

**Portland Chapter PMI Breakfast Meeting**  
**January 7, 2004**  
**Mentor Graphics**

Attendees: Ann Walker, Michael Steensma, Bruce Rosenblatt, George Walker, Eric McClellan, Mark Kresge, Theresa Knox, Roger Parish, Brian Maddox, Nick Maddox

Topics:

- Co Managing a Project
- Changes to the PMBOC for 2004
- Chapter PMI classes for 2005

**Co-Managing a project:**

Often there are multiple PMs responsible for the delivery of a project; They may have overlapping constituencies and roles; These suggestions were discussed:

- Charter – define the roles of the team, and get signatures or agreement
- Training element – there may be no such thing as a co-chair, as one PM may be more seasoned than the other, so their responsibilities need to be based on their experience
- Use a Meeting facilitator who can verify the agenda, time box discussions, and have no vested interest in the flow of the discussion
- Conflict between the business and IT – Who is in charge?
- Conflict between the PM and the Architect – deadlines and budget vs Grand scheme
- Controlling scope of each group – What to do vs how to do it
- Design Review and Requirements Traceability Matrix – Tools you can use to reach milestones and gather agreement
- Development strategy – Iterative vs Incremental
- CR History – Keep the list of major changes visible
- Sponsor Role – Needs to be active in scope management
- Paradigm change – We all learn new things through the course of a project

Style of the other PM

- Work out questions interpersonally, because escalation can cause harm in relationship
- Who owns what (roles) at a granular level (some folks are more detailed)
- Look for gaps in the project and fill those, instead of continually outlining roles
- Meet as Project managers before meeting with the teams, to work on strategy
- How each addresses the team members
- Work out the questions of “style” (ie formal vs informal, or detailed vs delegated)

Suggestions:

- Focus on their strong points
- Build credibility
- It is an ongoing exercise

### **PMBOK changes for 2004**

- Twice as much information as 2000 edition
- Usually update every four years, but this is the 3<sup>rd</sup> edition 1990

Improvements include

- Additional Processes (from 39 to 44, with 7 new process areas a 2 dropped processes)
- Procurement is better define, and Risk was upgraded from 20 to 32 pages
- Initiation – More elaborate details
- Project vs Program Management, touching on Portfolio management
- Project vs Product life cycles – defines the differences
- Processes are now active verbs
- Issues Management
- Chapter 4 – Integration of Processes
- Project Plans include ancillary plans – Quality, Staffing, Risk

### **PMI Classes for 2005**

2 classes of 40 each

Class spaces are still available

Next Breakfast Meeting South – February 4, 2005