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# March 2015 – Vol 9 Issue 2

## Across the Board
## New Beginnings

### By Summer Graham

Spring is a time for new beginnings, and as such, we're embarking on a new Board term, which begins April 1st. Congratulations once again to incoming Board members-elect:

Malika Malika, President
Linda McHugh, Secretary
Jennifer Yeiko Evans, Director-at-Large
Angela Kay Plummer, Director-at-Large
Tyrone Navarro, Director-at-Large
Steve Romero, Director-at-Large and returning
Board member Yinka Fatona, current Chief Governance Officer.

Looking forward to your strategic leadership in 2015-2016!

Similarly, by now you all should have seen an email ballot arrive to your inbox for the three very qualified Treasurer candidates who anxiously await your vote. Our rock star newsletter team has posted comprehensive election and candidate information here. Please submit your vote today!

The ballot closes March 2nd and once qualified by PMI Global Operations Center, we'll begin integrating our Treasurer into the on-boarding of Board members-elect, so that they're prepared to officially take seat next month. In this regard, I'd like to extend much gratitude to the Nominations and Election Committee team for conducting such a successful election season. Without your expertise, we would have had a difficult time acquiring the next generation of Board leaders!

The Board also wishes to express sincere appreciation and thanks to all of the volunteers who made the organization shine at the 40th Anniversary Event: our outgoing CEO and executive leadership team. And, a very special thanks to our chapter volunteers who work so hard to continually bring valuable professional development and networking opportunities to the Bay Area project management community – Thank You!

In the spirit of new beginnings, the Board has begun assessing the current condition of the Chapter and is planning for the future state in terms of organizational excellence. Examples of the Board's current key initiatives are a Financial Planning and Management Procedures, launching a CEO Search Committee, hosting a chapter management retreat for Operations and the Board, and adding a Member Advisory Team to our Ownership Linkage Program.

There's much more in store in the year ahead so stay tuned or join us in person at any regularly scheduled Board meeting to get updates on Board activities or to get involved with upcoming projects. Board meetings are held the third Saturday of each month from 10:30am-1pm at rotating locations around the Bay Area. For specific location information or questions of the Board, email bod@pmi-sfbac.org.

Additionally, I'm pleased to introduce Michael Rorstad USCG Captain, PMP as the chapter's Interim CEO. Michael has been a long-standing member of the chapter and has taken on roles of increasing responsibility since volunteering in October. Most notably, Michael helped coordinate the Treasurer election with the Nominations and Election Committee. Michael will be providing Operations leadership support though March, until a new CEO is selected by the CEO Search Committee. Please join me in welcoming our new Interim CEO to the PMI-SFBAC team!

Last, I'd like to thank the current outgoing Board members for their service and commitment to the chapter. As an all volunteer organization, your dedication and that of all of our volunteers makes a significant difference and is very much appreciated.

On behalf of the PMI-SFBAC Board of Directors, we'll look forward to seeing you at upcoming chapter meetings and events in the New Year!

Best regards,
Summer Graham
President, PMI-SFBAC Board of Directors

## 40 for 40 for 220!

### By Athens Kolias

What a fantastic evening was had by all 220 guests at PMI-SFBAC's 40th Anniversary event! Coming together to celebrate 40 years of project management excellence in the Bay Area, attendees came from as far as Sacramento, San Jose, Arizona, and New York!

Old friends reconnected and new connections were made, in the warm and elegant atmosphere of the Julia Morgan Ballroom in San Francisco's downtown. The lobby buzzed as folks mingled and moved between sponsor tables and the PMI table.

Thank you to past president and chapter historian Margie Dean for forwarding her entire library of documents which were displayed at the PMI table

Athens Kolias

Dinner was a chance for tablemates to get to know each other and enjoy the rich ambiance of the room and each other's company.

Welcome table

Key note speaker: Linda Clifford
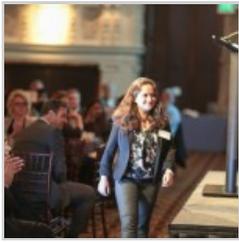
Bruce & Intelliswift

2011-2014 CEO & incoming 2015-2016 President, Malika Malika

Marie Spark

Jennifer Tharp-PMI past president

Volunteer of the year: Shivani Dalal


Logo's through the year


Sponsors

On the screens were lists of the chapter's presidents through the decades juxtaposed to major news events of their day. Forty years later, we can thank the Founders of our chapter: Wallace Kruse, Dan Brand, Karen L.West, Ozro E. West, Mary Marsh, Harry C.Teel, Jr., J.B.Violette, John F. Igoe, Richard W.Cloues.

As dinner was cleared, our keynote speaker, Linda Clifford, CFO of CC Meyers, took the stage. CC Myers is the leading civil engineering firm in the western United States and builds many of California's bridges and highways. Linda discussed both a successful project and a challenging project, comparing how excellence in project leadership and a commitment to planning and safety brought both projects to successful results. The audience was transfixed with Linda's presentation about extremely narrow tolerances and critical timelines as the Bay Bridge S-curve was cut apart so that the New Bay Bridge roadway could replace the Old Bay Bridge roadway. On time. With no injuries. Congrats!

As Linda stepped down to enthusiastic applause, chapter CEO Patrick Milholland stepped up to present awards to a few of our outstanding volunteers. Congratulations to volunteer of the Year, Shivani Dalal, who continues to exhibit leadership in her role after four years with the chapter.

"Shivani demonstrates her excellence every day by ensuring members have access to the professional and networking events that they have come to expect from PMI-SFBAC."

Next, Patrick presented the Volunteer Emeritus award to Marie Spark. Marie is a Six Sigma Black Belt who has served four years in roles such as: VP Professional Development, Interim-CEO, and Nominations Chair. Marie gave an eloquent and inspiring speech, giving credit to her teams.

Thank you Shivani and Marie for your service to the PMI community, and providing leadership and continuity to the chapter. With that, Patrick invited some of the sponsors to the stage to raffle off various prizes. Intelliswift raffled off an iPad, and Avenue Code raffled $100 Peet's cards. Guests finished off their rich and yummy S'more's cheesecake dessert.

Overall, everyone seemed to enjoy themselves, and the chapter's long history was honored. Look for the chapter's historical artifacts to be uploaded soon to the chapter website's History Blog.

This event could not have happened if not for the valued sponsorship of the following organizations:

- Many thanks to our **Gold Sponsor Intelliswift!** Kristin it was a dream working with you, and thank you for arranging for the great tote bag swag! We look forward to working with Intelliswift throughout the year!

- Thank you to our **Silver Sponsors: Avenue Code, Robert Half, Leadership Academy and MSOL.** Your enthusiastic and continued support of the chapter is much appreciated and welcome. We look forward to continued collaboration with you.


Thank you to our **Contributing Sponsors**:

- **Bing Consulting,** our event production team who ran the event, and sponsored the yummy wines and the signature cocktail. Excellent job team! Bing Consulting runs major events and fundraisers throughout the Bay Area.

- **Nick Lostracco Photography,** our event photographer, who unobtrusively documented the event, and even took a few headshots on the side. Lostracco Photography captures corporate and personal events throughout the Bay Area, and is happy to shoot your professional Headshot photo.

- **Anna Edmondson,** who provided editing and copywriting contributions to the event's marketing efforts. She brought the Groovy to the event! Anna provides copywriting services across the bay area for all industries.


So grab your swag bag, and drive home safely. We'll see you again at the chapter's next event….. check your inbox or the chapter's calendar of events!

Your PMI-SFBAC 40th Anniversary Project Manager,

Athens Kolias, MPM, PMP, PMI-ACP

Managing partner, www.order4orgs.com

# Behind the Scene – Election Volunteers Share Their Experience

### By Marie Spark, PMP

As the chapter finishes its board election, you may be surprised that the hard work behind the scenes was all done by members like YOU. Our chapter nominating committee is made up entirely of volunteers who team together to interview, rate and select board candidates. Two members, Diana Diaz and Roberta Bonsall, share below their experiences in the hopes that it might encourage others to volunteer.

I also want to take this opportunity to thank those whose hard work made the election possible:

– The nominating committee: Roberta Bonsall, Diana Diaz, Jelena Djurovic, Steve Fillipow, and Dwight Williams
– Michael Rorstad, our board assistant – for creating and tallying the score sheets
– Mark Franks and Lola Akanmu – for publishing all the many communications throughout the election cycle.

**Diana Diaz, PMP**
Participating on the Board and Treasurer Nominating Committees was a great opportunity to speak directly with the candidates and hear first hand their philosophies, perspectives, and desire to contribute to change.

I enjoyed meeting fellow members, if only virtually, and share a mutual desire to contribute to our Project Management community. There were different perspectives that helped to spotlight different aspects of the candidates' personality. Everyone was professional, respectful, and we even made it fun.

**Roberta Bonsall, PMP**
Being on this committee provided an inside view of the process and amount of 'love' that goes into vetting a slate of candidates. I had the opportunity to connect with members who I may not have connected with otherwise.

Marie Spark

# Did You Know...?

Breakfast Round tables are informal gatherings of 10 to 15 Project Managers for discussing current topics in the profession, gathering suggestions from the other attendees on current project challenges, or receiving information on items of interest. These meetings also provide members an additional way to participate and gain benefit from their membership and earn PDUs.

Visit Breakfast Roundtables to learn more.

**and did you also know…**

a Happy Hour Event targets members who cannot attend the PMI early morning Breakfast Meetings or the Evening Programs. The Happy Hour event is from 5:30 pm to 7:00 pm every third Tuesday of each month (subject to change during holiday periods so check dates to confirm ).

Visit San Bruno Happy Hour Event for more.

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# Quality Project Management: A History Lesson

### By Mike Griffiths

How do we define quality as a project manager? Is it managing a project really well, or managing a successful project? How about managing a successful project really well? That sounds pretty good. However, it poses the next question: What is a successful project?Let's look at some examples of project success, failure and ambiguity.

*Apollo 13*
Apollo 13, the third manned mission by NASA, intended to land on the moon. It experienced electrical problems two days after liftoff. An explosion occurred, resulting in the loss of oxygen and power and the "Houston, we've had a problem" quote from astronaut James Lovell (that is widely misquoted as "Houston, we have a problem.") The crew shut down the command module and used the lunar module as a "lifeboat" during the return trip to Earth. Despite great hardship caused by limited electrical power, extreme cold and a shortage of water, the crew returned safely to Earth. While missing the main moon-based scope, it was a very successful rescue, allowing for future missions. Clearly, this was a remarkable achievement, but the original project goals were not met. Lovell now recounts this story at PMI conferences under the very apt title of "A Successful Failure".

Mike Griffiths

**Shackleton and the Endurance**

Ernest Shackleton lead the entire crew of his ship Endurance to safety after being trapped in the Antarctic ice, journeying to Elephant Island, and then leading an escape party to South Georgia. The epic journeys and perils of spending nearly two years unsupported in the Antarctic with no loss of life and many acts of selflessness established Shackleton as a cult figure and role model for leadership today.

Yet upon his return to England in 1917, he was vilified for deserting the country during a time of war and hiding out at the South Pole. Controversy surrounded his career and he died in debt, largely unrecognized for his heroic leadership. Only later did people come to recognize the extent of his deeds and the obstacles he and his crew overcame. The parallels with the Apollo story are striking–an exploration mission turned into a survival and rescue mission; a legacy of persistence, hope and fortitude.

**_Titanic_, the Movie**
This film was six months late, massively over budget and finished with a bloated 194-minute running time. Seemingly not a good performance given the original schedule, budget and scope requirements. Yet the film turned into an enormous critical and commercial success, winning 11 Academy Awards (including Best Picture) and becoming the highest-grossing film of all time. This shows us that often business benefits are only realized after the project has been completed.

**Iridium Satellite Network**
In the late 1990s, Iridium LLC pulled off an amazing technical project. Through investment capital from companies like Motorola, this private company raised over $5 billion, developed and placed 66 satellites in orbit, created handsets and produced the world's first commercial satellite telephone system with worldwide coverage. This massive project with huge technical risk was delivered on time and pretty much to budget, with a high-quality product that worked exceptionally well.

Yet the company did not do so well. In 1998, with Iridium phones costing $3,000 and international calling rates of $7 a minute, the company had only 15,000 customers before going bankrupt. Several failed bail-out plans were proposed; it looked like one idea to dispose of the satellites by crashing them into the atmosphere where they would burn up on re-entry might go ahead. Eventually, a buyer was found and for $25 million (about half a penny for every dollar it originally cost) a consortium purchased and turned around the network through lower costs and higher user numbers.

Was this project a success or failure? It was not a great success for the original Iridium company, which did all the hard work, pulled off an amazing engineering project and then sold it for half a penny for every dollar they invested. Yet it was technically successful and created a useful legacy.

**Sydney Opera House**
This world-recognized landmark and iconic tourist attraction seems like a shining example of success. Yet it too was a failure by the viewpoint of budget and schedule. In 1956, the construction was estimated to take about five years at a cost of AU$7 million. It was eventually completed 17 years later at a cost of AU$102 million. So, almost **15 times the estimated budget and 12 years late**, but look at it–what a landmark, an architectural statement and asset for Sydney and Australia in general, a true lasting legacy.

Two elements emerge from these examples. There is a **bigger-picture** view beyond the immediate project and the act of **leaving a legacy**.

**The Bigger Picture**
The Iridium satellite phone system failed commercially despite being on time and budget because the bigger-picture business plan failed. The Titanic movie was late and over budget, but went on to become amazingly successful. Often, the true evaluation of a project is only available well after the project has finished.

**Leaving a Legacy**
A common thread through these stories is that leaving a legacy is an important component of project success that is overlooked by analytical measures of budget, time, scope or product quality. Of course legacies can be good or bad; a legacy of unmaintainable code or disgruntled customers is not what we are aiming for. Instead, a legacy of doing the right thing (Apollo, Shackelton) or creating something highly valued (Sydney Opera House, Titanic movie, etc.) means a lot to people.
Stephen Covey reminds us that all people have four basic similar longings:
1 **To Live** – enjoy life (to feed the body)
2 **To Love** – find partners (to feed the heart)
3 **To Learn** – new skills (to feed the mind)
4 **To Leave a Legacy** – a lasting reminder (to feed the soul)
This last point, to leave a legacy that feeds the soul, captures the spirit of creating something good.

Leadership experts James Kouzes and Barry Posner, authors of _The Leadership Challenge and A Leader's Legacy_, talk about the importance of leaders in aligning vision to encourage high performance. Great performance comes from the team view of some better state to get to.

Conclusion
If you are like me, a regular project manager who is unlikely to ever lead expeditions, create blockbuster movies or build iconic architectural landmarks, we can try to manage our projects to a couple of simple guidelines. First, consider the big picture rather than looking for a narrow window of victory within our project domain. I like the quote "The operation was a success, but the patient died" to remind me of the uselessness of a project perfectly executed that adds no business benefit. Look out for warning signs of this, and always adjust course accordingly.

Second, successful, quality projects should leave a legacy of goodwill and achievement for all the stakeholders involved. Life will go on after you are done with your project; what can we leave behind as our legacy–even if it is just a sense that people were engaged and treated respectfully? This elevates us above many other projects and helps feed the soul, not just for us but for all involved.

About the Author — Mike Griffiths is a consultant and trainer who help organizations improve performance through shared leadership, agility and (un)common sense. He maintains the blog LeadingAnswers.com

# What Makes a Quality PM?

**By Andy Jordan**

I guess that this article is taking a slightly different approach to the theme of quality management, but I think that project management quality is an important topic–and not something that is addressed often enough.

Simply put, what makes a "high quality" project manager? It's not as simple as ensuring that the project delivers against its constraints–that's important of course, but it's only one element of the picture. I think most PMs today would accept that there is more to their job than that, just as they wouldn't want to be labeled as "bad" if their project missed the constraints. But there is far less discussion about "what good looks like".

That's what I want to try and address in this article, and I hope that it stirs debate. I'm not trying to offer a definitive solution here; rather I am offering a perspective and inviting all of you to adjust my suggestions based on your own thoughts. Hopefully between us, we can define some quality standards for the profession!

Andy Jordan

**The elements of PM quality**
The first place to start would seem to be the different aspects of project management that should contribute to measuring the quality of project management. I think that there are three areas that should contribute:

- *What:* This broadly aligns with the hard skills of project management, the ability to build and manage a plan with all of the different elements that will be included in that plan. Clearly, a project manager needs to be able to estimate, schedule, track, etc., and this considers all of those elements. It also looks at how well the PM aligns with the organization's methodology and processes. Measurement of this area would consider not only the project artifacts, but also project audits, process reviews, etc.

- *How:* Broadly aligned with the soft skills, this would look at the environment that the project manager creates and the way that the team responds to that environment. Project managers who focus only on the hard elements of project management may deliver success, but leave a trail of "collateral damage" in their wake in the form of disillusioned employees, high absenteeism, increased turnover, etc. PMs need to be able to build positive, collaborative environments where team members feel able to give of their best. Measurement here will have subjective elements in the form of team surveys and reviews, but can also consider turnover statistics, productivity rates, etc.

- *Outcomes*–Did the project achieve its goals? This is where the performance against the project constraints will come in, but it will also extend to consider whether the project delivered on the business goals that were established. Measurement here is fairly straightforward when it comes to performance against constraints, but may be harder for business outcomes depending. Pretty much everything that a project manager does will fall into at least one of these categories, so it seems to follow that if we can accurately measure performance in these areas we can determine whether a project manager is "high quality" or "low quality". In most organizations, some subset of these elements are considered, but generally it is only a subset (or at least a narrow definition of each of the areas) and the weighting isn't correct.

**Prioritizing factors**
When it comes to determining how to prioritize and weight these areas, we have to ask ourselves which are the most valuable for a project manager to have. I firmly believe that the "how" elements are by far the most important. Project managers are people leaders, even if they don't have a formal management relationship with their teams–they succeed by creating an empowered and motivated team. If that team is engaged and committed, they will be more willing to do what it takes to ensure that the project is successful.

While that doesn't guarantee success, it is much more likely than if the team is disengaged and frustrated. Many variables can contribute to that team environment, but the PM is the largest and the PM needs to understand that. With behaviors being driven by measurement, we need to establish the soft skills as the biggest element of our quality measurement for PMs so that they focus their energies on ensuring that they are building that positive environment.

I suspect that the second most important factor may be more contentious. I believe that it should be the outcomes, but with a caveat. While some project managers will argue that projects run late, over budget, etc. because of factors beyond their control, the purpose of project management is to deliver successful projects–and we can't deny that performance against objectives is an important element of success. However, here's the caveat–no one cares about on time, on scope and on budget if the business goals are not achieved, so a measurement of outcomes must include consideration of whether the project achieved its business purpose.

I'll go further and say that achieving the business purpose should be the highest-weighted element of the outcomes measure, and I have no issue if organizations want to use it as the only measure. That may be slightly dangerous because it can lead to a "success at any cost" mentality, but

constraints should certainly be seen as less important than the business goals.

It therefore follows that the lowest weighted area in my model would be the hard skills. Project managers can't ignore the methodology and processes, and they can't manage "by the seat of their pants" without consideration of the value that structure provides–and I'm not suggesting that. I see the hard skills area as a cost of entry to project management–a set of skills that you have to have in order to do the job–but I don't see them as a major determinant of quality.

A PM who cannot successfully build and manage a schedule is not (in my mind) a bad project manager, they are someone who has not yet demonstrated the ability to be a project manager–and that's an important distinction. I don't want this area to be ignored in a determination of quality, because we need to consider the PM who willfully ignores the framework that they are expected to operate within; but this will contribute more to "damaging" a PM's reputation rather than building it up.

**Bringing it all together**
Organizations aren't about to replace their standard performance management and review processes for PMs to align with this model (or any other non-standard model), but that's not what I see as the value of this. I see this model as helping organizational leaders determine the "best" project manager for a business critical initiative, or for determining the organizational role model that should be used as the standard to which other PMs should aspire to.

Perhaps more importantly, I see it as a way for PMs to assess their own abilities and determine whether they are delivering at a high enough quality. Extending that thought, this model can help to identify the areas where PMs need to focus their time and efforts–it can frame a PM's personal continuous improvement program, if you will.

For organizations, this model can also help identify areas of organizational weakness. Overall project execution can be improved by addressing common weaknesses, lifting the standard for all PMs and delivering greater project success. I haven't defined any particular scoring or scale to these measures, and those will obviously need to be added for this to be used as a true measure of quality. Those will vary from one organization to the next, and can grow and evolve with project management. So too can the specific percentage weightings that are applied to each category.

So there you have it–my "line in the sand" for a PM quality model. Agree or disagree, I hope that it provides food for thought–and I would love to hear your comments and suggestions on how it can be further improved. Who knows, perhaps at some point in the not-too-distant future we can have a Project Management Institute quality model in place!

About the Author – Andy Jordan is President of Roffensian Consulting Inc., an Ontario, Canada-based management consulting firm with a comprehensive project management practice. Andy always appreciates feedback and discussion on the issues raised in his articles and can be reached at andy.jordan@roffensian.com. Andy's new book Risk Management for Project Driven Organizations is now available.

# Scopemasters — Develop your Communications Skills

### By Chuck Siu

Toastmasters is not just a forum for better speaking skills, it's also a great venue for discussing, practicing, and perfecting communication techniques for all types of situations, from meeting facilitation to professional networking. The Scopemasters chapter adds a project management focus to the mix, and the result is avaluable, PDU earning, meeting that can pay big dividends for the time invested. If you are interested in finding out more about Scopemasters please send an email to **scopemasters@pmi-sfbac.org** and include your contact information.We'll get back to you with more details about how tobe a part of this exciting organization.

## Newsletter Team

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## Have something to share?

Have something to share? You are encouraged to submit notes, articles, or interesting tidbits on relevant Chapter happenings or PM topics. Submit content to Newsletter@pmi-sfbac.org We reserve the right to: edit content to fit space constraints, reformat to Newsletter style and decide appropriateness of submission. Return to Top

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