ISSIG Bits

January 2010

I.   Information Systems SIG Milestones

Our Mission

The mission of the PMI Information Systems SIG is to become *the* professional IS and IT project management organization of choice by providing the greatest value to current and prospective worldwide members through the delivery of quality and unique services and products in a cost-effective manner.

Looking for PDUs?

Many of our members earn Professional Development Units (PDUs) through the ISSIG to maintain their PMP certifications. From our Web site, click on Learn, Webinars or Podcasts to access a wealth of information and start earning those PDUs!

It's Time to Look Up

PMI-ISSIG 2010 Professional Development Symposium

By Cari Stieglitz
caristieg@gmail.com

It's a new year, a new city and a renewed sense of purpose to provide you with the best symposium for your personal and professional development.

The PDS 2010 will be held June 27-30 in Seattle, WA. A call for papers has already gone out and the prospects for speakers and workshops are very promising. After much consideration, "**It's Time to Look Up**" was chosen as the theme.

"As a group, the PDS2010 team feels that the theme represents the turning point that our members are experiencing; how attending the symposium showed a renewed commitment to their long term goals and dreams.

Companies have also started to look forward as they see the end of the recession near," says Theresa Bivens, PDS 2010 Project Manager, "We have seen a lot of movement of infrastructure to the cloud. The theme 'It's Time to Look Up' captures the trends our members are going through."

Look for more information in the coming months ahead. Early bird registration is scheduled to go live in early 2010. For more information on becoming a speaker, volunteer or attendee, email pds.registration@pmi-issig.org.

By Sanjay Swarup, PMP
PMI-ISSIG Chair
chair@pmi-issig.org

Dear PMI-ISSIG Members,

Wish you all a very happy and prosperous New Year. Hope you all had the opportunity to take some time off during the year-end and spend leisure time with loved ones. This time of the year gives us break from the routine and chance to return to work with renewed energy and enthusiasm.

With the change in the year, switch in the leadership of PMI-ISSIG coincides. A new board of directors of PMI-ISSIG, consisting of ten volunteers, elected directly by the members, via global voting is now ready to serve you. This year, I am honoured to lead the board and be at your service. The board will continue to uphold the highest traditions of this organization and will be receptive, responsive and proactive to the needs of the members in the changing times.

All PMI-ISSSIG members make the PMI-ISSIG organization extremely exceptional. We are the largest member-focused, not-for-profit, global IS/IT professional organization in hundred countries. We are the largest component of the Project Management Institute. We are full of pride in being part of this outstanding organization that has won the PMI's coveted 'SIG of the Year Award' five times in the last eight years.

Webinars on current IS/IT topics have been our lead product. Quarterly ISSIG Review has been providing professional content to you. The yearly Professional Development Symposium gives us the opportunity to network face-to-face. The list of existing products and services is long but we will continue to introduce even more shortly. Watch-out for the announcements. We will enhance the value of your contributions by providing increasing returns.

The Virtual Communities Program of PMI has been causing a bit of anxiety to some of our members. This is natural. I plan to communicate more on this stuff to you, this year, to dispel any apprehensions. Your regular feedback is very important to me. First, all of you have to be fully assured that all the board members of PMI-ISSIG are PMI-ISSIG members first. The board is here to represent each of you and every interest. We will act only in the interest of members with the consent of members. We have taken this imminent change very positively and managing it extremely professionally. Member communications and surveys will continue. Changes, if any, will be extremely seamless to members. Not only existing products and services will continue but members will distinctly notice an all-round surge in our deliveries.

Your participation has made PMI-ISSIG a vibrant organization for last several years. Without you, we would not have been in existence for so long. We will be celebrating our fifteenth anniversary this year. I look forward to active participation from each one of you.

As valued members of PMI-ISSIG, you will continue to be our key stakeholders. The new board is here to serve you with complete honesty as dedicated volunteers. You will always come first. Therefore, our slogan this year is very simple – 'Members First'.

With Best Regards,

Sanjay Swarup, PMP, P.Eng.
Chair, PMI-ISSIG

2010 PMI Information Systems SIG Theme:
"Members First"

**By Tolitha Lewis, PMP
PMI-ISSIG Director of
Communications
communications@pmi-issig.org**

Welcome to your January 2010 issue of the Bits!

We are able to provide this information thanks to the many volunteers within our group. Thanks to everyone who helps contribute to all of the efforts of the PMIISSIG community.

We love to include information written by our members! It's a great way to share your experience and provide critical value to the entire PMI-ISSIG community. PDUs are awarded to authors as follows:

- ISSIG Review articles selected for publication earns 15 PDUs!

- Bits articles allow you the opportunity to be read by our thousands of members; however, they do not qualify for PDUs.

We urge you to document your expertise and send us an article to share in the Bits and/or Review. All articles should be in MS Word format and can be submitted to communications@pmi-issig.org

Remember that you can read past issues of the Bits and ISSIG Review on our Web site under Documents. Visit our Web site at www.pmi-issig.org You will be glad you did.

IV.   Articles and Contributions

SCRUM Methodology – Key Players and their roles

**By Pavan Kumar Gorakavi, M.S, M.B.A, G.M.C.P, C.A.P.M
gorakavi@gmail.com**

Agile denote nimbleness. Agile is a light weighted development methodology which is based on iterative development, where solutions evolve from tightly collaborated cross functional teams. In early 90's when many people are having hard time in identifying a methodology which delivers a product quickly and with good responsive index, a group of Industry expert forms into an alliance called themselves as 'Agile Alliance'. They worked over two days to create statement of value, which results in the manifesto of agile alliance. Over next three months they formulated the principle of agility. Scrum is an innovative software agile methodology which has gained significant importance in information technology. The term Scrum originally derives from a strategy in rugby, "getting an out of play ball back into the game". Takeuchi and Nonaka were the first one to discuss about Scrum methodology and its variants in product development with small teams. Scrum approach treats this system development as a controlled black box.

Scrum is a disciplined methodology which implements controlled system development. This methodology facilitates higher flexibility to marketing, better adaptability, higher resource productivity, and efficient team environment. Scrum basically underlines on the concept of 'on-demand delivery'. Scrum methodology reduces re-factoring cost, prototype-cost and efficiency-leak cost. Agile process primarily focuses on high interaction, working model, customer collaboration, regular feedbacks, and flexibility for changing requirements. Scrum programming encourages high degree of interactions between team players including developers, testers, managers, business owners and others. Scrum programming emphasizes just not only on testing, but also testing well. Test cases and tests are created at all stages of coding. Scrum methodology develops products under several environmental and technical variables that changes dynamics of the system and makes the system complex.

A Scrum process includes Scrum master, Scrum team which includes development team and testers, Product Owners, Customers, and Marketing.

Scrum Master

Scrum master is a chief coordinator of the project. His job is to facilitate lucid communication flow across the system. Scrum master acts as a point of contact for business team [Business owners / Product owners/ Marketing/ Customers] and scrum team [developer/ testers/ Team leads].

Scrum master validates the project practices and its compliance with mandatory practices of Scrum. Scrum master organizes sprint planning meetings, requirement analysis meetings, and sprint commitment meetings. He also updates backlog items, identify project risks and coordinate requirement changes. Scrum master conducts daily standup meetings which are used to track project on day-to-day basis.

Product/ Business Owners

Product owners also called as business owners are responsible for designing product. Product owners design products assuming business interest and technical feasibilities. Product owners prepare high level requirement documents and add it to backlog list. Product owner along with Scrum master is responsible to maintain and update backlog lists. In Industry, product owners generally hold accountable for a result of product commercial success.

Scrum team

Scrum team includes both developers and testers. In sprint planning meeting, based on the requirements in the backlog list, Scrum team estimates the effort. After receiving high level requirements, Scrum team break down the high level tasks into smaller tasks

and allocate suitable resources. Scrum team frames dynamic solutions during their product development. Scrum team needs to play strategic role during sprint planning meetings, sprint requirement analysis meeting and sprint commitment meetings. Scrum team place a pivotal role in identify various risk factors and their impacts. Scrum team updates their task status to scrum master in day-day standup meeting.

Customers / Marketing

Customers and marketing folks will also participate actively in Scrum meetings and day-to-day business meetings. This kind of participations reduces the problem of 'This is not what I expect'…. thereby reduces re-factoring cost. Customer/Marketing participations enables the flexibility of changing the requirements on the fly, unlike conventional software development methodology. Management is in charge of final decision for charters, standards and conventions to be followed in projects.

Conclusion

According to Schwaber and Beedle, Scrum methodology independent of any engineering practice, can be adopted in any organization. Scrum master, developers, testers, business owners, customers plays a vital role in successful implementation of SCRUM. Scrum can be adopted both in a new project and an existing project. Scrum salient feature like: Iterative development, high level accountability, small teams, Regular builds, Configuration management, and frequent monitoring, helps in developing a robust system.
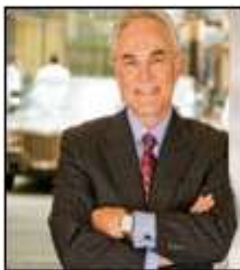
Good Medicine for US Government 'Diseases'

By Gregory Balestrero President and CEO, PMI

Note: This article appeared earlier in the Jan 8th issue of Washington Post

In one area, though, the president and his administration are quietly, but smartly, seeking to walk that line between caution and over-daring. The president has begun to create a governance agenda that focuses on improved performance that will allow, if successfully implemented, a federal workforce to do better and be better--despite the forthcoming massive departure of knowledge and skills as baby boomers retire.

PMI - Southern Ontario Chapter
LEADERSHIP INSTITUTE PROGRAM (SOC-LIP IV)

What is the PMI-SOC Leadership Institute?

The PMI SOC Leadership Institute is a customized executive leadership program for senior project and program managers who are serious about making facilitative leadership one of their signature skills.

The Program

The program will include completion of a 360 degree feedback assessment (peers, boss, stakeholders, team) of their leadership competencies as a backdrop for developing a personal leadership development program.

Over the period of three weekends, Bill Richardson will share his insights and knowledge from over 40 years of experience in industry practice, teaching and coaching. Each weekend session will consist of two 8 hour days with the first weekend session focusing on the mindset of leadership and how, contrary to the way we have been conditioned, leadership is a decision not a position. In the second weekend session Bill will provide a copy of his recent book, Leading on Purpose – The Art of Facilitative Leadership and will delve deeply into how a simple five step process can permanently change the way you look at leadership and interact with your staff. In session three, he will focus on helping you become a 360 degree leader where your influence is felt above, beside and below. This session will culminate in your creation and articulation of a personal leadership development program that will leave the kind of leadership legacy you desire.

By including two personal coaching sessions within 60 days of the program, Bill is committed to making sure this training sticks. These coaching sessions will both follow-up on your personal development program and addresses any other leadership areas.

Who Should Attend

Senior project managers with at least 10 years of experience, PMP preferred, currently working as a project or program manager.

About Bill Richardson

As a corporate coach and trainer, Bill brings years of accumulated corporate experience and know-how to organizations, leaders and project management practitioners. Inspiring greatness for individuals, teams, and organizations, Bill raises the bar for top performance by helping people learn how to manage themselves and their stakeholders more effectively. Believing leadership is a decision not a position, he provides a practical and thought provoking framework for influencing how people get things done in today's hectic, sometimes unforgiving environment.

Program Dates

> January 29th and 30th, 2010
> April 16th and 17th, 2010

Fees (includes meals and workshop)

SOC Members: $2,250.00 (plus 5% GST)
PMI Members: $2,300.00 (plus 5% GST)
Non-Members: $2,500.00 (plus 5% GST)

Course is limited to 25 participants!

Location

Downtown Toronto, Ontario

PDUs Earned:

Attendees will receive 60 PDUs upon completion of the course!

Click here for more information and to register now.

ISSIG Bits

Winston Churchill once described leadership as navigating between two precipices: the sheer face of caution on one side and the cliff of over-daring on the other. Given all that is going on today, including health-care reform, stimulus spending, the global economic crisis and two wars, the stresses and strains on governmental institutions are perhaps the greatest this nation has faced; the precipices among which the president and his administration are navigating are both numerous and treacherous.

The president has already created the position of chief performance officer. He has already asked federal agencies to focus on fixing governance problems. As valid and important as these actions are, they will not be successful unless the president and his cabinet secretaries take the next step -- institutionalizing within the federal government a culture of project management. Simply put, government agencies must implement on the broadest scale possible project management practices to increase efficiency and fix the ongoing problems that plague them.

Project management is about planning, improved organization, working quickly and efficiently and finding and utilizing best practices; there is no group or government agency that could not systematically benefit from adhering to these principles. The project management discipline is a professional one, similar to accounting, engineering, information technology or the legal profession. By definition, it is the application of knowledge, skills, tools and techniques to a broad range of activities in order to meet the requirements of a particular project while effectively managing it through all stages of development, from start to finish.

In layman's terms, project management is applying knowledge to meet goals on time and on budget-- and therefore it is integral to how the government conducts its business.

Business leaders have learned that using project management lowers risk, brings profit, increases return on investment and improves quality. In recent studies among private sector enterprises not utilizing project management, only 29 percent of projects were completed on time and 50 percent saw significant challenges to schedule or budget.

Companies who are less mature in project management miss budget targets by 20 percent and miss schedule targets 40 percent more often than companies who have experience in project management.

It is true that the "business" of the federal government in delivering products and services is often different than that of private companies. The U.S. government is not driven solely by profits; return on investment or market share--but there is nonetheless a demand for accountability and results. While project managers are an increasingly valued asset to government work, many agencies continue to trudge along without fully utilizing the gamut of project management skills. This only creates a situation where failure far too often outnumbers success, and sadly there is story after story in the press about projects that are over budget, systems that are outmoded before they are installed and services that not efficiently delivered.

To draw an analogy from the health-care debate, project management is prevention. It focuses on preventing governance "diseases" from occurring, as opposed to the current system of fixing governance "sicknesses" after they occur.

Project management has been successfully used in a number of program-oriented and project-driven agencies, such as a cleanup project by the Department of Energy at Rocky Flats nuclear reactor site, which was finished seven percent ahead of schedule and six percent under planned cost. The Federal Aviation Administration's commitment to project management was a critical element in moving the agency off GAO's High Risk list.
Project management strikes at the heart of good governance by improving the delivery of services at a time of fiscal constraint. The benefits of increased use of project management in the government are evident. Money is saved as more projects are completed on-time and within budget. Worker morale, recruitment and retention are increased. Confidence in government is raised. Knowledge is institutionalized. A small investment in training and development is turned into a larger return. It's clear that effective project management is a key component of this new era of leadership.

© January 2010

Tips for Tackling Team Tension

By Edna Campos, Nick Clemens and Michelle LaBrosse

Note: This post is from the June 2009 issue of PMP® Passport

There's nothing like a high-stress project environment to amplify personality differences into team tension and even conflicts.

Projects can often lead to higher levels of stress even when things are going well, and team members will inevitably clash sometimes. Tempers can flare. Egos get bruised. The antidote for this potential productivity problem is to set expectations early—and deal with tension swiftly.

Here are some tips from the experts for dealing with conflict and keeping your team (and project) on track.

Before the Project Begins
Tip 1: Set the tone from the start.
Differing expectations and miscommunication lead to most conflict.

As the project manager, you can encourage your team to contribute to the project management plan before the project actually begins which, in turn, establishes clear expectations.

Make sure your team members clearly understand— and agree upon—the project's parameters and how those parameters fit into the overall scope.

Clarify each team member's role as well so that they understand how each person will contribute to the project. This also confirms what is expected of them and allows them to plan and prioritize their responsibilities so the project will stay on course.

If Conflict Arises
Tip 2: Remain impartial.
Project leaders must not take sides. If a team member approaches you because of a conflict, be objective in your advice for handling the situation.

You may need to seek out the other people involved and hear their side of the story as well. This allows you better understanding of the situation and helps you form an unbiased response.

Tip 3: Be the catalyst, not the problem solver.
Resolution is the result of mediation from the bottom up. As the project leader, you assume the role of facilitator. You help team members resolve conflict; you do not solve it for them.

After you identify the sources of the tension and get both sides of the story, bring the team together. Invite each person to offer his or her perspective, while other team members listen without responding.

Finally, encourage team members to come to a consensus, working toward a common goal to solve the conflict and refocus on completing the project. This last step may include developing an action plan with small steps toward conflict resolution.

Tip 4: Escalate progressively.
If bickering persists among your team members, you may need to go up the chain of command to help resolve it. Speaking with functional supervisors or managers may also provide insight to the level or origins of tension.

If the functional supervisors do not help facilitate resolution, you should progressively escalate the situation up the chain of command until you find two members from the organization who will work through the conflict.

You may also consider consulting a third-party expert such as a company counselor or human resources specialist. This expert, who is not involved with team members or the project, provides the project team with an open forum to discuss more effective ways for working together and also provides a neutral analysis of the situation.

Tip 5: Step in and make a decision.
If all else fails, do not be afraid to dictate a solution—especially if it means preventing a project disaster.

As the project manager, your main concern is to do what is best for the project and the team. If conflict continues and has a negative impact on the project, impose a resolution that will keep the project on track.

Your resolution may have to involve replacing someone on the team so you can still meet deadlines.

Once Conflict is Resolved

Tip 6: Celebrate success.

Acknowledging a resolved conflict or simply thanking people for their efforts goes a long way in keeping up morale and motivation.

People respond favorably to positive reinforcement and positive feedback. Further, team members will be more willing to overcome their differences and work together if they know they will be recognized.

2010 Board of Directors

Chair

The Chair is the Chief Executive Officer of the PMI-ISSIG and of the Board and performs duties that are customary for presiding officers, including making required appointments with the approval of the Board.

Sanjay Swarup, PMP, P.Eng.
E-Mail: chair@pmi-issig.org

Chair Emeritus

The responsibilities of the Chair Emeritus are as an 'Elder Statesman providing general support and background.

Teresa Colon, PMP
E-Mail: chair.emeritus@pmi-issig.org

Vice-Chair

The Vice-Chair has the same authority and duties as the Chair but performs them only at the request of the Chair or when the Chair is not available.

George Jucan, PMP
E-Mail: vice.chair@pmi-issig.org

Director of Administration

The Director provides guidance to the Board of Directors on matters relating to the good governance of PMI-ISSIG, including administrative matters.

Jennifer Carlisle, PMP
E-Mail: administration@pmi-issig.org

Director of Communications

The Director provides guidance to the Board of Directors on matters relating to the design and delivery of PMI-ISSIG communications and publications

Tolitha Lewis, PMP
E-Mail: communications@pmi-issig.org

Director of Component Affairs

The Director provides guidance to the Board of Directors on matters relating SIG relations with other PMI components and third parties.

Vikas Sharma, PMP, CISA
E-Mail: component.affairs@pmi-issig.org

Director of Finance

The Director provides guidance to the Board of Directors on matters relating to the good governance of ISSIG, including financial matters.

Arline A. Hruschka, PMP
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Director of Marketing & Promotion

The Director provides guidance to the Board of Directors on matters relating to marketing and promotions of PMI-ISSIG to PMI-ISSIG members, prospective members and other stakeholders.

Padmanabha Puthige, PMP, MBA
E-Mail: marketing@pmi-issig.org

Member Services and Technology

The Director provides guidance to the Board of Directors on matters relating to membership and direct delivery of new services to members and programs to increase volunteer participation in ISSIG programs.

Yong Li, PMP, CISA
E-Mail: membership@pmi-issig.org

Virtual Communities Project

The Director provides guidance to the Board of Directors on matters relating to the Virtual Communities Program of PMI and transitions in the best interest of ISSIG members.

Bob Xourafas, PMP, P.Eng
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PMI-ISSIG | PROFESSIONAL DEVELOPMENT SYMPOSIUM

It's Time to Look Up

SEATTLE | JUNE 27-30, 2010

ISSIG PDS

LOOK TOWARD THE FUTURE AS A SPEAKER, REGISTRANT OR VOLUNTEER

pds.pmi-issig.org
pds.registration@pmi-issig.org

ISSIG Bits

I.   ISSIG Editorial Calendar & Contribution Guidelines

The ISSIG Editorial Calendar is a work-in-progress as we further streamline the publication process, better serving our members. Please remember your ISSIG staffers and contributing authors are all volunteers with busy careers of their own. A new calendar is under development and will be published when it becomes available.

ISSIG Review and Bits Contribution Guidelines:
ISSIG cannot accept document manuscripts formatted as image files, so please send all manuscripts formatted in MS Word or equivalent, to **communications@pmi-issig.org***. To facilitate editing, graphics should be included as separate files as well as embedded within the document. ISSIG Review articles are typically 1,500 to 2,500 words in*

length and provide useful advice or guidance to ISSIG members.

ISSIG Bits articles are typically 500 to 750 words in length and provide similar value or entertainment to ISSIG members. (Word counts are rough guidelines only.) See "Copyright and Distribution Information" below, for more specifics on ISSIG Bits articles. ISSIG Review articles selected for publication earn 15 PDUs! Bits articles do not earn PDUs at this time.

II.   Contact Information

PMI-ISSIG's Membership Service Center is open Monday through Friday, 8:30 am to 4:45 pm EST, excluding holidays to answer your questions about membership and PMI-ISSIG resources. You can reach us at:

Mailing Address:	Other:
PMI-ISSIG	**Toll-Free, US and Canada:** 1-877-667-8707
109 VIP Drive, Suite 220	**FAX:** 724-935-1560
Wexford, PA 15090	**e-Mail:** info@pmi-issig.org
USA	**Web site:** www.pmi-issig.org

Attention: *Are you an ISSIG member and not receiving your monthly electronic Bits newsletter? Sign in on the ISSIG Homepage, at* http://www.pmi-issig.org*, and click on "Newsletter Signup." Not receiving the ISSIG Review? Visit the PMI Homepage and update your personal profile. The Review distribution list is based on your contact information on file with PMI.*

Remember: ISSIG receives its member contact information from PMI. Therefore, all changes to your member contact information must be made through PMI. E-mail your details to PMI. Alternatively, you can login to PMI's Web site and change it in the member section.

For the latest information in Information Systems and Technology Project Management, visit http://www.pmi-issig.org/. The Information Systems SIG (ISSIG) dedicates itself to promoting the value of project management in Information Systems and Technology. It serves as a forum for communicating project management knowledge, principles, and practices by bringing practical solutions to our members and the industry worldwide.

III.   Copyright and Distribution Information

ISSIG Bits