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SERVING THE BUSINESS AND EDUCATIONAL COMMUNITY OF CENTRAL FLORIDA THROUGH THE ADVANCEMENT OF PROJECT MANAGEMENT

## December 2nd Event

### If You Aren’t “Making a Difference” You’re Taking up Space

This presentation will not only empower you to become a true professional in the use of value add tools and techniques of PM, but it will inspire you to reach new heights of personal and professional enthusiasm, enjoyment and satisfaction knowing your are making a substantial positive contribution to the success of your organization. This is a Win-Win-Win proposition. Your project wins, your organization wins and YOU win.

In tough economic times the key to maintaining your employment status will hinge upon how valuable you are to the organization and its ability to continue to thrive and achieve its business objectives. The value you add will be determined by the impact your efforts have on achieving project success and organizational effectiveness. Become an “impact” player.

Learn how to capitalize on the power of the PM tools to provide incredibly insightful decision support information that will earn you the honor of becoming the “go to person” in your organization. Learn how to provide the decision makers with realistic and truthful information about the quality of the project plan, the current status of the project compared to the plan, and potential actions that could be taken. And, perhaps most importantly, you will learn how to uncannily predict the “future status” of the project—thus enabling decision makers to “act” in the timeliest and most beneficial way.

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Win-Win-Win proposition. Your project wins, your organization wins and YOU win.

Join Lee R. Lambert, PMP, and benefit from his 42 years of experience and success in PM. Learn how he used “truth” as the foundation for becoming irreplaceable. His refreshing delivery of this critical “survival” message may just change your life forever.

[Register here](#). If the link doesn’t work, please paste this into your browser: <https://www.123signup.com/register?id=ztqsp>

*Please join us for this very special event. Questions about this event should be forwarded to the Vice President of Programs, Jennifer Hamilton, at:*

[jennifer.hamilton@northhighland.com](mailto:jennifer.hamilton@northhighland.com).

## About Lee Lambert

### Lee Lambert - Co-Founder of the PMBOK

It’s hard to believe that another year has passed! 2008 was full of dynamic speakers presenting of a wide variety of Project Management related topics all with unique perspectives from applying PM methodologies to your life to guidance on why projects fail. We find it only fitting to close out 2008 with one of the most pre-eminent experts on Project Management with the person who acted as one of the co-founders of the PMBOK, Mr. Lee Lambert.

Lee was named the winner of PMI’s 2007 Professional

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## About Lee Lambert, continued

Development Provider of the Year Award and is a past recipient of PMI's Distinguished Contribution Award for his work on the original team that formulated and implemented the PMP Certification Program and his sustained dedication and contribution to the growth of the project management profession. Considered one of the world's leading project management educators, his humorous, creative, and effective common-sense-based learning facilitation style has been emphatically praised by thousands of students throughout the world.

Having started his career in project management in 1968 with General Electric, Lee spent 15 years in the trenches working hands-on with project management techniques and tools. During a distinguished corporate career, he held several senior project management positions with major U.S. corporations, including General Electric, Lawrence Livermore Laboratory and Battelle Memorial Institute. Among his extensive client list are IBM, Prudential Insurance, Monsanto, Sprint, Motorola, AT&T, CitiGroup, Nationwide Insurance, American Electric Power, Global Commerce Services, SAP Labs, Bechtel and National City Mortgage.

To-date Mr. Lambert has trained over 25,000 students, in 21 countries, on the value-added use of the project management process and its associated tools and techniques. In 1981, he was a founding member of the five person team that formulated and implemented the Project Management Institute's (PMI) Project Management Professional (PMP) Certification Program, now recognized as the world's standard in the profession of project management.

In addition to serving as the lead trainer for Lambert Consulting Group, Inc., Mr. Lambert served on the American Management Association's (AMA) Project Management Curriculum Development Council and is one of the senior instructors for George Washington University's Masters Certificate in Project Management curriculum. As an author, Mr. Lambert's publications include 26 journal articles and two books, including the most widely distributed text on the Earned Value Management System (EVMS) in the project management field, *The CommonSense Approach to*

### PMP Question of the Month

Of the following factors, which one has the greatest effect on a project's communication requirements?

- Stakeholder responsibility relationships.
- External information needs.
- Availability of technology.
- The project's organizational structure.

*Project Management: Using Earned Value to Balance the Triple Constraint.* He serves on the Editorial Review Board for PMNetwork and the Project Management Journal, has contributed two chapters to the AMA's critically acclaimed *Project Management Handbook* and has recently been cited in the Josey-Bass publication, *Creating the Project Office*, for his pioneering efforts in successfully developing corporate project offices. Mr. Lambert was the Master of Ceremonies for the ProjectWorld 2000 Conference in Boston and currently instructs workshops and makes technical presentations regularly at the PMI Symposia, ProjectWorld Conference, and the American Association of Cost Engineers International Symposia.

In 1995, Mr. Lambert was given the coveted Distinguished Contribution Award by PMI for his sustained dedication and contribution to the growth of the project management profession.

## Election of 2009-2010 Officers

### Officer Elections at December 2<sup>nd</sup> Meeting!

Please plan to cast your ballot for the PMI Central Florida Chapter Board of Directors for 2009-2010. Half the Board is up for election every other year.

This year, the positions on the ballot include: President, Vice President Treasury & Finance, Vice President Communications, Vice President Marketing, and Vice President Programs. The Vice President Member Relations position is also on the ballot for a one year term due to a resignation and subsequent appointment.

The meeting will be held on Tuesday, 12/2, at the Sheraton Plaza, located at 60 S. Ivanhoe Blvd. Registration begins at 6:00pm, with voting to end by 8:00pm. If you wish to vote in person, please plan to attend. If you prefer, you may return your proxy ballot, which will be distributed via e-mail to Chapter members on or before 11/24 and they are due to be returned by e-mail reply to sender no later than 12/1.

Joy Doucette & Lori See  
Nominating Committee

## The 2 Minute Project Manager

Robert J. Morgan, PMP

### The Goal, Theory of Constraints, and Critical Chain Project Management Part I

If you are a Certified Project Professional, or have been involved in Project Management for a significant period of time, chances are you are familiar with the term "Critical Path". But are you familiar with the term "Critical Chain"? How about "Theory of Constraints"? Although Critical Chain can be found in the 3<sup>rd</sup> edition of the PM-BOK, it is only briefly mentioned and the term "Theory of

## 2 minute PM, continued

Constraints” (TOC) is not mentioned at all.

In the 1980’s, Eli Goldratt, an Israeli physicist, wrote a book titled *The Goal*. The book was written as a novel to describe a “Theory of Constraints” (TOC) methodology for managing production planning and scheduling. The book, translated into 21 languages, has sold over 3 million copies and has been taught in over 200 universities. In addition, thousands of corporations have used this methodology successfully to dramatically increase output and lower cost.

TOC is based on the fact that the main principle (or Goal) of any economic enterprise is to make money. At first, this may seem intuitive. All businesses endeavor to make money. But do companies using projects to make money accomplish this well?

TOC is the premise that as firm’s *constraints* determines its ability to make money. The constraint is the step in the system that everything else should place its focus to produce at maximum efficiency. A constraint might be a rookie Software Developer, slow or outdated machinery or an insufficient number of raw material suppliers. There is a five-step principle to improve system efficiency though focus on the constraint:

1. Identify the Constraint
2. Decide how to exploit the Constraint
3. Subordinate all else to the exploited Constraint.
4. Elevate the Constraint (increasing a resource)
5. If the Constraint has been changed, loop back to step 1.

*The Goal*, written as sort of mystery novel, states that the fundamentals of managing a business system (or project) can be reduced to only three measurements;

1. *Throughput* (Rate of Sales Revenue)
2. *Inventory* (all money invested in things the company intends to sell)
3. *Operational Expense* (the cost of turning Inventory into Throughput.)

Throughput is the Goal and is defined as the rate at which the system generates money. All else is subordinated to this. Throughput (as in money) makes the firms’ world go around

Inventory is money currently inside the “system”. It is the coal and iron used to make steel or the printed circuit boards and electronics components used to make computers, and the blank media on which to place copies of software.

Operational Expense is money paid out to make Throughput happen. This is expense such as physical plant, equipment, people, etc.

To sum this, there are three measures, one measurement for money coming in the system, one for money “in process” and one measurement for money going out of the system.

In this column, we briefly explored the Theory of Constraints and three measurements that are used to identify and monitor these constraints to therefore make money.

In part 2, we will explain the Critical Chain Project Method used to apply, plan, schedule, and monitor the TOC System.

## Discounted Training

ASPE would like to offer a \$200 discount off any of our upcoming training courses to Central Florida PMI members.

### Training in Jacksonville:

December 3-4, 2008 [Business Analyst Fundamentals](#) - 13.5 PDUs & \$995 (Regular price \$1195)

January 27-28, 2009 [Agile Project Management](#) - 14 PDUs & \$1095 (Regular price \$1295)

January 27-30, 2009 [Business Analyst Boot Camp](#) 28 PDUs & \$1995 (Regular price \$2195)

### Training in Miami:

December 16-17, 2008 [Fundamentals of Business Process Analysis & Design](#) - 14 PDUs & \$995 (Regular price \$1195)

February 9-10, 2008 [ScrumMaster Certification Workshop](#) - 14 PDUs & \$1195 (Regular price \$1395)

### Training in Tampa:

February 19-20, 2009 [Business Analyst Fundamentals](#) - 13.5 PDUs & \$995 (Regular price \$1195)

To take advantage of these special offers, contact Alysia Barnes-Poteat with promo FLLN08 at 877-800-5221 or [abarnes-poteat@aspotech.com](mailto:abarnes-poteat@aspotech.com) to register for \$200 off the regular price. We also have [free white papers](#) available to download on our [website](#).

## PMP Question of the Month

Of the following factors, which one has the greatest effect on a project’s communication requirements?

d. The project’s organizational structure.

## Mentoring Program

The PMI CFC Mentoring Program that was initiated at the beginning of this year has not been as successful as we would like. There are several probable reasons:

We have had considerable difficulty establishing and maintaining contact with the mentors and mentees. Scheduling meetings that all participants could attend proved to be totally impossible. Even attempts to schedule meetings for individual mentor-mentee pairings had limited success.

We suffered some attrition in participants, which had the effect of disrupting the mentor-mentee pairings.

Our conclusion is that we set requirements and conditions for the program that may have been too stringent for our community. Specifically, the need for everyone to attend an introductory course proved to be impossible to schedule. Moreover, the requirement that all mentor-mentee interaction be conducted face-to-face was probably too rigorous.

If there is an excuse, it is that we modeled our program closely on the very successful program offered by the Western Ontario Chapter. It appears that Central Florida has some significant differences compared to Western Ontario.

As a result we will restart in the New Year with a new structure, new requirements and new conditions. In addition to using the Western Ontario program we will draw on experience from the IEEE program and others. We will not require that participants attend an introductory session, or any other sessions requiring that all participants attend. Nor will we require that all mentor-mentee interactions be held face-to-face; we will allow telephone and video-conferenced meetings, and we will allow some activity based on electronic messaging.

There is one caveat: we may have some difficulty persuading PMI Headquarters to accept our program as eligible for PDUs if we do not conduct sessions face-to-face. We will work to resolve that issue, but it may be that only face-to-face sessions will earn PDUs.

Please watch this space for more information. We intend to use a similar registration procedure as before, and we will make the registration forms available early in the New Year.

## President's Corner

A blur. I never thought I would characterize three years of service to this board that way, but here I am. There have been a number of positive changes to our chapter over the time that I have been lucky enough to serve. All of the accomplishments are a credit to the many members that have given their own time to create and improve services every year. Our best indicator of success has been the steady increase in membership that we have noted month by month.

If I allow myself any measure of pride at all, I take it from the fact that I will step down from an all-volunteer board that has doubled in size since I joined it. In recent months the demands of my occupation have required me to bring my level of involvement

in the chapter much lower than I would like, and frankly lower than my position on the board demands. Our operations have continued without a hitch and succession at the board level has been assured given the level of interest in chapter elections this year. I have been getting tremendous help and support from my friends and colleagues, for which I am extremely grateful.

This is not an easy time for many people. As companies cut projects and budgets across Central Florida, many of our members are looking for work. This is the time that comprehensive services from our chapter are truly needed by our membership. While the board members consider and implement methods to match our many qualified candidates with jobs, I would also urge us to consider forging formal relationships with other volunteer organizations. We have the ability to mobilize considerable talent in our region where it is needed most and keep people engaged and active in our profession while looking for work.

This experience has been absolutely invaluable for me. I'd like to thank not only our volunteers but all of our members for the opportunity you have afforded me in service to the chapter. I will look to keep my level of engagement as a volunteer as high as I can in the coming years. Without a doubt I'm sure I'll see many of you at future dinner meetings!

With all of my gratitude,

Tom Reale  
President  
PMI Central Florida Chapter

## PMI CFC 2008 Board

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Michael McCurdy

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