



**Breakfast Roundtable South (Mentor)  
Notes from Meeting of March 3, 2006**

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Scribe – Connie Plowman

# of votes	Discussion Topic
1	Level of Specificity – Technical vs. Operations
10	Value of PMP
10	Value of PMI Membership
4	Quantity of Projects – what is the right amount?
3	Agile Development – Fixed Bid Projects
3	Managing Change
5	Team Building
Other 1	Jake: Quality Study
Other 2	Connie: What do you want from PMI?

**Topic 1 – Combined: Value of PMP/Value of PMI Membership**

- Get a PMP and not do Project Management
- Following the PMBOK – not a ‘Silver Bullet’
- Responsibilities of a Project manager to manage up and down
- Does PP really open the doors for job opportunities?
- Recognize where the organization is with its Project Management maturity
- What is the perception in the marketplace of PMP certification?
- Increasing number of job ads with ‘PMP preferred’
- In some companies, you do not need a PMP certificate to manage projects
- As organizations mature in Project Management, they need to look at professional development, change, etc.
- Does not guarantee that is makes you a better Project Manager
- Certification does not make you an expert
- The PMBOK is a guide
- The exam validates that you have the knowledge
- Are we (PMI) a warehouse for producing PMPs?
- PMPs may not stay active in PMI
- Roundtables grow your Project Management knowledge, and broadens your knowledge base
- Skills that people look for in Project Management is situational – how would you handle this situation.....?
- It is the soft skills that make an effective Project Manager
- Project Management is an art, not a science
- Project Management is more than having a certification
- Must qualify for the exam with hours of Project Management experience, but how is this verified?
- Need Project Management leadership knowledge
- Look at team knowledge, resources, direction, etc.
- Need for face-to-face interaction
- Is there a next level beyond the PMP?
- Is there a need for Re-certification? Requalification?
- Does the employer know what they are getting in a Senior Project Manager?
- Are there too many PMPs that do not know what they are doing?
- This can vary by individual, organization, and industry
- Project Management is used as a career path
- Study Project Management standards, gain a common language



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**Topic 2 – Team Building Ideas**

Looking for exercises and methods to get work done as a team

- Sometimes it depends on the team and the environment
- Catching 6 people doing what you want them to do and recognize that behavior
- Learn who are the individuals, and then create an environment to support a common cause
- Create a common activity
- Celebrate successes
- Mini-rewards
- Work with the team through Project Management aspects/mechanics of the project, and then focus on managing conflict
- Need Buy-in from everyone
- Get the problem in front of everyone
- Problem solve together as a team
- Understand what is driving the issue
- Tuckman Model:
  - Forming
  - Storming
  - Norming
  - Performing
- Validate the result you are driving for, and verify what the value is
- Have 1-on-1 sessions where needed to get buy-in from everyone
- Address bad behavior immediately
- Start with a project charter
- Meet with the sponsor and validate their goals, seek out conflicting goals with other stakeholders
- Set meeting and project team behavior norms
- Interview team members 1-on-1 regularly
- Nail down who really wants to be on the team
- Figure out how to deal with individual personalities (Myers Briggs) and team dynamics
- What are everybody's expectations?
- Hold people accountable
- Need to understand the situation, and get it defined
- Every person consciously decided (Voted) to come to work that day
- There always will be cross-currents in a team
  - Get priorities decided
  - Communicate the situation with the person having the priority challenge
- Highlight wins, and handle the losses individually