



# Nashville PMI Newsletter

Volume 2010, Issue 1

## Nashville Chapter Stats for January 2010

Global Members: 309,715

Nashville Chapter: 903

Nashville PMPs: 554

Nashville CAPMs: 12

Nashville PgMPs: 1

## President's Message - Q1 2010 Charles Lebo, Nashville Chapter President



Happy New Year! It is a new year and your chapter leadership team is fired up about its 2010 strategic goals! We kicked off the year with a 2010 strategy meeting at Healthways on Saturday, January 23rd. The board had two breakout sessions to brainstorm around the strategic goals the board set this past November.

- **Growing our membership:** Membership growth and retention
- **Building our infrastructure (people):** Volunteer base growth via director-level chapter positions
- **Enhancing member service:** Improving chapter value and service to our members

The chapter has seen tremendous growth over the past several years, from **540** in December 2005 to **893** as of January 26, 2010. That said, we also lose members each month. Some are unavoidable (e.g. relocation), and we want to make sure we are engaging and reaching out to as many members as possible with a fulfilling experience with the chapter. Ruby Reyes, our 2010 Membership VP, will be organizing a team of volunteers to reach out to members as members join the chapter and as memberships expire. We will also be putting together a team of "ambassadors" to engage attendees at luncheons, soliciting feedback wherever possible.

To support member engagement and growth, the leadership of the chapter needs to also grow. Over the past several years, we have seen tremendous growth in membership, but the chapter leaders have stayed at 15. With the bylaw change in the fall of 2008, the board positions were changed to VPs, in order to add an extended leadership level of directors. This has several benefits, such as succession planning with future leader development, a better focus for strategic planning, and more resources to accomplish goals. The board will be looking to engage 100 volunteers in 2010 (up from 56 in 2009). Given the number of PMPs in the chapter, the networking benefits of volunteering, and the PDUs PMPs require, this goal should not be hard to attain.

Along with volunteer expansion/development, the board would like to enhance the value and service offered to members. 2009 saw extensive use of online surveys for events, and we will be working to derive even more value out of them in 2010 (e.g. building a speaker database to track results for future consideration). With the scores centrally located, the chapter can fully vet speakers, potentially bringing in some via other chapters in the region. A calendar of events for the year will be posted online to better inform members and visitors, allowing them to plan training expenditures.

Emphasizing customer focus and member interaction, the chapter leadership team will be working hard to grow the chapter, strengthen the leadership infrastructure, and increase membership value. Hear more information on the chapter at our annual luncheon in March at the Embassy Suites in Cool Springs. We will use a few minutes at the beginning to present a state-of-the-chapter update (annual member survey results, the three-year, chapter scorecard for PMI Global, etc.), with informal Q/A time after the luncheon. We look forward to sharing with you in March!

Sincerely, Charles Lebo  
President, PMI Nashville Chapter

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# Managing the “Meeting from Hell”!

## **Facilitation Techniques to Manage Three Common Dysfunctional Behaviors**

Dana Brownlee, President of Professionalism Matters, Inc.

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Project Manager Sherry Martin couldn't stop thinking about her last team meeting as she walked down the hall towards her office. Slamming her office door behind her, she let out an exasperated scream and looked for something to punch! Her team was driving her absolutely crazy and she channeled Scarlett O'Hara as she proclaimed, “*I will never run a meeting like that again!*” Her problem in a nutshell boiled down to three really difficult personalities that continually recurred on her team. These personalities were indeed a cancer not just infecting the team and its results but also spreading throughout the group and impacting the other team members as well.

Here's a little help for Sherry...and for you! Let's explore these common dysfunctional personalities and how to effectively manage them.

⇒ The Dominator

We've all experienced “*the dominator*” in one way or another. Some people tend to dominate discussion simply because they're excited and over zealous. These can actually be assets to the team if we can find appropriate approaches to harness and manage all that positive energy. Unfortunately, most of us are more familiar with the other type of dominator – the overly aggressive, bullying personality that tramples on others' comments and may attempt to hijack the meeting completely! Sometimes, these dominators are overly negative (“*That'll never work here!*”), and other times they just won't let anyone else get a word in edgewise. In either case, dominators can certainly sour not just the effectiveness of the meeting but also the morale of the team.

### **Techniques for effectively managing the dominator...**

- Thank the dominator for their feedback and ask for other's input (e.g. “*Steven, that's an interesting idea. Let's see if others have suggestions as well.*”)
- Reiterate the dominator's comment, write it visibly for all to see, and then ask for other ideas to complete the list. (e.g. “*Steven, it sounds like you're recommending that we use these three vendors as our short list...is that correct? That's a great suggestion. Let's compile a list of several suggestions, then discuss them all. We'll list your suggestion as “A” on the list. I'd like to get at least three other suggestions from the team. What do others think?*”)
- Instead of having the group respond to an issue verbally, ask them to take 2 minutes to jot down their idea, issue, or recommendations on a sticky note instead. Then ask each person to share one comment they wrote.
- Suggest the group use the round robin technique (go around the room asking each person to share a comment) and start at the opposite end of the table from the dominator (e.g. “*This is such an important issue that I want to be sure I'm getting everyone's ideas. Let's do a quick round robin starting with Jill...*”)

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## Managing the “Meeting from Hell”! (continued)

- Call on a few people you haven’t heard from (e.g. “Michael, what are your thoughts on this issue?”)
- Take a break and solicit the dominator’s support offline (“Steven, you’ve brought up several key points. I’m hoping to get some of the other team members involved in the discussion to hear their ideas as well. Some members of the group are not as assertive, but I want to be sure we hear from them.”)
- Break the group into pairs or triads and let them discuss an issue in those smaller groups before initiating a large group discussion
- Gain agreement with your team to use a physical object (e.g. sponge football) to balance discussion. The person holding the football has the floor, and they must toss it to someone else once they make their point.

⇒ The MultiTasker

Increasingly, we’re seeing more and more multitaskers in our meetings. Aptly named, they’re the ones whose attention constantly darts between the meeting leader and any number of other tantalizing distractions (e.g. PDA, laptop, reading material, etc.). Indeed, the multitasker is physically present but mentally elsewhere.

### **Techniques for effectively managing the MultiTasker...**

- Bring the issue up to the group during the first few team meetings and decide as a group how you want to handle the technology distractions. Options may include the following:
  - ◇ Using a “technology drop box” at the front of the meeting room and agreeing to drop in all phones, etc. prior to meeting start
  - ◇ Limiting meeting time to one hour to ensure participants aren’t away for too long
  - ◇ Agreeing on 15 minute technology breaks every hour
  - ◇ Participants bring a buddy to “cover” for them in case they have to step out for a call
- Use facilitation techniques that keep participants actively engaged
  - ◇ Round robin
  - ◇ Active questioning
  - ◇ Affinity diagramming
  - ◇ Sub team work
  - ◇ Dot voting
- Use a circular or U shape room setup that allows you to easily walk around (and near) violators quite easily
- Agree on a mild punishment for texting, emailing, etc. during the meeting... one group used a PDA jar and any violators had to put in \$5/violation. (Money was later used for team lunches)

To read the full article and additional details about the “Managing the Meeting from Hell” visit the PMI Nashville Website: <http://www.pminashville.net/>

# PMI Nashville Annual Membership Survey Results

This report provides a summary of the purposes, methodology, and the results of the annual membership satisfaction survey. The survey is one means through which the PMI Nashville chapter can give a voice to our members. It is a systematic way to identify what is working and what needs to be improved from our members' vantage point. As the Nashville Chapter focuses more energy on providing value added services to its members, this survey can provide a baseline for documenting progress. Information about, and results from, this and future surveys will help us to achieve our goal of exceeding your expectations.

The PMI Nashville Board would like to thank you for taking time to complete the survey. The feedback was tremendous. As the chapter continues to grow, your feedback becomes even more important. If you didn't have an opportunity to complete the survey and would like to provide the chapter with feedback, please contact [membership@pminashville.com](mailto:membership@pminashville.com).

Organization's Primary Business	
Healthcare	42.2%
Information Systems/Technology	9.6%
Manufacturing	9.6%
Government	9.6%
Other: accounting [1.2%], construction [1.2%], consulting [8.4%], distribution [2.4%], financials [1.2%], software development [2.4%], insurance [2.4%], retail sales [2.4%], telecommunication [4.8%], training [1.2%], unemployed [1.2%], etc.	28.8%

Primary Role in Organization	
Project Management	60.7%
Program/Project Management Officer	21.4%
Developer	4.8%
Executive Sponsor	4.8%
Other: Business Analyst [1.2%], Consultant [3.6%], Trainer [1.2%], QA Specialist [1.2%], Not involved with Projects [1.2%], etc.	8.4%

## Monthly Luncheon Program

Several questions were asked about the luncheon event. Eighty-two percent of survey respondents attend at least one luncheon a year. Feedback about the luncheon is listed below.

What factors keep you from attending the luncheon events?	
Schedule	66.7%
Location	47.6%
Time	28.6%
Cost	9.5%
Lack of employer support	9.5%
Just joined chapter	9.5%
Topics	4.8%

What is your preferred location for the luncheon?	
Franklin/Cool Springs	37.7%
West End (Holiday Inn Select)	31.9%
Airport area	13.0%
Downtown (Millennium Maxwell House)	11.6%
Brentwood	5.8%

## PMI Nashville Annual Membership Survey Results (continued)

### How would you rate the online registration process?

Excellent	54.9%
Very good	36.6%
Good	7.0%
Fair	0.0%
Poor	0.0%
N/A	1.4%

### How would you rate the onsite check-in process?

Excellent	39.4%
Very good	42.3%
Good	15.5%
Fair	0.0%
Poor	1.4%
N/A	1.4%

### Please rate the value of the after-lunch networking corner.

Excellent	1.4%
Very good	15.7%
Good	15.7%
Fair	8.6%
Poor	2.9%
N/A	55.7%

### How would you rate the cost of the luncheon?

More than I would expect	15.5%
Just about right	84.5%
Less than I would expect	0.0%

### How would you rate the speakers at the luncheon?

Excellent	11.3%
Very good	54.9%
Good	29.6%
Fair	4.2%
Poor	0.0%
N/A	0.0%

### Please rate your overall experience with the PMI luncheons.

Extremely satisfied	15.5%
Very satisfied	53.5%
Satisfied	29.6%
Somewhat dissatisfied	1.4%
Extremely dissatisfied	0.0%
N/A	0.0%

### Volunteer/Leader Interest

The chapter is always looking for volunteer leaders to help serve the needs of the membership community. The survey results revealed that 76.6% of the respondents are interested in serving on one or more of the chapter committees.

### Overall Comments

We received many great comments from the survey participants and the comments can be grouped into one of 4 categories: luncheon program, networking, communication, and general chapter comments. The results, overall, revealed that the chapter members are very satisfied with the services provided.

### Where do we go from here?

The Board members are actively reviewing the feedback from the survey and the members should see changes/improvements in existing programs/events based on the feedback provided. If you didn't have an opportunity to complete the survey and would like to provide the chapter with feedback, please contact [membership@pminashville.com](mailto:membership@pminashville.com).





## “Project Launch”

By **Don J. Wessels, PMP**

*Senior Consultant, Project and Program Management, Management Concepts, Inc.  
Vienna, Virginia, USA*

### **Introduction**

Data from many industries suggest that a majority of projects are not successful. They are late, way over budget and fall short in quality. In addition, they do not meet the project client’s functionality needs and expectations. There are many surprises during the project that cause alarm to everyone.

Most of the failures in these projects seem to come from a lack of definition and planning. Even with very visible, significant projects there seems to be a “just-do-it” (JDI) mentality. This causes a great many problems with schedule, budget and scope/quality. Risk Management is done poorly, if at all. Appropriate communications to all of the stakeholders and keeping the project visible is not done well.

Project managers should be pro-active and aggressive in the management of their projects. They should be in control of the project rather than the project in control of them. As a result of JDI there is no formal definition and planning process in place. When JDI occurs there is no charter and project plan to manage against and the project team is in reactionary mode. This becomes merely a reactionary, firefighting process to an unsuccessful completion.

Many of today’s projects are large and have considerable risk. They are directly aligned with the vision/mission, strategies, and goals of the organization. Many of them have a dramatic effect on the company’s bottom line profitability. It is essential that these projects be started properly with the highest chance of success. Getting complete and accurate information from the onset is crucial. It is important that everyone is on the same page and have the same perception of the project from the beginning. Having understanding, commitment and buy-in from all key stakeholders is a critical part of success.

To read the full article and details about the Rapid Project Planning Process visit the PMI Nashville Website: <http://www.pminashville.net/>

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## PMI Nashville Chapter Membership

PMI Nashville is committed to providing you with resources and tools you need to achieve excellence in project management. Through your membership to the local chapter, you will have opportunities to exchange information with other local chapter members and enhance your skills. If you are currently not a local chapter member and would like more information on the benefits of joining the Nashville Chapter, please contact [membership@pminashville.com](mailto:membership@pminashville.com)



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## New Nashville PMI Members/PMPs

### New PMPs

**November:** Wayne Sharp, Troy Craig, Heather Smith, Ty Wilmore

**December:** Christa Cruikshank, Stacie Baker, Darin Williams, Chris Berry, Craig Drenthe, Don Lance, and Michelle Garcia.

**January:** Jim Powlus, Sandra Stanley, Jessica Katz, Timothy Dilks, Christia Victor

### New Members:

**November:** William Carroll, Elizabeth Fant, David McCulloch, Aaron Ritchie, Bimal Shah, Tina Whited, Jeffrey Yarris

**December:** William Bartlett, Kathryn Britt, James Brittain, Brian Carmichael, Jamie Casteel, Willard Clapper, Van Coggins, Thomas Coil, Benjamin Corn, Lance Davis, Travis Dolan, Marvin Evans, Donnella Gantt, Jason Greer, Kara Greer, Jamie Jamison, Jessica Lee, Joseph Levy, William Morris, Jeffrey Newton, Joseph Newton, Daniel Peterman, Albert Smith, Nancy Smith, Craig Stensen, Russell Stephens, R Michael Williams, and Claudia Yamamoto.

**January:** Larry Aldrich, Gary Alessio, David Bauer, Colleen Boldon, William Brooks, Dawn Brown, Linda ClenDening, Jonathan Gilbert, Brandy Granderson, Delores Griffin, Melissa Hopkins, Prasad Kale, Melissa Puri, William Rollings, Robert Sturgis, Sridhar Tutika, Aaron Vick, Kimberly Victory, Roderick White, Nancy Wilcenski, Charles Williams

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



# PMI Nashville Chapter Board of Directors

**PMI Nashville, TN  
Chapter**

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

## Officers

President	Charles Lebo, PMP	<a href="mailto:president@pminashville.com">president@pminashville.com</a>
President Elect	Chip Nuttall	<a href="mailto:vicepresident@pminashville.com">vicepresident@pminashville.com</a>
Immediate Past President	Laura Klepper, PMP	<a href="mailto:pastpresident@pminashville.com">pastpresident@pminashville.com</a>
Administration	Shannon Verprauskus, PMP	<a href="mailto:secretary@pminashville.com">secretary@pminashville.com</a>
Finance	Jennifer Schenck	<a href="mailto:treasurer@pminashville.com">treasurer@pminashville.com</a>

## Vice Presidents

Communications	Mike Denison, PMP	<a href="mailto:communications@pminashville.com">communications@pminashville.com</a>
Education	Anita Speck, PMP	<a href="mailto:education@pminashville.com">education@pminashville.com</a>
Interest Groups	Angie Bates, PMP	<a href="mailto:sig@pminashville.com">sig@pminashville.com</a>
Marketing and Publicity	Joanne Bertone	<a href="mailto:marketing@pminashville.com">marketing@pminashville.com</a>
Membership	Ruby Reyes	<a href="mailto:membership@pminashville.com">membership@pminashville.com</a>
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Technology	Rusty Thompson	<a href="mailto:web@pminashville.com">web@pminashville.com</a>

## Editor's Closure

### Newsletter Editor: Wendy Kiepek, PMI Nashville Chapter

The New Year launches a new editorial team for the PMI Nashville newsletter. Wendy Kiepek and Richard Wallace will share the opportunity to publish the quarterly newsletter. We will introduce changes to the content of the newsletter in hopes of delivering relevant, timely, and interesting information. Information, such as monthly events and global PMI news, will be removed from the newsletter and will be posted on our PMI website—<http://www.pminashville.net>. We will engage our local PMI members to submit articles for publication, include member, volunteer, and project spotlights, in addition to recognizing PMI members throughout the year. We look forward to working with our members to deliver an informative newsletter each quarter. If you are interested in publishing an article, recognizing a peer, a volunteer, or a project, please submit your requests to [newsletter@pminashville.com](mailto:newsletter@pminashville.com).

Many of you know Wendy from her role as the VP, Membership and a friendly face at the PMI Nashville luncheon registration desk. This year Wendy brings her considerable talents to the Nashville Chapter as VP, Newsletter. I will be assisting Wendy with newsletter content and publication logistics. I am just celebrating my first year as a PMI Nashville member. In 2009 I worked as a volunteer for the 2009 PMI Nashville Annual Symposium. During this time I have enjoyed meeting many PMI Nashville members and I look forward to meeting many more this year.

Before ending the Editors Closure we must thank Mike Denison for all of his fine work on the 2009 newsletter, and his efforts to bring Wendy and me up to speed as your new editors. Mike has been very generous with his time and talent throughout this transition. We hope to continue the fine tradition of the PMI Newsletter and feel better prepared to take on this role with the benefit of Mike's mentoring.

Please feel free to send in your ideas for articles, events, and topics to Wendy or me. We look forward to hearing from you.

**Richard Wallace**

