

Project Charter

Serving Southern Nevada's Project Management Needs for Over 10 Years

August/September 2009

Our Mission

"Provide premier networking, education and presentations to support the needs of the project management community for accessing colleagues, improving skills and obtaining expert knowledge in project management."

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the role that measures play in driving business results and continuous process improvement.

About Larry Paise - IBM Speaker:

Larry Paise is a Senior Managing Consultant at IBM and is currently the Rational brand Lab Services manager for the Pacific Coast.

Larry joined Rational in 1991 and has spent nearly his entire career on the front lines helping customers deploy Rational's wide variety of solutions. From 2002 through 2006 Larry was a Project Manager and Engineering Manager in Rational's product development team.

He was part of the most complex project (up to that time) ever undertaken by Rational. The project team involved 200 contributors working on 45 components distributed across three continents. Larry managed the team responsible for nightly build and integration of all contributors work into a functioning product install image. Larry has also managed both near-shore and off-shore product teams. Prior to joining Rational Larry worked in the Aerospace community creating the software that drove pseudo real-time training simulation systems.

Meeting Agenda

- 5:30 - 6:00 Networking and sign in
- 6:00 - 6:15 Meeting start and introductions
- 6:15 - 7:15 Dinner and speaker presentation
- 7:15 - 7:30 Prizes and wrap-up

Cost

\$25 members, \$30 non-members, \$10 student rate or meeting only or drop-in (no meal).

For more information, including information about meeting sponsorship, please contact:

vpprograms@pmi-snc.org

Palace Station Hotel & Casino
2411 West Sahara Avenue
Las Vegas, Nevada 89102



September 17 Meeting Program



IBM Senior Manager
Larry Paise

Presenting:

"Transforming business objectives into viable business solutions"

Overview/Agenda:

Larry's talk will focus on IBM Software Group's own transformation that has been underway since the early part of the decade and the business results that it is driving for IBM. Of particular interest will be how this transformation has affected the role of the project manager and, in particular, the PM's role in the Agile and Lean software movements. Larry will also discuss

Meeting Attendance Award!

Fiala Project Resources will be giving away a free lunch at the Four Seasons to the organization with the most attendees at the meeting!

PDU Reporting for Dinner Meetings

You can report your meeting PDUs directly on the PMI web site. It's easy!

[HOW TO REPORT PDUs](#)
CLICK HERE

PMI Name Badges

Wear your PMI membership with pride! PMI members can order an engraved *magnetic* PMI name badge for only \$25 each. You've seen them worn by other members... now it's time to get yours!

[ORDER BADGE NOW](#)
CLICK HERE

July 16 Meeting Highlights

Thanks to Anna Barantez for Presenting "Measuring the Business Value of Projects."



Membership Corner

We currently have a chapter membership of 367! Please welcome our NEW members!

Welcome!

Brian Berg
Adam Charles DaeGorn
Renea Davis, PMP®

Lynn Efthemes
Thelma Hiromoto
Sharron T Jackson
Jill Jefferson
Todd Jones
Kristy Kastner
Jen Yoon Leong
Jeffrey Lewis
Amelia Christine Porter
Cynthia L Pridgen
Elliott A Robertson
Yvette T Steward
Brian W Stuart

Welcome back to our RENEWING members!

Oula H. Ahmad
Alan Ashford, PMP®
Geraldine V Babero, PMP®
Christopher J Bovill, PMP®
Glenn Curtis Callaway, PMP®
Robert M. Cameron
Mark E Cummings, PMP®
Beth C DiGiovanni, PMP®
Martin J. Droney, Jr.
Abigail Dionne Fuchs, PMP®
Christopher L. Gebelin, PMP®
Sherri L Gladu, PMP®
John J Halas, PMP®
Michael William Harrington, PMP®
Mayri Lynn Hebert, PMP®
Sunny S Hill, PMP®
Thomas B Hill, PMP®
Geoffrey Ian Hussey
Darrell B Hutchinson, PMP®
Richard G Hyte, PMP®
Gerald Austin Johnson, PMP®
John Kompore, PMP®
Kyle H. Kost, PMP®
George Kowolik, PMP®
Steven J. Lawrence, PMP®
Theresa A Lenhart, PMP®
Annette Levin, PMP®
Karen McCall, PMP®
Ronald Misak, PMP®
Oscar Armando Morales, PMP®
Jerel Nelson
Catelyn C Nguyen
Michael Patrick O'Donnell, PMP®
Daniel Packer, PMP®
Lorie A Petersen, PMP®

William Gene Phillips, PMP®
Bambi L Pilley, PMP®
Robert J Pfaff, PMP®
Robert S. Platoni, PMP®
David J Pokorny, PMP®
Kim Poole
Beth Ellen Ransel, PMP®
Angel Salomon
Michele L. Sanders, PMP®
Leon H Siekerka, P.E., PMP®
Lionel Silva, PMP®
Terance Stanton, PMP®
Robyn M. Suma
Deanna Snyder
Paul Michael Snyder
Heidi Tomich, PMP®
Rob Vass
Andrew C Weber

Component and Educational Foundation Awards and culminate with the announcement of the coveted PMI Project of the Year Award.

New this year:

- The ceremony will include multiple performances by the energetic Cirque Odyssey -- a fast-paced, musical celebration of strength, agility, grace and skill.
- Banquet-style seating will feature drinks and hors d'oeuvres.
- Ceremony attendees will receive gifts commemorating PMI's 40th anniversary.

Top five reasons to attend this event:

- Honor the best of the best in project management;
- Network;
- Watch a delightful show;
- Enjoy food and drinks at the reception;
- Take home a memorable anniversary gift only the Awards Ceremony attendees will receive.

If you would like to attend the ceremony, you do not have to register for the congress. Simply RSVP below. Don't forget to include your name. Please put "Awards Ceremony" in the subject of the email.

RSVP NOW
CLICK HERE

This article was reprinted from the PMI Friday Facts Newsletter, 4 September 2009, Volume 11, Number 3

Dale Carnegie Approved as Registered Education Provider

We are pleased to announce that the Project Management Institute has recently approved Dale Carnegie Training as a Registered Education Provider and that Dale Carnegie's Leadership Training for Managers program has been approved for Category 3 Professional Development Units.

Since 1912, Dale Carnegie Training has been improving the performance of companies by improving the performance of the individuals within those companies.

400th Member Contest!

We currently have 367 members and we're closing in on the 400th member! Guess when the 400th member will join our chapter and win a \$100 gift certificate! The 400th member will also receive a \$100 gift certificate! This contest is open to chapter members in good standing only. One entry per person. Closest entry will win. Please e-mail your entry to vpmembership@pmi-snc.org. For identification purposes, please include your PMI membership number.

Good Luck!

Karen S. Brown, PMP®
2009 Vice President, Membership

If you have any membership questions, please contact me at vpmembership@pmi-snc.org. Thanks!

PMI Friday Facts

PMI to Bestow its 2009 Awards on 10 October

On 10 October, PMI will announce its 2009 Awards, recognizing those teams and individuals who have advanced their communities and organizations through project management. The Awards Ceremony will take place at the PMI Global Congress 2009—North America, Orlando, Florida, USA. It will feature PMI Professional,

The Leadership Training for Managers Course is designed to facilitate the mastery of practical management skills needed to be an effective business leader. It develops the essential skills of communication, delegation, problem analysis, time management, and motivation. Class projects relate specifically to the work place where skills can be applied immediately.

Best known for his books, *How to Win Friends and Influence People* and *How to Stop Worrying and Start Living*, Dale Carnegie pioneered the workplace learning industry. Today, Dale Carnegie Training has worked with more than 400 *Fortune 500 Companies* and boasts 8 million graduates world-wide with classes being presented in 80 countries and 25 different languages. Dale Carnegie Training is certified by the International Standards Organization (ISO 9001:200) and accredited by the American Council on Education (ACE), the Accrediting Council on Continuing Education & Training (ACCET) and the Accredited Institutions of Post Secondary Education (AIPE).

For additional information on Leadership Training for Managers and other Dale Carnegie Programs in Nevada please contact Cory McGuire 414-839-8711 or Chad Marchant at 702-308-6815 or visit the Dale Carnegie Training of Nevada website at www.nevada.dalecarnegie.com.

PMBOK 4th Edition Now Available

PMI has now posted a secured version of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition on PMI.org, at <http://www.pmi.org/Resources/Pages/Members/Library-of-PMI-Global-Standards-Projects.aspx>. We apologize for any previous inconvenience members may have experienced in downloading the *PMBOK® Guide*.

- PMI has been committed to providing complimentary member access to the current version of the *PMBOK® Guide* from the time it was released as a Project Management Quarterly Special Report entitled *Ethics, Standards, and Accreditation*, in printed form, in August 1983. This members-only access is unique among standards-setting organizations.

- Improved technology and ease of sharing digital files also meant that PMI's intellectual property, including the *PMBOK® Guide*, became more difficult to protect. Even so, PMI remains committed to providing members with complimentary access at the same time PMI monitors best practices among standard development organizations for digital copyright protection.

- Creation of PMI's standards is a long and complex process, spanning nearly three years and involving hundreds of volunteer subject matter experts around the world. Protecting the intellectual property developed by these dedicated groups respects their efforts.

- When PMI's intellectual property has been secured, PMI membership has increased value and exclusivity.

- Protecting the *PMBOK® Guide*'s copyright is simple:

- Use your complimentary member copy of the *PMBOK® Guide* for personal use only (this is not meant to be used by consultants, teachers or trainers for courses—additional copies are available in PMI's marketplace for commercial use).

- Do not forward, share or resell your complimentary digital copy of the *PMBOK® Guide*.

- PMI will continue monitoring best practices for digital copyright safeguards and implement them as necessary to protect our shared intellectual property.

Job Openings

Are You Looking for a Job? PMI Career Headquarters Can Help

PMI provides a wealth of resources for job seekers and employers through its job and career development site Career Headquarters. With tools and services like career coaching, job search agents, direct online job applications, and featured employers, Career Headquarters can help qualified job candidates advance their careers by finding the right job.

The site allows all users to perform standard tasks such as building or uploading résumés. But PMI members get a few added perks, including the ability to create searchable resumes as well as online portfolios showcasing their work samples and certification documents.

PMI Career Headquarters is pleased to announce new job search tools for our project management members and professionals!

Now available:

- **Résumé Builder** – Experience a more efficient résumé /CV creation process, which allows you to upload your résumé /CV from a desktop publishing program, such as Microsoft Word.

- Professional Profile – Create a professional presentation of your qualifications. This easy-to-use feature pre-populates information from your résumé, saving you time. And if you don't finish the first time through, your information will be saved so you can easily get back to it later.
- Searchable Portfolio – Increase your exposure in an employer's search by creating an online portfolio of career-related documents, including work samples, cover letters or certification letters.
- Job Application Preview – See everything that you submit, exactly as the employer will, before submitting your applications.
- Tighter Confidentiality – Take comfort in stricter confidentiality rules throughout our Career Center.

At Career Headquarters, searching for a job is easy and it's free!

President's Message

By Peter Fiala, PMP®
President – PMI Southern Nevada Chapter 2009

Seems like our 2009 BOD just convened – and already the final quarter of our term is just around the corner. One of the important topics that we've touched on at our BOD meetings – but haven't really pushed at our meetings is Mentoring.

As a group – we've decided that **Mentoring**- or providing the ability for experienced Project Managers to team one-on-one with Junior Project Managers to provide career and professional guidance – should be something that our chapter provides.

Most senior PM's have had the benefit of working under the tutelage or mentorship of an experienced PM that they have looked up to and learned from. I look back on my days of working under a top-notch IBM Project Manager as the times when I learned the most in the shortest time. There is no substitute to working closely with a seasoned professional in action while learning to emulate their skills.

If you are a Senior PM interested in working with a Junior PM to help them hone their skills – please let me know and we'll put you in touch with our Mentoring coordinator. You can earn PDU's as well as a great sense of accomplishment watching your 'mentee'

develop. If you are a Junior PM who would like to be mentored – please reach out also.

Along the same lines – I am still looking for practicing PM's to participate as 'Guest Speakers' for the UNLV Project Management (INF 320) class that I am facilitating on Tuesday and Thursday evenings (5.30-6.45) through December. This is a chance for you to share your industry knowledge with UNLV Juniors who are being exposed to PMBOK concepts for the first time. Your real-world experiences will help them connect the theory with the practical application of the PMBOK principles, and you can earn PDU's for participating in the class presentation.

Send me an email at PeterF@FialaPR.com and get involved in our Southern Nevada PM Community!

2009 Holiday Party!

The annual PMI Holiday Party will be held in conjunction with 4 other leading Las Vegas professional organizations: WITI, AITP, IIBA and ISACA. The event will be the 4th Annual "Technology for Tots" with proceeds going to Toys for Tots. Everyone will be requested to bring an unwrapped toy that will be collected in person by the US Marine Corps.

The Technology For Tots Holiday Party will be held at the M Resort on Friday, December 4, from 6pm-10pm. The Guest Speaker will be Patti Hart, IGT CEO.

With many companies foregoing their holiday parties many local professionals will be attending this event, so make sure you purchase your tickets when they go on sale. Special pricing will be available for those who purchase their tickets by Thanksgiving! More information will be published in the next newsletter.

PMI-SNC Lending Library

Check out our great PMI-SNC Lending Library! We have many excellent resources available for FREE to all PMI-SNC members! You can borrow project management and leadership books, PMP® self study

resources, and much, much more! Here are just a few of the many titles available:

“It Sounded Good When We Started: A Project Manager’s Guide to Working with People on Projects”
by Dwayne Phillips and Roy O’Byran

“Advanced Project Management: Best Practices on Implementation” by Harold Kerzner, Ph.D.

“Herding Chickens: Innovative Techniques for Project Management” by Dan Bradbary and David Garrett

“Why Employees Don’t Do What They’re Supposed To Do and What To Do About It” by Ferdinand F. Fournies

“What Smart People Do When Dumb Things Happen at Work: Hundreds of Tips for Dealing With All the Blunders, Glitches, Traps, and Setbacks That Sabotage Your Road to Success” by Charles E. Watson

“Master Motivator: Secrets of Inspiring Leadership”
by Joe D. Batten and Mark Victor Hansen

“Take This Job and Love It: How to Turn the Job You Have into the Job You Want” by Diane Tracy

“The Four Agreements: A Practical Guide to Personal Freedom, A Toltec Wisdom Book” by Don Miguel Ruiz

“Sun Tzu: The Art of War for Managers; 50 Strategic Rules” by Sun-Tzu and Gerald A. Michaelson

“Project Quality Management: Why, What and How”
by Kenneth H. Rose

“Leadership Secrets from the Executive Office”
by George Hathaway

“Christian Family Guide To Managing People”
by Arthur (B.K. Nelson Agent) Pell, Craig Bubeck

“Follow Your Heart, Finding Purpose in your Life and Work” by Andrew Matthews

What if you get audited on your PMP Exam Application?

By Cornelius Fichtner, PMP®
www.cornelius-fichtner.com

By applying to take the Project Management Professional (PMP)® exam you also automatically agree to comply with the Project Management Institute’s (PMI)® audit terms. The PMI writes about this in the PMP credentials handbook as follows:

"To ensure that only qualified individuals attain credentials from PMI, we routinely conduct audits of

candidate applications. The audit process is primarily random however, PMI reserves the right to audit any candidate or PMI credentialed individual at any time."

Here is what you can do in order to make a possible audit go smoothly and what to expect.

First of all, start out by reading the PMP Credentials Handbook to gain a basic understanding of the audit process. You can find this handbook on the PMI website in the Career Development section. While it doesn't list all the details of the audit process it is the only official information that PMI has published about it.

Now it’s time to proactively avoid any possible issues should your PMP Exam application be selected for an audit: As you fill in your application for the PMP certification exam simply answer all questions truthfully. The intention of the application is to show that you fulfill PMI's eligibility requirements. The intention of an audit is to ensure that only viable candidates apply. Consequentially, if you fill in your PMP application truthfully, then you will have nothing to fear from the audit. This audit process is one of the reasons that the PMP credential retains its high regard.

The audits are completely random and you will be informed via email that you have been selected. This email is usually sent to you the moment that you submit your application. Along with the statement that you have been selected for an audit, the email also contains detailed audit instructions for you.

At this point, it is important to realize that once you are being audited the "clock stops". By this I mean that you have 1 year following the submission of your application to take the PMP exam. But during the audit, this "clock stops" and does not continue until after your audit has been processed. So if your audit takes 6 weeks, then you have 1 year and 6 weeks to take the exam from the moment that you submitted the application.

After informing you that you are audited, the PMI will prepare the "audit package" for you. Log on to your account at PMI to find it. This package contains the details that you have submitted for each of your projects on your application. It also contains further instructions. You will now have to do the following:

In your application you named a primary contact person for each of the projects that you had worked on. Forward the appropriate section of the package to each of your primary contacts. They now have to verify that the information listed is correct, print and sign the document, put it into a sealed envelope and then put

another signature across the sealed flap of the envelope. And yes, the PMI is very serious about this last one.

You will also have to make photocopies of the certificates you received from your training courses, to show that you have received 35 Contact Hours of training related to the 9 *PMBOK® Guide* Knowledge Areas.

Once you have gathered all this information you have to send the sealed envelopes and your certificate copies to PMI for review. I recommend that you send everything as one package and request a delivery receipt from the postal service.

PMI will inform you about their decision via email. Should you fail the audit, then PMI will refund the money that you paid minus an administrative fee of \$100.

It is important to realize, that you have the power to expedite the audit process. The sooner you respond, the sooner it is processed. PMI is usually rather quick in processing your audit documents after you send them in. In some cases it can take as little as 4 days.

To make an audit go as smooth as possible I always recommend that PMP exam aspirants take one more step to resolve any possible issues should they get audited. After all PMI advocates that we project managers must be proactive, so let's apply this concept here as well. My recommendation is that once you are ready to submit your application to PMI, submit it first to your primary contacts. Allow your primary contacts to review your application and confirm that they agree with the information that you have listed. If they don't agree then you can make changes before you send it off.

Many of my students have been audited by PMI. And they tell me that if you are prepared and if you know what's coming then being audited is simply a formality and nothing to be worried about.

Article

Triple A

3 Intangible Skills that Make You Successful

By James T. Brown, PhD., P.E., PMP®

Project management can be stressful because it requires a variety of intangible skills in addition to knowledge of project management principles. If your intangible skills

are lacking or underdeveloped, your job can be overwhelming.

Intangible skills take you beyond adequate performance to excellent performance. If you were to list all of the intangible skills that benefit you as a project manager, the list would be so long it would seem to trivialize each skill.

However, three characteristics are essential for all project managers, and you can remember them as the Triple A: Anticipation, Action and Adaptation.

Anticipation

Anticipation means you are able to predict the likely outcomes of various decisions and actions. You gain this ability by reading, understanding and correctly interpreting the people, data and circumstances surrounding a situation.

To succeed at anticipation, you must be trustworthy and have established, trusting relationships. These attributes are the basis of clear, honest communication that will enable you to interpret people and circumstances.

Wisdom with regard to emotional intelligence and human behavior is also required. The committed project manager should be a lifelong student of human behavior so you can better predict the actions and reactions of colleagues and team members.

Exceptional project managers use anticipation to quickly see to the heart of a matter and avoid surprises. Anticipation also allows for more thorough and purposeful solutions, because there is more lead-time to develop them.

Action

Action is the ability to make things happen and inspire others to do the same. Two key intangibles that support action are passion and creativity.

Passionate project managers get things done because of their strong belief in themselves, the project, the deliverable, and the organization or a combination of any of these. These beliefs are driving forces that stimulate action.

Creativity is required to find new ways to motivate people, accomplish tasks and remove obstacles that stand in the way of project objectives.

In a perfect world, the work identified in the Work Breakdown Structure would simply be assigned and executed by the team. In the real world, you must motivate people to execute the plan, and put them in a position where nothing prohibits or inhibits that execution.

Adaptation

Adaptation describes the ability to respond positively to unfavorable decisions and unfortunate circumstances.

You or a team member can make a mistake, a vendor can be late, or a consultant can work out poorly ... a seemingly endless list of bad things that can happen in a project.

But the exceptional project manager adapts in a positive manner to these situations and takes ownership of situations.

Through adaptation, you learn from your mistakes and you have the confidence to continue to make aggressive decisions. You recognize that a mistake just made was not your last, and a worse mistake would be passivity and failure to make timely decisions.

When it comes to fixing unfortunate circumstances, stay resolute and do not get discouraged.

The intangibles that support adaptation are having a positive attitude and providing solutions for unfortunate circumstances, regardless of their origin. You must always adapt your plan to deal with the circumstances of the project.

Project management may not be for everyone but for those of us who love it, the intangible attributes of Anticipation, Action and Adaptation will bring you to high levels of achievement.

Dr. James T. Brown is president of a project management training company, [SEBA Solutions Inc.](#), and of a Web-based provider of Professional Development Units (PDUs) for PMI credential holders, [OnePdu.com](#). He is a keynote speaker on project management topics and will provide a keynote address at the PMI 13th annual Information Systems SIG (ISSIG) Professional Development Symposium (PDS) '09 in Montréal, QC, Canada on 10–13 June 2009. Please send your questions or comments to [Dr. Brown](#).

This article was published originally on 24 April 2009 in *PMI® Community Post*, a publication of Project Management Institute, Inc.

PMI Publication Quizzes, Project Movie: Two New Ways to Learn and Earn PDUs

May marked the introduction of two new professional development offerings from PMI. Both are online offerings and were designed with the time-limited project management practitioner in mind.

Convenient Online Quizzes

PMI Publication Quizzes offer a convenient way for PMI credential holders to earn professional development units (PDUs) toward their continuing certification requirements. Individuals purchase a “quiz bundle” from Marketplace on PMI.org. This bundle contains one or two articles, along with a link to a quiz that was specifically prepared to test users’ learning of the information in the articles. This online offering is a simple solution for credential holders who need a few PDUs to maintain their credential, and who don’t have time or money to travel and take an in-person class. The process involves:

- Accessing the articles electronically;
- Reading them;
- Taking an open-book quiz online;
- Scoring 70 percent or higher on the quiz; and
- Earning one or two PDUs, depending on the specific bundle.

Some articles come from PMI magazines and journals; others are white papers from events such as PMI global congresses and research conferences. Topics include cultural intelligence, organizational project management, milestone planning, work breakdown structures, and vendor and contractor management. You can also search the available quizzes by topic, release date and credential.

This program will be especially beneficial to credential holders in regions of the world with fewer opportunities to earn PDUs through PMI chapter events or from PMI Registered Education Providers (R.E.P.s). Please note: Only one-third of the PDUs per three-year cycle may be earned via PMI Publication Quizzes. The quizzes do not qualify as educational hours to sit for a credential exam.

[See more information.](#)

New Web-Based Self-Study Course

Project Movie is a web-based self-study course that is ideal for practitioners who are starting their project

management careers, as well as for those who would like an easy-to follow guide to the changes and new content in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fourth Edition. It is also a perfect primer for those preparing for the Certified Associate in Project Management (CAPM)® examination.

In this course, a realistic scenario is presented in which the project manager of a documentary film learns how to apply the principles of the *PMBOK® Guide*—Fourth Edition to his project. This scenario brings the concepts to life in a fun and interesting way.

This online course takes approximately 15 hours to complete, and participants have convenient access to it any time for one year from date of registration. Those who complete the course will receive a certificate, and will earn 15 contact hours, 1.5 Continuing Education Units (CEUs) or 15 PDUs.

Project Movie replaces the Project Management Methods and Mechanics Web-based self-study course. [See more information.](#)

This article was published originally in July 2009 in PMI Today®, a publication of Project Management Institute, Inc.

PMI-SNC and the Las Vegas International Institute of Business Analysis (IIBA)

PMI-SNC is always ready to help professional organizations in town and the Las Vegas International Institute of Business Analysis or LVIIBA for short is one of those. Some of our membership also belongs to IIBA and vice versa so this just makes good professional networking sense.

IIBA has been in Las Vegas since 2007 helping organize the Business Analyst community here locally. Below is a special message from Kelly Winquist the current president of the Las Vegas chapter of IIBA.

Las Vegas IIBA Chapter Meeting

Special Guest Speaker

Monday November 9, 2009

6:00pm - 8:00pm

(Note Special Date)

Location: Clark County Government Center
ODC Room 3
500 S. Grand Central Pkwy.
Las Vegas, NV 89155

Topic: From Tactical to Strategic: A Business Analysts' Path to Leadership

Many business analysts are faced with the question of “What do I want to be when I grow up?”. Unfortunately, more often than not, their path to leadership is not clear.

There is hope! With the recognition of the Business Analyst profession improving within organizations, the prospect of moving through a career path, from tactical to strategic, is becoming a reality. Through careful competency development, coaching, mentoring, management support, and certification, for example, the opportunity to play an integral role in the strategic direction of an organization can be realized. While it is not an easy endeavor and does not happen overnight, finely practiced, disciplined, and structured skills must be nurtured and applied before making the leap.

Great leaders can start their journey applying some very technical skills, then honing the application of business skills, including business acumen, critical thinking, problem solving, coaching, mentoring, and organizational change. They validate their skills with certification, and, based on their area of interest or subject matter expertise, can practice them in a variety of strategically positioned disciplines.

This presentation will guide it's participants through the key ingredients necessary to move from a tactical to strategic role within their organization by focusing on:

1. Competency development
 - a. The alignment of the IIBA®'s Business Analysis Body of Knowledge® (BABOK®)
 - b. The business skills necessary to make the transition
2. Career path alternatives
3. The supporting mechanism required to help drive the competencies forward through a structured and disciplined approach

Guest Speaker: Kathleen Barret, CEO and President of the IIBA (LVIIBA's parent organization)

Kathleen Barret is the Program Manager for the Global Resourcing Centre of Competency within BMO Financial Group. With her team of GR consultants, Kathleen oversees BMO's relationships with its multiple suppliers of India-based development resources for its information technology organization. Kathleen started with BMO Financial Group in 2000 as a Business Analyst within the Call Centre business area. In January 2003, she moved to the BMO IT Best Practices group to lead the organizational charge to standardize and ISO certify its requirements management process. From 2004 to 2006, Kathleen further refined and integrated the requirements management process as BMO adopted the CMMI software development framework. In late 2006, she accepted the role of Program Manager for GR, leveraging her experience and knowledge of business analysis to ensure effective off-shoring of development work. In March of 2004, Kathleen became the first and current President of the International Institute of Business Analysis, a professional association focused on defining the *Business Analysis Body of Knowledge*[®] (*BABOK*[®]) and implementing a certification program for qualified practitioners. Kathleen has over 20 years experience in the Information Technology field. Particular fields of expertise include networking, research, benchmarking, retail and e-business in large and small enterprises. In addition to BMO Financial Group, Kathleen has worked for major corporations such as Manulife Financial, Bell Canada, KPMG and IDC, and spent 10 years with a benchmarking consulting company, Real Decisions, that was later acquired by Gartner Group. Kathleen received her degree in International Economics from Georgetown University.

REGISTER NOW
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2009 Board of Directors

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president@pmi-snc.org



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executivevp@pmi-snc.org



Emmit Lamb, PMP[®]
Vice President, Finance
vpfinance@pmi-snc.org



Steve Kompst, PMP[®]
Vice President, Programs
vpprograms@pmi-snc.org



Lynn Carlson, PMP[®]
Vice President, Education
vpeducation@pmi-snc.org



Frank Vedro, PMP[®]
Vice President, Public Relations
vppublicrelations@pmi-snc.org



Karen Brown, PMP[®]
Vice President, Membership
vpmembership@pmi-snc.org



Chris Bovill, PMP[®]
Vice President, Communications
vpcommunications@pmi-snc.org

Last Word

Have something to say? Something that you'd like to see in the newsletter? Please feel free to send all submissions to:

vpcommunications@pmi-snc.org

All submissions will be given equal consideration and included in the newsletter as space permits.

PMI Southern Nevada Chapter - Project Charter
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Compiled by Chris Bovill, PMP[®] newsletter@pmi-snc.org

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