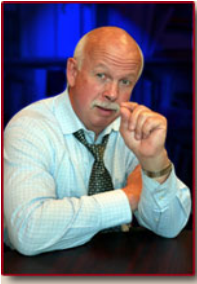


## Common Project Management Mistakes: Badly Handled Changes



*Dave Nielsen, PMP is a principal with three O Project Solutions, the vendors of Acelt. Dave was also the key architect responsible for the creation of the product. Acelt has prepared Project Managers from around the world to pass their PMP exams. You can find endorsements from some of his customers on three O's web site <http://www.threeo.ca/>*

No matter how well a project is planned and how well the requirements are defined, there will always be requests to change something about the project, usually the product being delivered. There are good reasons for this; business doesn't stand still while your project is going on so we expect that ongoing business will trigger the need for changes to the system being built to support that business. These changes are mission critical to the project in many cases. If the system isn't changed to reflect business needs as they will be when the system is implemented, your project will succeed in building a system to support business as it was done 6 months ago! These changes are why project managers need a good Change Management Plan and process.

Failing to properly plan the project's work or sloppy requirements gathering will certainly lead to requests for change and will probably overwhelm the project's resources with change requests to analyze and implement, no matter how solid your Change Management Plan and process is. Failure to define a change management process that meets your project's needs and plan process activities will lead to the wrong changes being implemented, budget wasted on the wrong changes, failure to reserve sufficient time for analysis of change requests, refusing changes that would add value to the project, exceeding the budget, and late delivery.

Project length is another source of change requests. The longer the project goes on, the more the business changes, the more the business changes, the more the system must change to support the business. The insulation of the development cycle from the impact of change is one objective of iterative development methods. With iterations, fewer changes are likely to be requested. Software development projects with long delivery time lines can expect to experience a flood of change requests towards their end.

All changes are not created equal. Another common error in the area of changes is the tendency to treat all changes in the same way. The administrative effort required to process a request to change the color of a button on a website screen from red to maroon should not be the same as a request to double the number of pages on the website. Attempts to force requested changes through a laborious process designed to support major changes to project baselines will meet with resistance. There are two possible outcomes here. Either the team will prevail and will start making the minor changes behind your back or you will prevail and stifle minor changes that ought to be made because they add value to the product.

Yet another common mistake is to have the wrong people make decisions about changes. This mistake is related to the failure to provide different processes for different changes, but it is possible to provide the right process for each magnitude of change and still identify the wrong people as decision makers. The decision makers for a change should be those people, or that person, who has the best grasp of the pros and cons of the change. The decision maker should also be someone who has the authority to approve any budget changes. The decision on whether to approve the change in the color of the web screen button should be made by someone who is knowledgeable enough about web design to predict its affect on users. The decision on whether to double the number of screens, and probably double the cost of the project, should be made by someone who has the authority to double the budget. This may be a customer, a sponsor, or an executive steering committee.

*(Common PM Mistakes continued on page 5)*

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# Letter from the President



## I am Reaching Out

Since our chapter was founded in 2003, the monthly chapter meeting has been our core activity. With the exception of a few weather cancellations, we have offered a chapter program each month from September through June, on a weekday evening. While we have changed meeting locations to meet our growing needs, we have always held the meeting in the I-287 Corridor – between White Plains and Tarrytown – close to our chapter’s geographic center. We have maintained that policy with our Education, Breakfast Round Table and Job Club programs – and in the seven years since we started we have seen participation, attendance and quality of all programs rise significantly.

While that’s great – too many members don’t participate or benefit from our programs. We’re not alone as very few chapters see more than 10% of members at a chapter meeting. To reach the other 90% of our members we need to offer additional programming in different ways that meet those members’ needs for education and professional networking that is value priced, scheduled at a time they can get to it, in a convenient location. For those members who work in New York City or New Jersey, weekday evenings are not good. Likewise, for the sizeable number of our members who live in Rockland County or along Long Island Sound, our Central Westchester locations can be hard to reach.

This Spring, we are reaching out these members with several new program offerings. We have forged a deal with Iona college to offer a Chapter Sponsored PMP Preparation Course at their New Rochelle campus, on Saturdays, starting March. Taught by our own expert instructor, John Sherlock, this course will provide 23 hours of classroom training to allow students to master the content needed for the PMP exam. Coupled with our highly successful 12 hour PMP Exam Study Group, students will get all the training and education credits they need to pass the exam on their first try. It’s a great program at a great price.

On Saturday, April 24, we will be running our first full Professional Development Day. The theme is “Getting to the Goal - Achieving Project Success” - it will feature nationally acclaimed speakers as well as the opportunity to network in a professional setting. Those who can’t regularly attend our chapter meetings will be able to earn almost half of the PDUs they need, each year to maintain their PMP credential. We’re looking forward to making this a successful start – and to make this an annual event.

These two events are just the beginning. I invite your input and ideas on additional ways to reach more members. Next fall, we hope to offer some programs in Rockland County and we will look for opportunities to better serve those who live in Northern Westchester and vicinity. Other possibilities include Sunday programs as well as distant learning programs. Please write me with your ideas at [president@pmiwestchester.org](mailto:president@pmiwestchester.org).

See you at the March Chapter Meeting.

Duff Bailey, PMP  
President  
PMI Westchester

## PMI Westchester Board of Directors

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Gus Sanchez – PMO SIG  
Linda Dowdell & Ben Saperstein – Quality SIG



## **Don't Miss This Event!**

### **PMI Westchester Chapter Is Pleased To Announce It's Springtime Professional Development Day "Getting It Done - Achieving Project Success"**

**April 24, 2010**

**9:00 AM to 5:00 PM -- Registration opens at 8:00 AM**

**Antuns of Westchester**

**35 Valley Avenue, Elmsford, NY 10523**

#### Keynote Address

**"Science of Success"**

**Michelle LaBrosse, Founder, Cheetah Learning**

#### Workshop Content (Facilitated by project management professionals):

- ❖ **Lessons Learned: We Won't Be Fooled**
  - ❖ **Why Projects Leaders Fail**
- ❖ **Facilitating Project Performance Improvement**
  - ❖ **Agile**
- ❖ **Project Leadership: The next step in Project Management on the Way to a Master Project Manager**
  - ❖ **Great Project Managers**
- ❖ **Preparing Watson for the Jeopardy Challenge - a PM journey in IBM Research**

**Continental Breakfast, Buffet Lunch, Afternoon Snacks**

#### REGISTRATION FEES:

**By March 31<sup>st</sup> - \$175 Westchester Chapter Member; \$225 Non-Chapter Members**

**By April 19<sup>th</sup> - \$200 Westchester Chapter Members; \$250 Non-Chapter Members**

**Registration Closes after April 19<sup>th</sup>**

**Day of Event - \$225 Westchester Chapter Members; \$275 Non-Chapter Members**

**For More Information Contact:**

**Pawan Kumar - [pawan.kbham@gmail.com](mailto:pawan.kbham@gmail.com) OR**

**Brenda Horton - [newsletter@pmiwestchester.org](mailto:newsletter@pmiwestchester.org)**

#### **PDU's**

**Maximum of 8 (Category 3) PDUs can be earned if attending all sessions.**

# Optimism, Pessimism, Realism, and Risk



**A Risk Doctor Briefing Note**  
© 2010 Dr David Hillson PMP FAPM  
[david@risk-doctor.com](mailto:david@risk-doctor.com)

The former British Prime Minister Winston Churchill once said that “A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.” This exposes an interesting link between pessimism, optimism and risk attitude. One result of pessimism is an undue focus on threats which could lead someone to become risk-averse, wanting to avoid or minimize negative outcomes wherever possible, and becoming over-protective. On the other hand, optimism can produce an excessive concentration on opportunities, which can result in a risk-seeking attitude, looking for the upside in every uncertainty, and taking on too much risk exposure.

Always being either pessimistic or optimistic will not help us to be fully effective in managing risk. If we only look for threats we will miss potential benefits. But an exclusive focus on opportunities will result in problems happening that could have been avoided. Instead we need a proper balance between both perspectives, allowing trade-offs between threats and opportunities, in order to give us the best possible chance of achieving our goals. In place of pessimism or optimism, we need to aim for realism.

A realistic view of the situation will seek out both bad and good risks, including threats and opportunities. Both of these types of risk need to be identified and assessed so that we can develop and implement effective responses which will avoid or minimize threats while capturing or enhancing opportunities.

The following steps will help us to ensure realism in our approach to managing risk:

- Recognize and value different perspectives. Our risk process should encourage and use input from both pessimists and optimists. We need to listen to people who warn us about what might go wrong, as they may have seen something which we have missed. We should also allow people to explore possible upsides that could result in unplanned gains.
- Include peer challenge in the risk process. The role of “devil’s advocate” can be very useful in testing established attitudes to risk. Give someone the role of asking naïve or difficult questions during risk workshops: “Why do we always do it this way? Why can’t we try something else? What if...?”
- Use independent audits as a sense-check. Bringing in an outsider to review the risk process and its outputs can reveal established or habitual tendencies to pessimism or optimism. An independent expert can suggest alternative ways of thinking or acting which might provide important new insights.

- Monitor performance. Comparing what actually happens with what was predicted can indicate whether we are being too negative or too hopeful. This can allow corrective action to be taken to adjust for sources of bias arising from either pessimism or optimism.
- Manage risk attitudes. Individuals and groups should learn to understand their risk attitudes and be able to modify them if necessary. Emotional literacy offers a range of helpful techniques which can be used to support proactive management of risk attitude, helping us to counter pessimism or optimism and choose the appropriate risk attitude which will support the achievement of our objectives.



It is easy to categorize ourselves or other people as pessimists or optimists, and allow ourselves to be forced into adopting inappropriate attitudes to risk. Instead we should recognize the bias that these mindsets can produce, and we should aim to be realistic in our assessment of the true risk exposure that we face. Only then will we be able to manage risks effectively.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).

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# Common Project Management Mistakes: Badly Handled Changes

(continued)

Project managers often make the mistake of assuming that because they have asked the project team and stakeholders to read a document (e.g. their Change Management Plan) that they will read and understand it. You should make the document available for reading by posting it to a site where everyone you expect to read it has read access, but too often project managers will stop there. The result is usually that changes are made without project approval, and/or the team attempts to follow the process but fail to follow it properly creating more work for the project manager.

## Avoidance Strategies

Start your project with a good change management plan. A good change management plan should accommodate any change likely to occur on your project. The plan should support all the best practices described in the [PMBOK](#), but be tailored for the size, complexity, and industry of the project. You should define at least two processes, what I'll call "Change Management Lite" and "Change Management Full." Change Management Full should be suitable for large scale changes, up to and including those that must be decided upon by your customer, sponsor, or executive steering committee. Change Management Lite should accommodate the smallest change. Make sure that the administrative overhead entailed in each process is proportional to the size of the change.

A good plan identifies the actions and tasks that must be performed to follow the process, assigns people to those tasks, and identifies any deadlines that must be met. Allow sufficient time in your schedule for the tasks to be performed. Since you can't predict the number of change requests you will receive, or how complex those requests will be, over the course of the project phase you will need to set buffers. Set your buffer for each iteration if you are using an iterative development method. One way of dealing with the uncertainty surrounding number and complexity of change requests is to raise an alert when a buffer is approaching total depletion (say 90%). You have two choices when you reach that point: you can shut the change process down (OK if you are almost at the end of the project), or you can request a change to provide more time to deal with change requests. This change will require either more resources (increase the budget) or reducing the scope.

Identify the proper decision makers in your plan. The customer, or client, or sponsors, or executive steering committee should be responsible for making decisions that will change the baseline. These individuals must understand what is expected of them, when they must render decisions, and how they will receive the information they need to make the decision. Identify the proper decision makers in your plan. The customer, or client, or sponsors, or executive steering committee should be responsible for making decisions that will change the baseline.

These individuals must understand what is expected of them, when they must render decisions, and how they will receive the information they need to make the decision. For changes that don't change the schedule, budget, scope, or quality baselines, identify one of the project team as the decision maker. You should be the first in line after the executives, but you should not be required to render decisions on issues which do not require a change in the project plans. Take our web page button as an example. It will cost no more to create a maroon color button than it will to create the red version and you are not in a position to know if maroon is the right color. Delegate this decision to the web design expert. The web design expert must follow the change management process. The change will not affect your plans but will affect the design, coding, and testing of the website. Team members responsible for those tasks must be made aware of the change and the appropriate documents updated.



Educate your project team and stakeholders on the change management processes in your plan. Education for requesting a change should include where the change request form resides, how to complete it, who to send it to, when to expect an initial response, when to expect a decision, and how that decision will be made. They should also be educated in their support responsibilities (i.e. answering any questions SMEs who analyze their requests may have). Education for the team should include their responsibilities when they receive a change request for analysis, the deadlines for those tasks, and how the analysis information is to be captured. Education should be in the form of a ½ hour - 1 hour formal training session. Do not throw a process document or presentation over the wall and expect your stakeholders and team members to absorb its contents.

## PMI Westchester Project Management Job Club

The job club provides mutual support for project management job seekers. In weekly structured meetings, participants:

- Put together a job search plan that moves them step by step toward their goal.
- Support one another in following their search plans and share experiences and frustrations with those who face similar challenges.
- Explore strategies for overcoming job finding challenges and gain input and insights from others.
- Learn from each other's successes and missteps
- Leverage each other's networks, contacts and knowledge of how to get things done.
- Identify their key marketable skills and communicate these skills effectively
- Identify and clarify career goals and aspirations

In addition, participants acquire and practice proactive job finding skills including:

- Networking effectively
- Delivering a 30 second pitch
- Uncovering and following up on opportunities
- Resume writing / cover letters / presenting oneself for opportunities
- Interview and presentation skills
- Follow up skills
- Negotiation

The Westchester Project Managers' Job Club is sponsored by the Westchester Chapter of the Project Management Institute. There is no charge to participate, but participants in the club need to agree to:

- Make finding a new job a serious priority in their lives.
- Attend the job club meetings regularly until they locate a job
- Keep information other members shared confidential.
- Actively and enthusiastically participate in the job club's activities including ongoing contact with other job club members.
- "Give Back" to the club or the community through volunteer service.


To join, sign up at <http://www.meetup.com/Westchester-Project-Managers-Job-Club/>.

## Advertise in "The Critical Path"

Are you an independent consultant that provides project management related services? Do you offer training in project management skills and techniques? Are you looking to get your company's name in front of PMPs and other business professionals? Then join our growing list of advertisers! Advertising rates are as follows:

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### Highlights from BRT, February 18, 2010 "Grab Bag of Topics"

*How are ways a PM can differentiate them selves or overcome stakeholders negative experiences of a previous PM?*

- Pick 2 items you can deliver quickly – to show progress
- Provide short term deliverables and periodic tracking records
- Review "lessons learned" from several projects to see if there are patterns that can be corrected
- Listen to the stakeholders needs

*How to build rapport with team members and stakeholders*

- Trust and Communications
- Have meetings to develop camaraderie or have a group breakfast
- Focus on all levels of staff

*Why do projects fail and how would you avoid it in the future*

- Sign-off of requirements by stakeholders
- Listen to the stakeholders

*Best features of the digital age that are benefits to a PM*

- Outlook/email/SharePoint

*What are some non-monetary ways to reward for a job well done?*

- A day off ; Baseball tickets; Congratulatory letter or email
- Thank-you or complement from the boss or supervisor

**Next BRT, March 18, 2010**

**"PM Tools and Techniques"**

## Chapter Meeting – March 9, 2010, 5:30 to 7:30 pm

### Topic: “Earned Value on Both Small Project and Large Project”

Today, more than ever before, the pressure on project participants to deliver more with fewer resources on a tightly constrained schedule demands the use of an earned value based management process. However, there is a widespread perception in the industry that implementing an earned value based system will bring an added degree of bureaucracy and paperwork that may outweigh the benefits derived from it. This presentation will address a few streamlined approaches to get the most out of implementing earned value on both small as well as large projects. It will also examine different elements that play an important role in determining how effective earned value will be for you in your particular application. The speaker will also discuss a case study to expose some of the dangers and pitfalls of the "strict" interpretation of variance data related to earned value.

**Featured Speakers - Pradip Mehta, PMP, CCE, PSP, EVP, PMI-SP**, serves as a Manager of Project Controls for the AECOM company, a global design program management conglomerate. Mr. Mehta has 29 years of diversified and extensive experience in implementing project control processes and systems at the corporate, regional and project specific levels for both owners and contractors. Mr. Mehta has a M.S. in Construction Management from the Georgia Institute of Technology. He is also a certified Earned Value Professional - EVP, Project Management Professional - PMP, Certified Cost Engineer - CCE, and Planning and Scheduling Professional - PSP. He currently serves as a Director-at-Large of PMI College of Scheduling (PMICOS).

### Location

#### Antuns of Westchester

35 Valley Avenue, Elmsford, NY 10523 | 914-592-5260 | [Get Map](#)

### Agenda

5:30 to 6:15	Networking, buffet dinner, Meet the Vendor and Recruiter
6:15 to 6:30	Chapter business / announcements
6:30 to 7:30	Featured program
7:30 to 7:45	Continued networking, buffet dinner, Meet the Speaker, Vendor, Recruiter
7:45 to 8:45	PMO SIG Meetings (PMO & Quality)

### Fees

Chapter members – \$20; Non-members – \$25  
 We accept cash or checks. Sorry, no credit cards.

### Career Corner

#### Tek Systems

Hosted by Liz Greene, Professional Recruiter,  
 Phone: 203-447-8336

E-Mail: [egreene@teksystems.com](mailto:egreene@teksystems.com)

Website: [www.teksystems.com](http://www.teksystems.com)

### Vendor Corner

Watch our website for details

### Directions:

#### From the South:

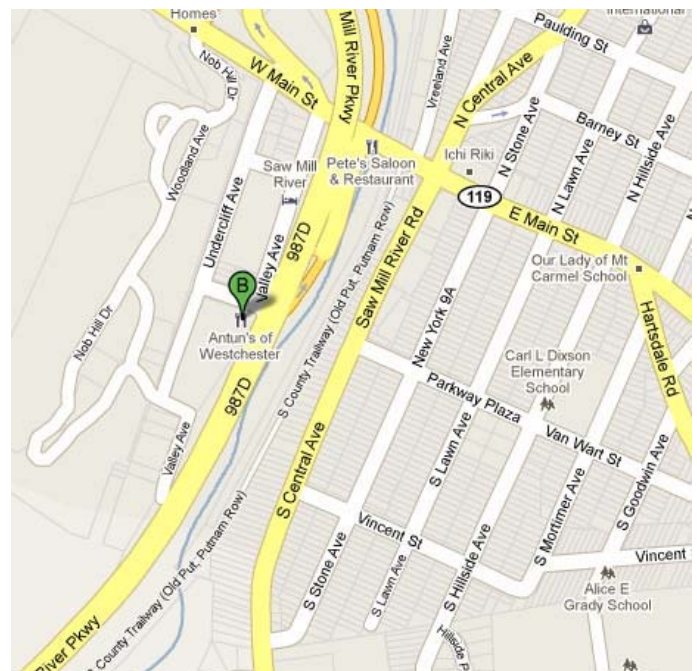
Take the Saw Mill River Parkway North. Get off at the 9A North exit. Turn left onto Route 9A, go under Saw Mill Parkway, and immediately turn left onto W. Main Street / Valley Ave. Pull into parking lot.

**OR** Take the Bronx River Parkway North to the Sprain Parkway North to I-287 West. Get off at Exit 2 (Elmsford). Turn left at the light onto Saw Mill River Road. Turn Right onto 9A, go under the Saw Mill River Parkway and immediately turn left onto W. Main Street / Valley Ave. Go straight into parking lot of Antun's.

#### From the North:

Take the Taconic Parkway South to the Saw Mill Parkway. Get off at the 119 East exit. Make a left into parking lot.

### Map to Antun's of Westchester



## Upcoming PMI Westchester Events

### March Breakfast Roundtable Meeting

**Topic:** PM Tools and Techniques

**Facilitator:** Tom Smith

**Date:** Thursday, March 18<sup>th</sup> – 7:30 to 8:45 AM

**Location:** 108 Corporate Park Drive, White Plains, NY (off Westchester Ave) Cafeteria – Lobby Level – 2 Buildings down from Malcolm Pirnie

**Breakfast available for purchase at the cafeteria**

### April Chapter Meeting

**Topic:** Irrational Loss Aversion in Project Management

**Speaker:** Brian Bozzuto, Senior Consultant and Agile Coach at BigVisible Solutions

**Date:** April 13, 2010

**Location:** Antuns of Westchester, 35 Valley Avenue, Elmsford, NY

### April Breakfast Roundtable Meeting

**Topic:** Risk Management: Essential

**Facilitator:** Sandford Lieberman, Ph.D., ASQ Fellow

**Date:** Thursday, April 15<sup>th</sup> – 7:30 to 8:45 AM

**Location:** 108 Corporate Park Drive, White Plains, NY (off Westchester Ave) Cafeteria – Lobby Level – 2 Buildings down from Malcolm Pirnie

**Breakfast available for purchase at the cafeteria**

### May Chapter Meeting

**Topic:** Project Negotiations: Deal Yourself a Wining Hand

**Speaker:** Joseph A. Lukas, PMP, PE, CCE Vice-President for PM Centers USA

**Date:** May 11, 2010

**Location:** Antuns of Westchester, 35 Valley Avenue, Elmsford, NY

## PMI Westchester Education



### Job Club

Support Group for Project Managers who are actively seeking employment  
For more information click [here](#) (meetup.com)

**Dates:** Mar 5, 12, 19, 26

**Facilitator:** Colleen Lew, Chris Hanson, and Stewart Joe

**Location:** The College of Westchester, White Plains NY

**Time:** 8am to 10am

## PMI Westchester - Career Development

The PMI - Westchester Chapter **Project Management Office (PMO) SIG/LIG\*** meets, every month, following the main chapter meeting. Here, we discuss topics and share information related to Project/Program Management Offices. No membership is needed and there is no charge for participation. Additionally, if you are a PMP, you may obtain an additional PDU for sticking around! If you have any questions or topics/suggestions, please contact Gus Sanchez at [gus\\_sanchez@hotmail.com](mailto:gus_sanchez@hotmail.com).

\* - Program/Project Management Office Special Interest Group/Local Interest Group

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The **Quality Special Interest Group (SIG)** meets every month following the main chapter meeting. During the meeting, we discuss topics related to Quality Management.

- No membership is needed and there is no charge for participation. If you are a PMP, you will obtain a PDU in addition to the main chapter meeting PDU! If you have any questions or topics/suggestions, please contact Linda P. Dowdell at [lpdowdell@optonline.com](mailto:lpdowdell@optonline.com)

### Toastmasters Invitation

- Seth Greenwald is the VP of PR at Toastmasters in Stamford, CT. Toastmasters is an international club dedicated to improving members' skills in leadership, communication and public speaking. If any member of PMI Westchester chapter is interested in hearing more about Toastmasters at Toastmasters' annual party on January 26 they should contact Seth for a free invitation. Contact Seth at [seth@greenwaldesignmgmt.com](mailto:seth@greenwaldesignmgmt.com)

## The Critical Path

The Critical Path is PMI Westchester's free monthly newsletter, published as a service for members and non-members alike. We're always looking for your contributions. To submit an article for publication, please contact the newsletter editor listed below:

Brenda Horton – Newsletter Editor  
[newsletter@pmiwestchester.org](mailto:newsletter@pmiwestchester.org)