



# Nashville PMI Newsletter

Volume 2010, Issue 2

## Nashville Chapter Stats for April 2010

Global Members: 317,962

Nashville Chapter: 928

Nashville PMPs: 557

Nashville CAPMs: 13

Nashville PgMPs: 1

Nashville Risk: 2

April Luncheon: 91

## President's Message - Q2 2010 Charles Lebo, Nashville Chapter President



The Nashville Chapter of PMI has just scheduled its 6<sup>th</sup> Annual Symposium for September 20-21, 2010 at the Embassy Suites Hotel in Cool Springs. We encourage you to mark your calendars for this informational and educational event. It will provide a great opportunity to mingle with fellow project managers from different industries, network, and log credits needed to maintain (or earn) certification. Look for more information as it becomes available at [www.pminashville.com](http://www.pminashville.com). If you have an educational presentation and would like to submit a proposal for consideration, visit [www.pminashville.com](http://www.pminashville.com). The Call for Papers ends June 18, so make sure you get your submission in as soon as possible.

In late April, representatives of the chapter traveled to Tampa for the annual Region 14 meeting (includes chapters from TN, FL, SC AL, GA and the Caribbean) to learn about what other chapters are doing. The group had many great takeaways, including insight into PMI Global from PMI Executive VP and COO, Mark Langley, and an increased emphasis on volunteer development. The theme of the meeting was clearly around leader development and sharing best practices across chapters. The 2010 strategic goals established earlier this year by the PMI Board support the PMI Global theme and will result in expanding our PMI leadership team, providing more opportunities for PDUs and diversifying these options, increasing our focus on customer satisfaction, and shifting our focus to strategy.

In addition to the PDUs offered, we will further diversify by possibly holding a charity golf tournament and starting a mentoring program pilot with volunteers this summer. Steve Yeager (Director, Career Networking) is looking to organize the tournament, and has already engaged a sponsor for a car giveaway. A volunteer to head up the mentor pilot has been identified, and is working to put a design together. If you are interested in volunteering for either endeavor, send an e-mail to [volunteer@pminashville.com](mailto:volunteer@pminashville.com) (and/or fill out the form found on the website). Look for more in the weekly e-mails from Mike Denison (VP, Comm.) or on the website in the coming weeks.

The board is considering a registration and pay policy change for events. Over the past couple of years, the chapter has subsidized luncheons, but each month, there is a significant number of no-shows, adding to the overall cost. As a result, the board is looking to better shepherd your money by emphasizing online registration and minimizing cash at the door to lower costs and losses. The price of the former will not change, but there will likely be an increase on the pay-at-the-door. This is not an easy decision, but it is one the board feels will make the entire registration process smoother for luncheon attendees.

Hope all is well with you and yours. If you have any questions, comments or concerns, please feel free to reach out to me at [president@pminashville.com](mailto:president@pminashville.com).

Charles Lebo  
President, PMI Nashville

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# “The Lazy Project Manager”

By Peter Taylor

[www.thelazyprojectmanager.com](http://www.thelazyprojectmanager.com)

## IS PROJECT MANAGEMENT A CORE SKILL AND NO LONGER A NICHE CAPABILITY?

*A smooth sea never made a skilled mariner.* English Proverb

Project management is fast becoming the preferred way for companies to get things done. In a global economy project management will make a company more competitive than the traditional methods of managing work.

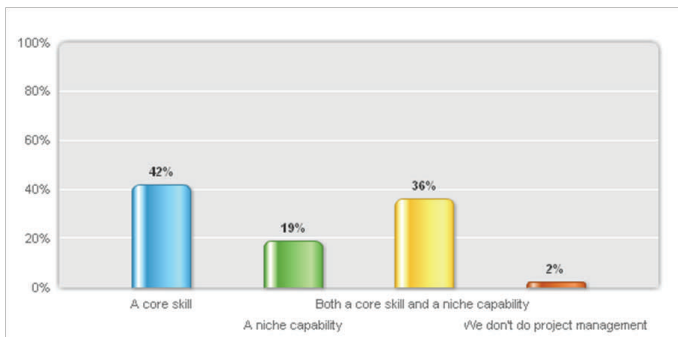
So for all managers there is now the need to understand the dynamics of projects together with the skill and process of project management in order to make the most out of their organization’s investments.

### The Question

Is Project Management therefore no longer a niche capability, the home of project management office members and external contractors; is it now a core skill that all executives and senior management need to understand?

In a recent survey conducted by Peter Taylor ([www.thelazyprojectmanager.com](http://www.thelazyprojectmanager.com)) through a LinkedIn survey (poll) That very question was asked, ‘Is Project Management a core skill and no longer a niche capability?’ to see what a wider community of business people thought.

347 people responded to the survey and I am grateful for their time and consideration, as well as the follow up comments that many people left for me to review.



There is a fairly even split between ‘A core skill’ and ‘Both a core skill and a niche capability’ with a smaller number believing that it is ‘A niche capability’. But I guess it would be fair to say that the survey contributors were divided in their views, and strongly divided in some cases based on the comments exchanged.

The full report analyzes the survey responses across a number of areas – job title of

respondents, company size, gender, age and job function. The result provides an interesting insight in to what people think about project management today.

So what are my thoughts on this topic? Well let me argue from each of the three angles, and perhaps be a little tiny ‘agent provocateur’ in my thoughts:

<sup>1</sup> LinkedIn Polls allow you to easily find answers to your business and market research questions. Target professionals with the right expertise, and then LinkedIn will analyze the results to show you how factors such as seniority, company size, job function, age and gender influence responses. You can distribute your poll for free to your network.

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## **“The Lazy Project Manager” (continued)**

### **Project Management will always be a niche capability.**

It's about the skill and experience of the individual project manager that makes or breaks a project. The need for success means that projects have to be driven by a 'niche capable' project manager. General managers will never have the time, the experience or the training or indeed the skills to manage any project beyond that which is simple in its goals. No executive gets promoted because of their project management skills they get promoted for other reasons. Executives do not need project management skills but project sponsorship and product ownership skills.

### **Project Management is a core skill.**

If you believe, as most evidence is now directing us, that we are moving to the projectification of society, where work is less and less a line activity and delivered in the majority through projects, then it is clearly vital that all managers now need to understand the dynamics of projects and have the basic skills and understanding of the process of project management in order to make the most out of their organization's investments. All managers need to think in terms of controlled and carefully monitored delivery of outcomes, against a fixed budget and expectations of a quality outcome i.e. as projects.

### **Both a Niche Capability and a Core Skill**

Project management methodology is a 'core skill' that all managers need to be aware of but, the actual project management activity is still a 'niche capability' that requires additional training and experience in order to be successful. Managing a small, simple project is no big deal and most people can do it. Managing a large, complex project with substantial risk, diverse stakeholders, a geographically distributed team, multiple constraints and high stakes is best reserved for real experts. The successful business of the 21<sup>st</sup> century recognizes the value of 'niche' project managers working under a supportive executive that has a foundation of project 'core skills'.

### **Summary**

Let's keep the conversation going – whatever your views are, core skill, niche capability, a combination of both, I personally believe that project management is one exciting place to be in right now.

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

All comments and feedback welcome at [www.thelazyprojectmanager.com](http://www.thelazyprojectmanager.com)

'Discussion is an exchange of knowledge; argument an exchange of ignorance.'

Robert Quillen



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## “Laboring On”

By Cheryl Austin

The recession of the last year and a half has taken a toll on companies and employees. You may have survived the rounds of staff reductions at your company, but you still fear that your job could be next on the chopping block. More than ever, project managers have been expected to do more with less: fewer staff, smaller project budgets, fewer tools, fewer opportunities for training (internally and externally), and so on. No doubt you are working longer and harder to make up for staffing cutbacks, and with fewer resources.

As the economy is starting to improve and job cuts are slowing down, there are interesting psychological dynamics at play – for you and your employer. Labor statistics show productivity increases without job increases, e.g., a jobless recovery. What are the implications for you, your employer, and the job market?

**Implications for you:** You do not feel empowered as you once might have been, to stand up for acquiring more resources, against you and your team working mandatory overtime for weeks on end, for getting those much-needed tools which would make everyone’s job easier, and what have you. But heed this warning: You are *sabotaging* your projects by *not* speaking up! Your projects are at bigger risk than ever of not succeeding, and it will reflect poorly on *you* and may even affect the long-term survivability of the company, and thus indirectly affects the long-term survivability of your job.

*What you can do:*

- \* Using your communication skills, make management understand the risk they are putting on the project by *not* hiring the staff you need or *not* having the required expertise in-house, or by *not* having the right resources or tools or training. Let management know you have the *long-term future* of the company at heart and you *want* the company and its projects to succeed.
- \* Research ways to be creative and present management some options. Don’t just say “we must have X” (where X may be staff, tools, training, etc.), but say: If we do the project “as is” (without adding X), here are the implications – quantified in time, cost, quality, or other metric – for the short-term *and* the long-term. Then show *at least two options*: with the costs and quantifiable implications of each. If spending 10% more makes the project “do-able” (versus at high risk of failure), the decision becomes easier for management.
- \* Paint the picture of the upside as vividly as the picture of the downside. In other words, don’t just explain the risks and repercussions of not having the resources (i.e., the voice of “doom and gloom”), but explain the *business opportunity* that can be gained by having the right resources. Hint: You must be able to enumerate more pluses than minuses in order to sway the decision-making!

**Implications for your employer:** Company management has seen they can carry on and maybe even increase their profitability, in spite of all the cutbacks, so those things (personnel, resources, tools) must not have been needed to begin with... or so they think! Temporary cutbacks may now be made permanent. Whether employer-sponsored matching funds to your 401K, or free cokes in the breakroom, many “perks” may become a thing of the past. Companies have taken on myopic views: thinking only about results for next quarter or this year, and no longer looking 3-5 years down the road. They invest less capital in long-term projects or R&D (research and development) which may not have an ROI (return on investment) for some time or whose ROI is not quantifiable. They look only to execute near-term projects with more immediate or more quantifiable ROI. Budgets for all projects are likely to be trimmed to the bone, along with staff.

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## “Laboring On” (continued)

*What you can do:*

- \* Address the long-term needs while you are executing your near-term projects. Insist that a portion of the resources (staff, tools, etc.) be expended to enable the company to reach future goals. Again, creativity is key. For example, even if you cannot afford to buy a software package and roll it out to all the staff, insist that a group look at a small pilot with the new tools, or form a group to evaluate the various tools and report back.
- \* Show company management that you have the capability – and the responsibility – to think strategically, to explore how today’s near-term project affects the long-term goals. If the near-term project is at odds with long-term goals, or is merely a temporary band-aid that will require re-doing the project “correctly” or “again” at a later date, you owe it to the company to bring it to their attention. Making sure it is done right *the first time* actually saves money, so speak up!

**Implications for the job market:** With fewer job openings and high unemployment, there are literally hundreds of applicants for each job posting. Wages have fallen because companies no longer need to offer a “competitive wage” to attract workers. Companies do not need to spend money on advertising job openings on Monster or Career-Builder in order to get a large pool of applicants... they can advertise on their own website or word-of-mouth for free and still get quality applicants. Project Management (PM) and Business Analyst (BA) positions are more likely now to be contract or contract-to-hire rather than full-time, permanent positions. As a job applicant, getting your resume seen among the hundreds of applicants becomes futile.

*What you can do:*

- \* Look for new ways to network with others. Renew old contacts and make new ones. Attend events where you are likely to bump into people in your desired industry – not other *unemployed* people, but the managers and employees at companies that would hire someone with your skills. If an existing employee can get your resume seen by the hiring manager, this will greatly improve your visibility. Remember the old saying: It’s not *what* you know, but *who* you know.
- \* Other ways to improve your visibility: volunteer at organizations and events, attend professional seminars and workshops, speak or write about a topic in a professional setting, get LinkedIn recommendations or introductions, post your resume on a website. This will allow you to cast a wider net and learn of opportunities outside of your immediate circle. Plus, “a friend of a friend” can help get your foot in the door.
- \* Keep up with industry trends and current events. Perhaps a local company just received a government grant or stimulus funds, so chances are they would have money for hiring additional staff... get in front of the curve! If a company was just purchased or is going through a merger, they are likely not hiring but doing further consolidations, so put your efforts elsewhere.
- \* Use this “downtime” to take classes, get certifications, increase your skills, and groom yourself for the future. Do your research to find out what types of skills and credentials will be valued and where the market trends are leading, so you can choose *wisely*. Do what you can to make yourself more attractive to prospective employers. Do not treat your unemployment as a vacation! Do not stagnate or cease to grow professionally.

What will the future hold? If many of these changes we’ve seen in the last year become permanent, it could signal a whole new ballgame, a change in sea level, a new way of doing business. Are you ready?



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## “Can I Take the PMP® Exam Even if My Title is Not Project Manager?”

By Cornelius Fichtner, PMP  
[pm@pm-prepcast.com](mailto:pm@pm-prepcast.com), [www.pm-prepcast.com](http://www.pm-prepcast.com)

### **Are you wondering if you can take the Project Management Professional (PMP) ® exam or not?**

You might have various concerns regarding the PMP exam such as your designation, size of the organization and benefits of PMP certification in career development. Well, then here I am to address some of your concerns and help you develop an in-depth understanding about how the PMP certification can be beneficial for you.

YES! You can take the PMP exam even if your title is not project manager. To take the exam you need to have the appropriate authority and responsibility rather than the designation: The PMP certification is a credential for those who lead and direct project teams.

A professional with a PMP certification is recognized worldwide to handle projects with diligence and constructive approach. It certifies your expertise in project understanding, time management, risk management, quality control, leadership, budgeting, communication, documentation and integration. All of these skills add value to the organization.

If your role in the current organization involves project management and you have proficiency in handling projects and team related issues then you should definitely go for the PMP certification. It provides you with a strong foundation to effectively manage projects. The idea is not to concentrate on the title but on your responsibilities.

Even if your title is not anything close to a project manager, as long as your role involves handling different processes of a project you can go ahead with the PMP certification to be an even more successful project manager.

According to Foote Partners LLC, an IT workforce research company, projects managed by people who are not PMP certified project managers have only 25% success rate in contrast to 75% success rate of projects handled by PMP certified managers.

The PMP certification offers immense benefits for you as well as your employer. As a general rule, holders of the PMP certificate have higher salaries, receive more job promotions and better job prospects. A PMP credential gives you the most sought after appreciation and visibility within your organization. Hence, your prospects of growth in your current job and getting a new job increase manifold after being a certified PMP.

To read the full article and more eligibility criteria for the PMP certification, 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:

**February:** Erika Graves, Sally Johnson, David Rupp, and Keith Centner

**March:** Kim Pettit, Rhonda Urbanczyk, Roderick White, and Teresa Clay

**April:** Stacey Mason, Diane East, Thomas Coil, Kevin Marthaler, Gary Brown, Tobias Gunn, and Brett Fritze

### New Members:

**February:** Jennifer Allen, Robert Cervarich, Aaron Dale, James DeGeorge, William Fields, Jennifer Greer, Colin Hewett, Ruth Anne Kilpatrick, Richard Knight-Flagler, Laurie Lebo, Elizabeth Matthews, William Mayberry, Guillermo Osorio, Jennifer Palsgrove, Scott Percy, Tung Phan, Michael Pinson, Dennis Ray, David Schueler, Jaspreet Taneja, Rhonda Urbanczyk, Carl Walker, Cathy Wehling, and Florence Whitfield

**March:** Afiong Afuape, Tony Askew, Casey Burks, Chad Carmichael, Stephanie Dennis, Diane East, Deanna Farmer, Shawn Marie Frazier, Gregory Ginter, Horace Grant, John Hansen, Jennifer Houston, Esther Igbiovina, Michael Jones, Jamie Keever, Milinda Kurts, Shana McDaniel, Jeffry McGee, Amy Mizell, Archie Morrison, Rhonda Newborn, Ke Qin, Michael Ramage, John Shaferm, Rosanne Slay, John Stewart, David VanderMeulen, and Neely Wix

**April:** Tracy Abney, John Allen, William Camp, David Davitian, Jason Fletcher, Cassandra Greenfield, Gordon Hansen, Joanne Hazlerig, Michelle Hesseltine, Ken Kuet, Howard Moloy, Linda Pannock, Emily Parker, Shelley Richardson, Mary Monica Rimshaw, Pankaj Soni, and Amy Thomas



# PMI Nashville Chapter Board of Directors

**PMI Nashville, TN  
Chapter**

P.O. Box 1166  
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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, PMP	<a href="mailto:marketing@pminashville.com">marketing@pminashville.com</a>
Membership	Ruby Reyes	<a href="mailto:membership@pminashville.com">membership@pminashville.com</a>
Metrics	Matt Martin	<a href="mailto:metrics@pminashville.com">metrics@pminashville.com</a>
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Programs	James Mitchell, PMP	<a href="mailto:programs@pminashville.com">programs@pminashville.com</a>
Professional Development	Ron Hooper, PMP	<a href="mailto:professionaldevelopment@pminashville.com">professionaldevelopment@pminashville.com</a>
Technology	Rusty Thompson	<a href="mailto:web@pminashville.com">web@pminashville.com</a>

## Editor's Closure

**Newsletter Editor: Wendy Kiepek, RN, MSHI, PMP**

**Newsletter Director: Richard Wallace**

Welcome to the second issue of the 2010 PMI Nashville Newsletter. We hope you are enjoying the changes to the newsletter content.

Did the article titled, "The Lazy Project Manager" cause you to do a double-take? I hope so. Peter Taylor offers a thoughtful and timely article on the question that many companies may be considering. Is project management a core skill required by all managers? Is it a niche skill just for project managers? In either case this is a topic that may come up at the office. Peter offers a reminder to keep management aware of the value that your project management skills bring to the company. Look for opportunities to "remind" management of the time and money saved by retaining and enhancing these skills within the organization.

Which begs the question, how? Cheryl Austin's article "Laboring On" is a natural follow-up.

Cheryl's article focuses on two areas. What can you communicate to management and request of management that will allow you to continue to add value to the company? Second, what can you do for your personal job security and to advance your skills during these uncertain economic times? Here is an idea. Attend the PMI monthly luncheon for networking and presentations on current industry topics. Oh, and did I forget to mention, great food? Speaking of advancing your career, Cornelius Fichtner answers the question, "Can I take the PMP exam if my title is not Project Manager?" I won't give away the answer, you can find out on page six.

Do you have a topic that you would like to see in the newsletter? Are you working on an interesting or unique project that we could share with the membership in a short article? Are you interested in publishing an article, recognizing a peer, a project, or a volunteer? If you answered yes to any of these questions don't hesitate, send in your comments and feedback to [newsletter@pminashville.com](mailto:newsletter@pminashville.com)

Richard Wallace

