute something to the outcome, the results found statistical significance with the variable of project success. This finding means that the key variable a PM needs to focus on is project schedule.

For any PM, this result is not earth shattering. That said, the implications of the importance of project schedule are rather important. In order to meet a schedule, you have to have a schedule that (1) is realistic, (2) considers the natural variances in a project, and (3) handles the variances you encounter.

To take care of these issues, the PM should use a scheduling technique that satisfies those requirements. Consider using PERT/CPM, or Critical Chain Project Management as you develop and maintain your project schedule. The author would recommend those in the software field to consider estimating techniques such as COCOMO, COCOMO II, or Function Point Analysis as they develop their durations of the tasks in the project.



If you use these techniques, you will have a greater chance of winning. Your project will likely meet its schedule, meeting expectations and delivering a product when it is needed. About 40 years ago, we saw a complex program meet its schedule objective, to put a man on the moon by the end of the 1960's. While there were issues and complex problems to solve, the project met the schedule and was a success.

## New Member Breakfast

The Nashville PMI Board will occasionally host a New Member Breakfast to welcome new members to the chapter. This is a great opportunity to network and meet new people, learn about local activities and chapter events, and enjoy a free breakfast!

Be sure to check the PMI Nashville weekly communication for upcoming dates.



## Welcome New Members!

The PMI Board would like to welcome you to the Chapter. This is a great opportunity to meet new people, learn about local activities, and eat great food.

### Breakfast Details:

When: Tuesday, August 18, 2009

Time: 7:00-8:15

Location: 3401 West End Avenue  
Suite 560W

MARK YOUR CALENDARS TODAY!

## New Nashville PMI Members/PMPs

### New PMPs (28 new PMPs)

**May:** Sarah Grotelueschen, Julie Gilley, Bradley Mitchell, Christopher Camp, Scott Davidson, Sreelakshmi Kasetty, Allen Sagan, Arlene Carter, Arthur Scoby **June:** Cheryl Harris, Craig Luttrell, Tammy Roberts, Andrea Creek, Anthony Lolas, Deede Wang, Jeff Qualkenbush, Mayur Mehta, Gloria Hoertner, Evans Martin, Deborah Morgan, Valerie Landkammer, Lisa Servais, Douglas Brown, Kevin McGhee, and Gary Davis **July:** Rob Colburn, Dennis Gomer, and Mairi MacLean

### New Members (61 new members)

**May:** Kenneth Barcus, Richard Barnes, Virgil Barnes, James Burk, Timothy Dilks, Tobias Gunn, Elizabeth Harris, Steven Luboniecki, Brian Lucy, Kevin Marthaler, Jeff Qualkenbush, Wayne Sharp, Michael Torlone, Thomas Twombly, Janet Vance, Brad Vandermolen, Barry Ward **June:** Ashley Briggs, Rob Colburn, Jamye Dollinger, Chris Dondanville, Miguel Fernandez, Donald Hall, Tim Hunt, Hamza Ibrahim, Joseph Kozon, Lawrence Lin, Jeanne McRedmond, Bret Mitchell, Kristoffer Moore, Amy Pfeffer, Sara Rives, Tammy Roberts, David Rodriguez, David Rupp, Edward Storonsky, Mark Stultz, Douglas Tice, Greg Triplett, Gloria Wilson, Jeannette Wolff, Marshall Woodall, and Yan (Phoebe) Zhang **July:** Margaret Barringer, Jodi Burchell, James DePoyster, Brett Fritze, Randall McCaslin, Darryl McClendon, Paul Moret, Lindsay Morris, Olivia Newton, Abel Olaleye, Philip Padgett, Ryan Richardson, Mark Robertson, Evet Rodrigues, John Sargent, Heather Smith, Amado Torres III, and Darlene Weaver

*Welcome to all the new members and congratulations to the new PMPs.*



## Board of Directors for 2009

### PMI Nashville, TN Chapter

P.O. Box 1166  
Brentwood, TN  
37024-1166

E-mail:  
[web@pminashville.com](mailto:web@pminashville.com)  
[www.pminashville.com](http://www.pminashville.com)



#### Officers

President	Charles Lebo, PMP
President Elect	Chip Nuttall
Immediate Past President	Laura Klepper, PMP
Administration	Shannon Verprauskus, PMP
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Education	Anita Speck, PMP
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Membership	Wendy Kiepek, PMP
Metrics	Matt Martin
Newsletter	Mike Denison, PMP
Programs	James Mitchell, PMP
Professional Development	Ron Hooper, PMP
Technology	Bill Tomlinson

## Editor's Closure

Often as Project Managers we focus on the “*science*” of project management. We dutifully study the PMBOK, memorize the project management process groups and knowledge areas, create project plans, analyze critical path, develop required project documents and status reporting, etc. We take a test and become PMP accredited as Project Managers. These hard skills are critical to become a *good* project manager. But to become a *great* project manager you must also develop and practice the “*art*” of Project Management.

Leadership, team building, motivation, communication, influencing, decision making, political and cultural awareness, negotiation. These are some of the interpersonal skills that must be developed and practiced appropriately to effectively manage projects.

By balancing the science of project management with the art of project management you can become a **GREAT** project manager and leader in your organization and in life.

Mike Denison

Newsletter Editor, PMI Nashville Chapter

